ST RICHARDS HOSPICE FOUNDATION

England & Wales · Charity number 515668

Details

Other names	ST RICHARDS HOSPICE AT HOME, ST RICHARD'S HOSPICE
Status	Registered
Legal form	Charitable company
Company number	01850502
Registered	1984-10-22
Register	View on the Charity Commission register

Contact

Address	Wildwood Drive Worcester WR5 2QT
Phone	01905763963
Email	Feedback@strichards.org.uk
Website	www.strichards.org.uk

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Activities

Objects: (1) TO PROMOTE THE RELIEF OF SUFFERING (SO FAR AS SUCH PURPOSE IS CHARITABLE) IN SUCH WAYS AS THE FOUNDATION SHALL FROM TIME TO TIME THINK FIT, AND IN PARTICULAR (BUT WITHOUT PREJUDICE TO THE GENERALITY OF SUCH OBJECT) :- (A) TO PROMOTE BY THE ESTABLISHMENT OF DOMICILIARY CARE AT HOME, IN COMMUNITY HOSPITALS OR NURSING AND CARE HOMES, THE RELIEF OF PERSONS OF EITHER SEX (WITHOUT REGARD TO RACE OR CREED) WHO ARE SUFFERING (AT ANY AGE) FROM ANY CHRONIC OR TERMINAL ILLNESS OR FROM ANY DISABILITY OR DISEASE ATTRIBUTABLE TO OLD AGE OR FROM OTHER PHYSICAL OR MENTAL INFIRMITY, DISABILITY OR DISEASE. (B) TO ESTABLISH MAINTAIN AND MANAGE A HOSPICE HOSPITAL OR RESIDENTIAL HOME AND ALL ANCILLARY SERVICES FOR SUCH PERSONS. (C) BY CONDUCTING OR PROMOTING OR ENCOURAGING RESEARCH INTO THE CARE AND TREATMENT OF PERSONS SUFFERING FROM ANY SUCH ILLNESS, DISABILITY, DISEASE OR INFIRMITY AS AFORESAID AND PARTICULARLY INTO THE CARE AND TREATMENT OF PERSONS SUFFERING FROM CANCER OR TERMINAL ILLNESS AND TO DISSEMINATE THE RESULTS THEREOF. (D) BY PROMOTING OR ENCOURAGING OR ASSISTING IN THE TEACHING OR TRAINING OF DOCTORS, NURSES, PHYSIOTHERAPISTS AND OTHER PERSONS ENGAGED IN ANY BRANCH OF MEDICINE, SURGERY, NURSING OR ALLIED SERVICES, AND IN THE TEACHING OR TRAINING OF STUDENTS IN ANY BRANCH OF MEDICINE, SURGERY, NURSING OR ALLIED SERVICES. (E) BY PROVIDING OR ASSISTING OR ENCOURAGING THE PROVISION OF SPIRITUAL HELP AND GUIDANCE FOR ANY PERSONS RESIDENT (EITHER AS PATIENTS OR OTHERWISE) OR WORKING IN ANY SUCH HOME OR HOMES AS AFORESAID. (F) BY PROVIDING COUNSELLING, BEREAVEMENT AND FAMILY SUPPORT TO FAMILIES AND THOSE CLOSE TO OUR PATIENTS

Activities: To enhance, through specialist palliative care and education, the quality of life of patients and those important to them,suffering from cancer or other life-threatening illness.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- Worcestershire

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,602,782	£12,104,137	£19,739,336	267
2024-03-31	£11,226,962	£11,563,275	£21,111,111	273
2023-03-31	£10,412,572	£10,281,186	£21,205,634	253
2022-03-31	£12,148,318	£9,723,857	£21,209,045	247
2021-03-31	£10,762,560	£8,756,389	£18,611,040	243

Trustees

Name	Role	Appointed
JENNIFER PATRICIA COWPE	Chair	
ANDREA PALMER		
Allard Jan Alfrink		2022-12-05
Danielle Clark		2023-09-25
Dr Ian Michael Laws		2018-12-02
Dr James Sinnett Rankin		2020-02-28
HANNAH EVE EDWARDS		2011-10-21
Heather Elliott		2023-09-25
Helen Serrano		2021-05-24
Rebecca Lloyd		2024-10-17
Robert Richards		2025-11-17
Steven Dunn-Massey		2025-11-17
Steven Thrush		2025-03-24

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ST RICHARDS HOSPICE FOUNDATION

England & Wales - Charity number 515668

Accounts

St Richard's Hospice

Caring for life

Annual Review and Consolidated Financial Statements

for the year ended 31st March, 2025

St Richard's Hospice Foundation

Registered charity no. 515668. Registered company no. 01850502

What we do

We work with other health-care partners to prevent crisis intervention and hospital admissions where possible.

We care for patients in South Worcestershire – this includes in-patient and community care, Living Well Services and a range of further support.

Patients from the Wyre Forest, Kidderminster, Redditch and Bromsgrove areas can access in-patient care.

Thank you

On behalf of our patients and families we would like to say a big thank you for the wonderful generosity of our donors, supporters and volunteers who make our care possible.

Our values

Caring

Caring is at the heart of what we do.

We are inclusive and treat everyone as an individual who we respect and value.

We take time to listen and respond to the needs of each person.

Compassionate

We work with empathy, sensitivity and understanding.

We are considerate, kind and fair.

We support and empower individual choice.

Committed

We are dedicated, reliable and hard working.

We continuously strive to deliver high-quality services.

We support each other and work together for the benefit of our patients and loved ones.

Professional

We aspire to be the best in everything we do.

We are innovative and develop our skills through continuous learning and evaluation.

We take responsibility for our actions and are accountable.

The care and support we provided in 2024/25:

- Community Nursing Team
- Hospice at Home Service
- Living Well Services
- In-patient Unit for Specialist Palliative Care (IPU)
- Learning Hub
- Family Support Services, including Spiritual Care
- Medical Services
- Allied Healthcare Professionals
- Volunteer Services

These activities satisfy our purpose as per our governing document.

Our CQC inspection report in 2024 gave us an overall rating of good.

A further inspection in February 2025 resulted in an overall rating of outstanding published in August 2025.

Our year in numbers

We supported 3,071 patients, their loved ones, carers and bereaved people

288 patients cared for in our In-patient Unit

£399,890.75 obtained for patients and families in benefits and trust fund grants by the Citizen's Advice Team

1,332 individuals helped by the Family Support Team

253 patients cared for by the Hospice at Home Team

210 individuals were referred for Physiotherapy

779 Complementary Therapy Treatments

Volunteers gave more than 106,000 hours

1,093 patients supported by our Community Nursing Team

162 Occupational Therapy referrals

633 individuals supported by Living Well Services

980 people under our care every day – at the hospice, in people's own homes or in the community

Reflections from the Chair

It is interesting to reflect how the energy in organisations can shift in the space of 12 months. In spring 2024, St Richard's celebrated its fortieth anniversary with events designed to thank all those in our wonderful community who had contributed so much to our care over those four decades. As the year progressed, like so many hospices around the country faced with a growing demand for care but also rapidly rising costs without a significant increase in NHS funding, we turned our attention to creating a sustainable future for St Richard's.

In the autumn, we announced that we were redesigning our clinical services, introducing new ways of working and restructuring our workforce in order to address a one million-pound budget deficit. This work consumed much time and energy during a challenging period for all.

While the goal was always to maintain hospice patient beds and care provision across Worcestershire, there was an unavoidable impact on staff numbers: by the end of March 2025, we had sadly said goodbye to 15 valued colleagues, whom I would like to recognise for their major contributions to the care of our patients and their loved ones over many years.

Although 12 of these team members chose to take voluntary redundancy, it has been an incredibly hard and upsetting time for everyone affected and the amazing professionalism of all our staff and volunteers during this difficult transition is to be commended.

But as well as sadness, there were amazing highlights during the year too, including the great Waddle of Worcester. St Richard's third Wild in Art project brought 40 adult penguins and 40 chicks to the streets of Worcester from July to September 2024 and raised an incredible £555,499 profit for the hospice.

Thousands flocked to the streets to follow the penguin trail and, as well as boosting hospice income, an evaluation revealed that city centre footfall had increased by 16% during the trail compared with the same period in 2023, thus benefitting local businesses too. The penguins brought joy and fun to Worcester and my congratulations and heartfelt thanks go to those who led the project and to our partners and sponsors, penguin purchasers, artists, local schools and community groups, crafters and makers, who all so generously played their part in its success.

In this Annual Review, you will read about the care we have given to our patients and those important to them this year. I should like to conclude my reflections with sincere thanks to all our staff and volunteers for their outstanding service and their dedication to our philosophy and cause, and to pay tribute to the amazing generosity of our donors, supporters and the Worcestershire community. You are all vital to enabling St Richard's to support the thousands of patients, loved ones and bereaved people whom we serve every year.

Jenny Cowpe
Chair of Trustees

Redesigning services to secure our future

Care Director Debbie Westwood writes:

2024/25 saw some of the hardest months the hospice sector has faced nationally. Here at St Richard's we took the very difficult decision to review how we delivered our care as we continued to face rising costs, increasing demand for our services and an urgent need to tackle our deficit budget.

Our teams rallied to identify savings across the whole organisation and new ways of working while protecting the number of hospice beds available and our care provision across the county. Sadly the financial pressures we faced were too great and, after careful consideration and consultation, we said goodbye to much-valued colleagues.

We thank our teams for their unwavering commitment to putting patients' needs first and maintaining services in a year of challenge and change for St Richard's.

We are confident that our new ways of working will enable clinical services to flourish and for us to become more responsive to more people whilst still holding true to our values. With us relying on voluntary support for around 80% of our income, we remain grateful to our community without whom St Richard's simply wouldn't be here.

Together we can continue to make the most of every day for patients and their loved ones across Worcestershire.

Dan's story

"I expected a lot of machines bleeping, people looking like they were on death's door, and being surrounded by sadness. But the hospice is one of the most alive places I have ever been to.

"This place is one of the highlights of my life. It has given me something for me, at a time where you feel you have got no control over anything."

Powerful words from Dan Machin, 43, who accesses support from our Living Well Services helping him manage symptoms of his multiple system atrophy.

As an outpatient, Dan comes to the hospice for sessions such as massage therapy, tai chi, and fatigue management.

He has the chance to chat with other patients, sharing experiences and support with people in a similar situation to him.

"When chronic illness affects you, your world does become really small. It was my house or the hospital," explains Dan, who is a trained plumber and has also been a carpenter on theatre sets.

"But then suddenly having somewhere to go on my own – now when I go home, I have something new to talk about with my wife. St Richard's offers independence with support."

Support is extended to Dan's wife, and to his son who is Autistic and daughter who both receive support tailored to their needs.

"What this place has shown me is you are a person – you are not just a notepad of symptoms," says Dan.

The Gateway Service

The Gateway Service continued to act as a 'gateway to hospice care' for patients, families and professionals in 2024/25.

The team ran with five Community Clinical Nurse Specialists and a Social Worker. The highly skilled professionals made telephone contact with every new referral into the hospice and for Bereavement Support South Worcestershire.

Telephone triage assessments took place and the team managed all of the helpline calls for people requiring immediate assistance and advice to get urgent help when needed, signposting to other services as appropriate.

They also supported the planned and unplanned admissions and transfers to the hospice from the community and hospitals, co-ordinating with professionals to provide admission for end of life care or expert symptoms' management.

1,528 individuals supported

5,359 interactions supported face-to-face, via telephone, text, email or digital platforms

In 2025/26 the Gateway Service was restructured to become the Advice & Guidance Service providing an entry point for all professional and self-referrals to the hospice.

Our nursing team in the community

Most of our patients tell us that they would prefer to spend their last days in their own homes. This is where they feel safe and comfortable, and can spend precious time with their loved ones. Our highly experienced Clinical Nurse Specialists (CNSs), supported by Senior Staff Nurses (SSNs), continued to use their skills and knowledge to help manage patients' symptoms, support them, their families and carers in making informed choices.

How patients were supported was determined by patient preference: this could be through face-to-face meetings at the patient's home or via telephone or digital consultation.

Often patients chose a combination of face-to-face, telephone, text and email contact. The team continued to deliver high-quality care and to respond to the ever-increasing complex dynamics of social and psychological needs of patients as well as addressing their physical symptoms.

CNSs worked alongside other health care professionals, social care departments and voluntary/charity organisations to ensure patients had access to care services.

As part of the wider primary care community team, the CNSs and SSNs continued their close links with GPs and Neighbourhood Teams.

"Your support, kindness (in spades) and care in Mum's last few weeks made it possible for her to remain in her own home – when I had reached a point of it feeling it was becoming too much…I shall always be grateful."

In this review year the Clinical Nurse Specialist team had 27,500 contacts via face-to- face, telephone, text, email or digital platforms.

In 2025/26 our nurses in the community became part of the St Richard's Integrated Community Team.

Hospice at Home

Our Hospice at Home Service provides critical 24-hour care and support to enable people to remain in their own home for their end of life care.

Referrals were received from multiple sources such as the St Richard's Community Nurses, GPs, the NHS Neighbourhood Teams and acute and community hospitals.

Referrals were individually assessed to meet the needs of the family and patient. Visits to patients' homes were usually for the following reasons:

Crisis care: where a patient's situation was changing rapidly and there is a high risk of unnecessary admission to hospital. Hospice at Home was able to provide urgent physical nursing care and emotional support at short notice to allow the crisis to be addressed or on-going care needs to be assessed.

Packages of care: time-limited support as an interim measure whilst a longer-term provider of care was identified.

This nursing care allowed the Hospice at Home Team to provide personal hygiene care and support to enable patients to achieve their activities of daily living with dignity and respect.

'Carer support': was a crucial part of Hospice at Home service provision. By supporting the carer, we were able to increase the likelihood of the patient remaining at home (if that was their wish). This also included where patients were supported so the carer could step away, allowing time for practical tasks such as attending appointments, or to take time out for themselves. In addition, the team could provide night sits, allowing the carer to rest easy, knowing that the patient was being cared for and supported.

The Hospice at Home Team expertly assessed care requirements and liaised with other organisations to ensure patients' needs were met. This support for carers continued to be a significant part of the work for the team and often prevented crisis and subsequent admission to the hospice In-patient Unit or acute care.

The team continued to work closely with the wider health economy to support patient care in their own home. Liaising with the NHS Continuing Healthcare (CHC) and Neighbourhood Teams they continued to identify patients who needed support (care packages or one-off visits) to allow discharge from acute beds.

During the past year the team

Cared for 253 patients

Carried out 2,182 face-to-face visits

Made 802 telephone calls to plan support or provide telephone support

The Living Well Centre

The Living Well Centre is located at St Richard's Hospice in Wildwood Drive, Worcester. In 2024/25 the team worked with patients in identifying what matters most to them as individuals.

The team also supported patients to set future goals and to complete advance care planning so that their voice and wishes were heard at all times through their palliative journey.

Often patient goals were around them maintaining independence and undertaking occupations that bring meaning to their lives.

The multi-professional and holistic team comprised of Nurses, Assistant Practitioners, Physiotherapists, Occupational Therapists, Therapy Support Assistants, Complementary Therapists, a Creative Therapist and Administration support.

Many areas of the service were ably supported by a committed team of volunteers.

Goals were different for everyone, but common themes were Advance Care Planning; maintaining function in their own home; improving mobility and reducing falls risk; improving psychological and mental health and learning skills to manage anxiety. The setting of goals for patients allowed for meaningful focus and collaborative action between the patient, their families and the Living Well Team.

We continued to offer courses to support individual needs, with the focus on the patient learning self-management strategies to take responsibility for and ownership of their own symptoms. The Relaxation for Wellbeing course continued to be effective for patients along with Therapeutic Horticulture.

Living Well Workshops continued to develop and thrive.

The Wellbeing Café, hosted in The Green at the heart of the hospice, continued to flourish. This service allows patients and carers to gain advice and guidance from the Living Well Team in a relaxed environment. It also allows individuals that are not currently known to hospice services to self-refer to the hospice.

This service innovation continues to remove barriers to accessing hospice care and has also helped to challenge myths that hospices only support those who are actively dying.

In 2025/26 we introduced a revitalised, flexible Living Well programme to support patients and carers. The ethos of the service remains to support all patients that access our care to live well with their illness that cannot be cured, providing the right support at the right time, so that the individual can continue to be themselves.

633 individuals supported by Living Well Services.

The In-patient Unit

The In-patient Unit (IPU) continued to provide 24-hour specialist, palliative and end of life care tailored around the needs of the patients and those who are important to them.

We worked to identify and respond to all the needs that the patient and those important to them may have, including (but not restricted to):

- ***Pain and other physical symptoms***
- ***Spiritual and emotional needs***
- ***Social and psychological concerns***

The care was provided by a team including:

- ***Specialist Doctors and Nurses***
- ***Physiotherapists and Occupational Therapists***
- ***Spiritual Care Team***
- ***Family Support Specialists including dedicated Social Workers and Counsellors***
- ***Complementary Therapists***

IPU bedrooms are all light and airy single rooms with en-suites. The very best technology and equipment supports complex illness without losing that home-from-home feel.

Two family rooms allow loved ones to spend quality time together away from the bedside. Two jacuzzi spa bath suites offer calm and comfort to patients who may not have been able to bathe at home for some time.

288 patients cared for in our In-patient Unit

"My father in law only had a few hours at St Richards. He/we chose to die listening to his favourite music, comfortable in bed with compassionate healthcare professionals looking out for his every need and his son beside him. Forever grateful..."

Sue's story

"Before coming to St Richard's, I was living my life in black and white, in monochrome. Now, I'm really beginning to live my life in colour again."

These words are from Sue, who lives with Pulmonary Hypertension and is supported by our Living Well Services.

Despite an initial apprehension to access hospice support, Sue came to discover St Richard's care is all about improving patients' quality of life.

She says: "I found a place that was so welcoming, warm, beautiful, and peaceful. The staff just seemed so kind, so friendly.

"On that first day, the team talked about all the different opportunities that could help me in achieving a better quality of life.

"And it wasn't just about my body – this is the wonderful thing. They really understood where I was coming from. It was about the whole person – not just my illness.

"The hospice is so supportive and has been fantastic in helping me get to where I am today.

"I can't speak highly enough of the staff. They are kind, dedicated, and willing to support in any way that's possible."

"The care here is above and beyond anything."

Supporting the family

During 2024/25 the Family Support Service continued to offer a wide variety of services to St Richard's patients, families, loved ones and bereaved people across South Worcestershire through the Bereavement Support South Worcestershire (BSSW) service.

Support was provided in a variety of ways: face-to-face, virtual or by phone, depending upon the needs and choice of the individual. A suite of services was available for both adults and children: Social Work, Counselling, Bereavement Support, Citizen's Advice, Carers' Support and Group Support.

The Family Support Team (FST) saw an increase in both the number and complexity of referrals and in response reviewed all services to ensure the best possible care and support for patients, clients and families.

The counselling team remained busy; supporting clients in a time-boundaried way both in pre-death and bereavement. This included one to one support, couples counselling and specialist areas of support including EMDR.

The Social Work team supported the In-patient Unit, Community Nursing Team and Living Well whilst also working with children and families in the community and facilitating groups. They also continued to provide training and support to schools, enabling school staff to develop bereavement policies and bereavement leads. In addition to this other training was provided to other professionals. The team supported hospice staff and volunteers with safeguarding concerns across all clinical and non-clinical areas.

The team included two Citizen's Advice Advisers. They offered invaluable support and advice to our patients and families who may struggle to negotiate the benefits and grants systems when they already have so much to deal with. They are an integral part of the Family Support team and have obtained £399,890.75 for patients and families in benefits and trust fund grants this year.

Group work continues to be an important and valuable way of supporting a large number of patients and families including carers. Our social and therapeutic groups for adults and children allow clients to have the opportunity to meet others who have experienced similar situations and they often go on to form new friendships outside of the hospice.

In 2025/6, as part of our clinical redesign, we changed the way we delivered the Bereavement Support South Worcestershire (BSSW) service. While we received a grant from the NHS to provide BSSW, the funding we received fell far short of what was needed to deliver the services.

This made BSSW financially unsustainable as St Richard's continued to face rising costs and growing demand for our care.

Anyone referred to BSSW after 31 March 2025 was offered group support led by skilled staff and volunteers. And, a Family Support and Bereavement Referral Line was introduced to accept new referrals into family support and BSSW and signpost support for patients, loved ones, bereaved people and professionals. Those already supported by BSSW before 1 April 2025 saw no change to their care. And, these changes did not affect people referred for family support from St Richard's Hospice as this care runs separately to BSSW. St Richard's Hospice patient and families continued to be able to access one to one, family and group support.

The hospice Spiritual Care Team continued to support patients, relatives, staff and volunteers with spiritual, religious and wellbeing care needs in 2024/25. Support provided included hosting weddings, funerals and our annual Lights of Love celebrations in Worcester Cathedral.

"Continue with what you are doing. It made me feel supported, listened to and left with skill that will help me moving forwards. Thank you all."

1,332 individuals helped by the Family Support and Spiritual Care Team

14,854 contacts by telephone/virtual/online

143 safeguarding incidents, **189** safeguarding discussions

£399,890.75 obtained for patients and families in benefits and trust fund grants by the Citizen's Advice team

Social work referrals: adult: **56**, child: **108**

719 visits to patients on the In-patient Unit

583 adults and children referred into BSSW

bereavementsupport SOUTHWORCESTERSHIRE

1000 patient contacts by Spiritual Care

54 funerals held by Spiritual Care

Therapies

Physiotherapy

The team continued to support patients within Living Well and IPU, and at times in the community.

Patients were offered a comprehensive assessment and treatment focussed around patients' goals.

The Physiotherapy team continued to lead on the Adapted Tai Chi and Managing Breathlessness courses in Living Well. The team worked closely with Therapy Support Assistants.

210 individuals were referred for Physiotherapy

Occupational Therapy

The Occupational Therapy (OT) Team supported patients across Living Well Services and IPU.

Patients were assessed holistically and OT input focussed on achieving patients' goals and what is meaningful to them, including enabling the patient to stay at home or return home for as long as possible.

162 Occupational Therapy referrals

Complementary Therapies

The Complementary Therapy Service continued to receive a high number of referrals, highlighting the value that this service has for patients, their loved ones and also for those that are bereaved.

Initial assessments were completed virtually and treatment sessions were predominantly face-to-face, dependent on individual choice.

The service was supported by volunteer Complementary Therapists.

779 Complementary Therapy treatments

"The reflexology that I received was a wonderful experience which I always looked forward to. It was an hour where I felt very relaxed and all my worries seemed to melt away. I am so grateful for this wonderful opportunity for 'me time'."

Learning Hub

The Learning Team facilitates learning aimed at developing the knowledge, skills, and professional qualities required to support people receiving palliative and end of life care. This includes all staff employed by St Richard's, our volunteers, and people external to the hospice. We also support the learning of a range of health and social care students.

We understand there are different needs and provide learning in a range of formats, including face-to-face, online, and via video-link. Learning is delivered both onsite at St Richard's and externally, allowing us to be responsive and flexible.

St Richard's continues to access the Apprenticeship Levy to support the development needs of staff. During the Financial Year 2024/25 five members of staff completed apprenticeships, these were level three and level five apprenticeships across Leadership, Business Administration and Data Technician.

842
staff and 169 volunteer and student attendances at learning sessions

173
external study days, courses and conferences were attended by staff

272
external delegates given training, this includes Care Homes, Care Agencies, schools and universities, staff from other hospices, medical students and staff from other NHS Trusts across the West Midlands.

Working with our community

Equity, Diversity and Inclusion (EDI) remained at the heart of our work in 2024/5 and we continue to strive to be more equitable, diverse and inclusive to the needs of all people from our local communities.

This was never more important than in our approach to redesigning clinical services from 2025/6 onwards. Equality Impact Assessments were carried out at all stages with feedback from families, carers and partner providers helping shape services of the future.

We saw a significant improvement in capturing data relating to patients' protected characteristics, helping to inform our care provision.

A new 'All About Me' area on our patient systems enables all clinicians and family support teams to understand at a glance what matters most to those we care for and any personal information that we may need to be aware of in providing support that's tailored to each individual.

Our volunteers are hospice heroes!

Our volunteers are at the heart of the hospice dedicating their time, energy and compassion throughout the year.

Volunteers support all types of roles in the hospice and across Worcestershire in our shops and the warehouse. They never cease to amaze us with their passion, willingness and kindness in supporting our staff, patients and their families.

We couldn't make the difference to lives within Worcestershire that we do, and keep our shops open without their commitment and devotion to St Richard's. Each volunteer is integral to our care.

Volunteers contributed more than 106,000 hours

Volunteers involved in patient services gave 5,844 hours

Volunteers supporting our support services and retail clocked up 100,415

While volunteers assist in a wide range of patient areas, their help with fundraising events, shops and contribution within the administrative functions of the hospice is also essential.

Income generation: funding our care

In a year where St Richard's faced rising costs, growing demand for its care and an urgent need to tackle its deficit budget, a robust income generation strategy remained ever important.

Our third public art trail, partnering with Wild in Art, was our biggest and best to date. Not only did our happy huddle of penguins capture hearts across the county but they raised an incredible £555,499 for our care after costs.

Gifts in Wills remained incredibly important to St Richard's. In February 2025 we joined forces with 143 other hospices to raise awareness of the huge difference legacies make to our care. An emotive national TV advert showed how hospices like ours are at the very heart of communities, offering compassionate care and support when it's needed most. We are grateful to everyone who has left a legacy to St Richard's and encourage those who may be considering doing so, to make the commitment. Together we can make sure hospice care lives on for all, for now, forever.

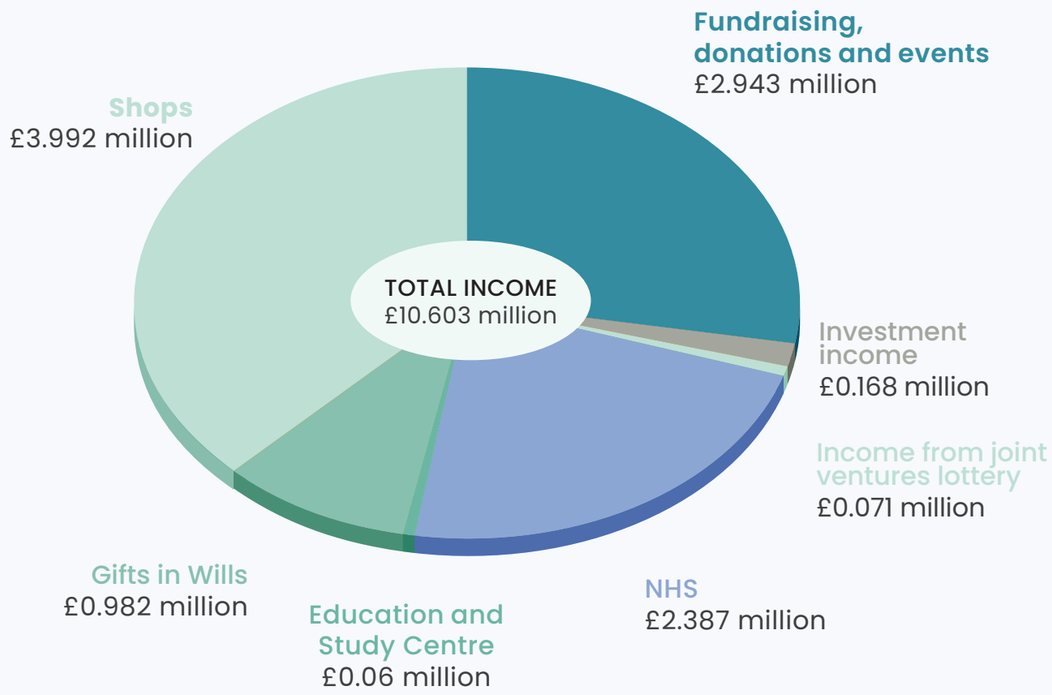
The hospice is dependent on our community and the support of so many, whether they be an individual or a business, a community group or school. Funds raised from marathon runs, sky dives, bake sales, charity treks and so much more remain vital to our future. We are indebted to our passionate supporters who do so much for our care. We are also extremely grateful to the grant making trusts who continue to support our work and their commitment to funding our core services makes a big difference to our patients and family members.

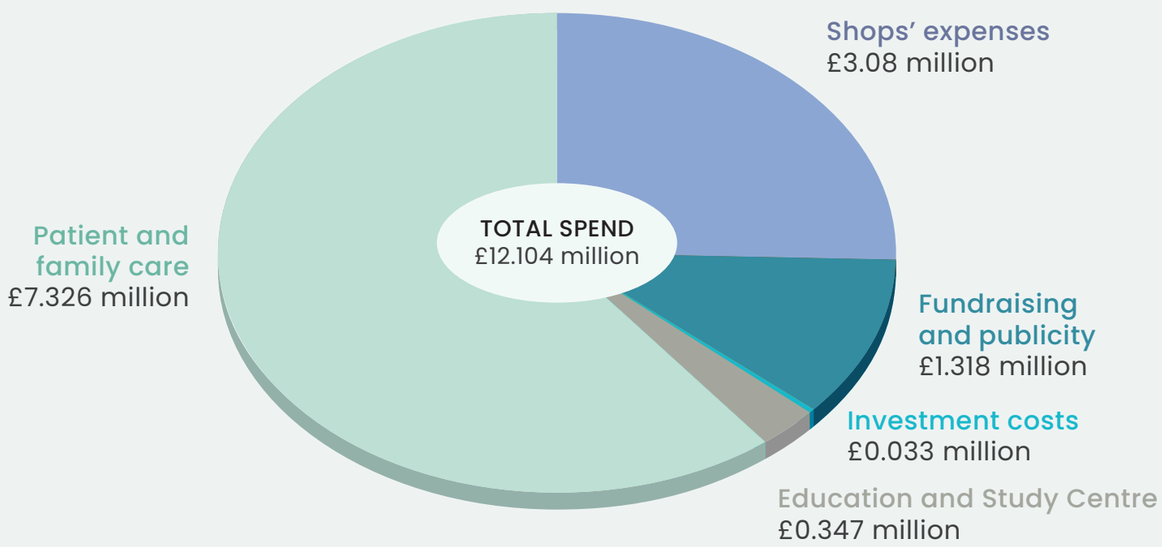
Our 18 shops remained the face of St Richard's on the high street, offering good quality items and maximising sales to support patient services.

We added to our retail portfolio with the addition of The Wardrobe, a men's pop up shop, in Worcester. The shop has proved a great success with a three-month trial now running on a rolling lease basis. Our first pop up shop at the RHS Malvern Autumn Show proved as popular as our offerings at the RHS Malvern Spring Festivals. We have plans to further increase our retail presence in 2025/26 with the opening of our very first charity superstore.

As well as our physical shops we continued to grow our online offer, opening up the market to a wider customer base beyond our physical stores.

Financial review - in brief





Report of the Trustees and Consolidated Financial Statements for the year ended 31 March 2025

For St Richard's Hospice Foundation

Registered Charity Limited
By Guarantee

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St Richard's Hospice Foundation
Registered charity no. 515668.
Registered company no. 01850502

Report of the Trustees for the year ended 31 March 2025

The Trustees present their annual report, strategic report and audited financial statements of the parent charity and its subsidiary undertaking for the year ended 31 March 2025. The accounts comply with current statutory requirements, the charity's governing document and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Reference and administration details of the charity, its trustees and advisers

The name of the charity is St Richard's Hospice Foundation ("St Richard's Hospice"), a company limited by guarantee. The company was incorporated on 24 September 1984. The Memorandum and Articles were completely updated and revised Articles were filed with Companies House on 22 November 2021. In accordance with Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include 'Limited' as part of its name. The company's registered number is 01850502. The company is also a registered charity, number 515668.

The principal address and registered office of the company: St Richard's Hospice, Wildwood Drive, Worcester WR5 2QT.

Trustees

Trustees in office during the year:

Jennifer Cowpe	(Chair)
Heather Elliott	(Vice-Chair)
Allard Alfrink	
David Annetts	(Left 21 March 2025)
Galen Bartholomew	(Left 18 March 2025)
Danielle Clark	
Hannah Edwards	
Peter Flagg	(Left 24 March 2025)
Anthony Glossop	(Died 29 July 2025)
Dr Ian Laws	
Professor Richard Lewis	(Retired 18 October 2024)
Rebecca Lloyd	(Appointed 21 October 2024)
Janet Matthews	(Left 23 May 2024)
Andrea Palmer	
Dr James Rankin	
Helen Serrano	
Steven Thrush	(Appointed 24 March 2025)

The Trustees delegated the day to day management of the charity to the Chief Executive and Executive Directors.

St Richard's Hospice Foundation

Report of the Trustees for the year ended 31 March 2025

Key Management Personnel

Chief Executive	Michael Wilkerson
Director of Corporate Services	Daniel Haigh
Fundraising Director	Tricia Cavell (Changed role 31 March 2025)
Commercial Director	Daniel Corns (Changed role 31 March 2025)
Income Generation Director	Abigail Holliday (Appointed 6 January 2025)
Clinical Director	Sarah Onions
Care Director	Debbie Westwood
Medical Lead	Kath Newton (subcontracted from Herefordshire and Worcestershire Health and Care NHS Trust)

Principal Advisers

The company's independent auditor
Crowe U.K. LLP
4th Floor, St. James House
Cheltenham
GL50 3PR

The company's solicitors
HCR Legal LLP
105 High Street
Worcester
WR1 2HW

The company's bankers
Barclays Bank Plc
54 High Street
Worcester WR1 2QQ

The company's investment advisers

TrinityBridge Limited
Wigmore Yard
42 Wigmore Street
London W1U 2RY

Rathbones Investment Management
The Colmore Building
20 Colmore Circus Queensway
Birmingham B4 6AT

Structure, governance and management

The company is governed by its Articles of Association.

Board of Trustees

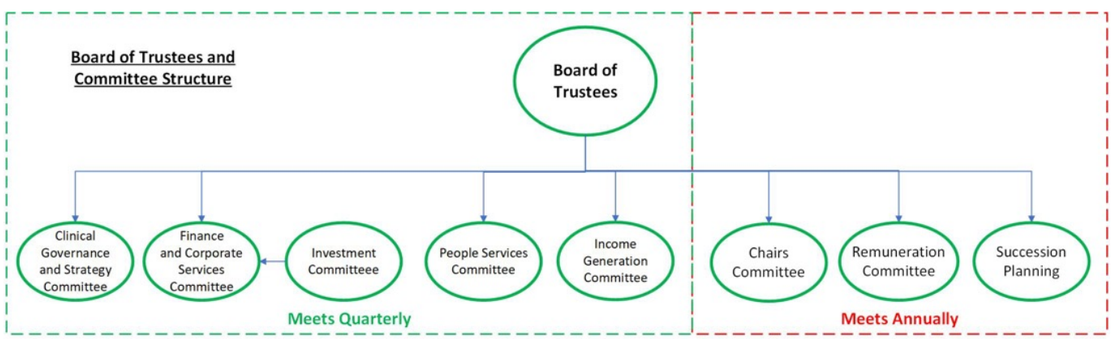
In accordance with the company's Articles of Association, the company has a Board whose Trustees are members. Such Trustees constitute directors of the company for Companies Act purposes and Trustees of the charity for Charity Act purposes.

The company is limited by guarantee and therefore the Trustees have no beneficial interest to disclose. The appointment of new Trustees is undertaken by the current following advertisement of the role and an interview process.. St Richard's Hospice Trustees are expected to be pro-active and actively involved in supporting the hospice. Potential Trustees are identified by the skills and expertise they will bring, as well as their motivation and support for the mission. They are interviewed by the Chair and at least two other Trustees. They are required to attend the volunteer induction training programme and receive formal induction by the Chair. The Chair works with other Trustees to review their performance and contribution to the work of the hospice.

Organisation

Strategic decisions are made by the Board of Trustees in regular meetings, delegating operating responsibilities to appropriate sub-committees. Day to day management is conducted by the Chief Executive Officer, who reports regularly to the Board of Trustees.

The Governing Committee structure, agreed in this financial year is:



St Richard's Hospice Foundation

Report of the Trustees for
the year ended 31 March 2025

Trustees chair these committees, they meet regularly and report to the quarterly Board of Trustees meetings. Each committee has agreed terms of reference which clearly outline the demarcation of levels of responsibilities.

St Richard's Hospice is affiliated to the National Board of Palliative Care, is a member of Hospice UK and is a member of the Herefordshire and Worcestershire Chamber of Commerce.

Subsidiary and associated companies and collaborations

The charity has a wholly owned subsidiary company – St Richard's Hospice Trading Company Limited. The object of St Richard's Hospice Trading Company Limited, which sells new goods, is to raise funds for St Richard's Hospice Foundation.

The charity owns 33.33% of Worcestershire Hospices Lottery Limited sharing equal ownership with Primrose Hospice Limited and Acorns Children's Hospice.

For the purposes of these consolidated accounts, the wholly owned subsidiary has been consolidated on a line by line basis and the holding in Worcestershire Hospices Lottery Limited included using the equity method applicable to joint ventures.

Employees

St Richard's Hospice has a Remuneration Committee chaired by the Chair of Trustees with three additional Trustees who agree the pay of the Executive Team.

The People Services Committee recommends pay awards for staff to be discussed and agreed by the Board of Trustees. All salaries are benchmarked against the Croner Hospice Rewards and Charities Rewards reports with consideration being given to the regional, West Midlands, median. Additionally, consideration is given to NHS and private sector comparators.

Employees and volunteers

It is charity policy to give full and fair consideration to all applications for employment in line with our Equality Diversity and Inclusion policy, having regard to the particular abilities and aptitudes of each applicant and to the requirements of vacant posts available.

Employee views are sought and information regarding the charity given, at team meetings, a regular People Focus group attended by members of the Executive Team, and through staff surveys. The "In Touch" news sheet is sent to all volunteers.

The charity is reliant upon its 800+ volunteers who work across the full breadth of its patient services, in the shops, and fundraise.

Strategic Report

The organisation has agreed a strategic intent in the period which is as follows:

Strategic intent 2025 - 2027

Our vision **Caring for Life Together** inspires our purpose to continue providing care and support for people with an illness that cannot be cured and supporting their loved ones with practical, emotional and bereavement support. We will deliver our purpose through the following 6 strategic intentions:

1. Our Clinical Excellence:
Delivering exceptional care that continues to meet the holistic needs of people within our communities. Continually improving our services ensuring they are easily accessible, responsive, safe and sustainable and maintaining a CQC rating of Good or above. Ensuring our Hospice environment continues to enhance comfort, dignity and wellbeing.

2. Valuing Our Quality Workforce:
Delivering St Richard's care and support through an integrated, inclusive and diverse workforce of empowered staff and volunteers maintaining our reputation as a good employer. Attracting and retaining people through competitive salaries, benefits, flexibility and welfare support. Investing in our people and enhancing skills through ongoing learning and development. Offering flexibility, variety and quality in our volunteering opportunities, utilising people's unique value and potential.

3. Learning and Research Underpin Our Organisation:
Developing a culture of learning and continuous improvement throughout St Richard's. Using research outcomes and best practise to support development across all areas of our hospice, from services to income generation.

4. Digital Transformation:
Developing information technology and digital solutions to facilitate different ways of working that maximise the efficient and effective use of our resources. Exploring the use of artificial intelligence systems to identify possible opportunities for use. Utilising digital systems, processes and records across all our activities to ensure regulatory compliance and support the delivery of exceptional care and support services. Ensuring the ongoing development and production of robust data to inform our continuous improvement, decision making, management and governance.

5. Sustainability Underpins Our Growth:
Creating a culture of continuous improvement and growth across all our income generation streams ensuring future sustainability and service delivery. Maintaining St Richard's desired target level of free reserves with effective and efficient, and where practical environmentally friendly, use of resources. Developing future services only when there is an equally identifiable and sustainable level of income.

6. Profile, Partnership and Collaboration Underpin our Reputation:
Developing St Richard's profile and respected reputation in all the local communities we serve through our partnership and collaboration with donors, supporters, hospices, other charities and the NHS. Nurturing and sustaining these relationships to achieve effective joint working and the ongoing creation of beneficial outcomes for patients and their loved ones.

STRATEGIC INITIATIVES 2025-2027 – Our Priorities for Improvement

Our strategic intent will be achieved by implementing various workstreams headlines of which are as follows and are broken down for staff as a range of actions:

1. Our clinical excellence:

Clinical services transformation
Delivery of clinical excellence
Enhancing and improving the caring environment
Improving accessibility for patients
Sharing knowledge and expertise
Proactive role in local health economy
Delivery of community service enhancements
Collaborating to support the single point of access

2. Valuing our quality workforce:

Workforce planning and development
Volunteer planning and development
St Richard's is accessible, inclusive, equitable and diverse
Open and transparent organisation

3. Learning and research underpin our organisation:

Service improvement and accessibility
Learning development

4. Digital transformation:

Data driven improvement
Utilising digital technology to drive accessibility and care
Data warehouse
Integrated information hub

5. Sustainability underpins our growth:

Developing income generation opportunities
Financial risk management
Development of shops portfolio
Widen and increase shops' customer base and demographic
Donor income growth initiatives
Large scale income initiatives
Improving our communications and marketing, reaching a wider audience
Carbon zero initiatives and being a green hospice

6. Profile, partnership and collaboration underpin our reputation:

Integrated Care Systems (ICS) and place engagement appreciating our supporters
Hearing the patient, family and loved ones' voices

Charitable Activities

If you would like to view details of clinical performance please see relevant pages earlier in the annual report.

Principal risks and uncertainties

St Richard's has a comprehensive on-going system for risk assessment and management. The Executive Team meet regularly and will consider any risk to the charity. These, and any necessary remedial action taken, will be reported to either the Finance and Corporate Services Committee or Clinical Governance and Strategy Committee as appropriate.

This presents an opportunity to:

- Talk about principal risks
- Give a summary of plans
- Explain factors affecting future performance

St Richard's Hospice Foundation

Report of the Trustees for the year ended 31 March 2025

A Risk Register is managed by the Chief Executive and is reviewed at Committees and Board of Trustees meetings.

Areas of highest risk to the organisation currently are:

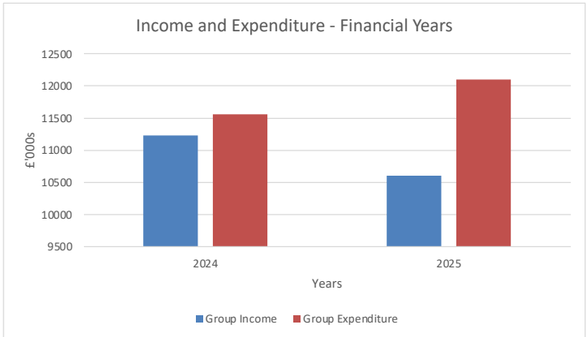
1. Potential unforeseen major incident disaster such as fire, flood utilities failure
2. Unknown impact of Assisted Dying Bill on hospices and what requirements may be placed on clinicians and the organisation. Potential funding risk from statutory and voluntary sources
3. Staff Sickness levels impact delivery of services for patients and families, and support departments including income generation
4. Reduction in income from Retail against annual target
5. Reduction in revenue income from Fundraising (including reduction of income from Grant Making Trusts) against agreed annual target as a result of changes in supporters' behaviours, revised criteria by grant making trusts and donors preferences informed by the pandemic

In light of the current economic environment, the organisation is in a position whereby costs are expected to outstrip income growth in the short term. Forecasted deficits have been mitigated by the service redesign which reduced both salary and non-salary costs.

Forecasts for the 3 years ended 31 March 2028 were put to the Board of Trustees on 24 March 2025 which contain the financial impact of the service redesign. The forecast shows the expectation that reserves will reduce over the three year period but not fall below St Richard's reserve target in accordance with its Reserves Policy.

The strategic section of the Trustees Annual Report will now outline the current financial position of the organisation, provide a comment on our financial forecasts produced in March 2025 for the three years ended 31 March 2028 and refer to our reserves and investment policy all of which summarises the organisation's position and response to its current financial challenges.

Financial review



Income shown in the statement of financial activity from page 45 is Group Income after Consolidation shown above. The two entities that materially contributed to the consolidated figures are the charity and its trading subsidiary. Income for the year ended 31 March 2025 was £0.6m below that for the year ended 31 March 2024. The main cause of the drop in total income was a £0.9m reduction in legacy income. In contrast, income from donations increased £0.3m and retail income increased by £0.4m. Due to the IPU upgrade which spanned the

two financial years, cash levels dropped as did interest earned with the result being £0.1m less UK investment income for the year ended 31 March 2025 compared to 2024.

Income from St Richard's NHS block grant increased by 1.8% in the year. St Richard's also received a capital grant from the department of health and social care for £175k all of which was allocated to the IPU Upgrade project.

Group Expenditure increased by £541k for the year ended 31 March 2025 compared to 2024. Both the cost of raising funds and charitable expenditure increased, by £362k and £179k respectively.

For both the cost of fundraising and charitable activities the largest influence on increased cost in the year was an increase in salaries, which is the largest type of expenditure for the organisation. As can be seen in note 9, salary costs increase by £392k following cost-of-living increases which took effect from April 2024.

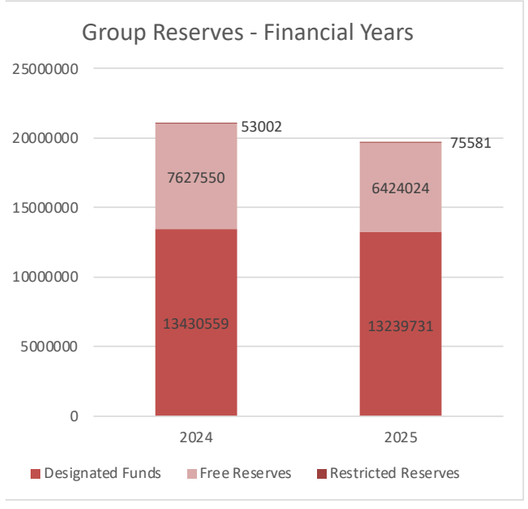
A service redesign process was completed in the year which lead to the removal of £1m per annum of cost, the majority of which was salary cost. The full year effect of this reduction will be shown in the accounts for the year ended 31 March 2026.

At 31 March 2025 the charity's unrestricted fund balances were as shown in the 'Group Reserves – Financial Years' chart above and are represented by Designated Funds and Free Reserves. For clarity, designated funds represent the net book value of the group's tangible fixed assets. Restricted funds are only a small proportion of the Group's total reserves details of which can be found in notes 27 and 28.

Reserves figures in the graph below do not differentiate between cash based and non cash-based assets. The level of cash held at the year-end by the group is £1,759,983 which is a £426,318 movement up on the prior year. The two largest factors causing the movement in cash held was the selling of £1m of investments near the year end and the NHS paying its quarterly grant instalment of £553k later than it did the previous year.

The net loss for the Group before gains on investments was £1,501,355 (2024 - £336,313). When net gains and losses on investments is included the net deficit in funds was £1,371,775 (2024 - £94,523)).

The Hospice activities, which are provided free of charge, are primarily funded by public donations, fundraising activities and retail income.



St Richard's Hospice Foundation

Report of the Trustees for
the year ended 31 March 2025

Material Fundraising Targets and Activity

Yearly income generation targets are set as part of the annual budgeting process. The three main sources of income for the hospice are grouped as follows:

1: NHS

2: Donations, legacies and fundraising events

3: Retail Income

NHS

The budget for this stream of income was set at a 2% uplift on actual recurring funds received in 23/24. St Richard's managed to achieve a 1.8% uplift in the level income from the block grant from the local Integrated Care Board ("ICB"). When and if available we apply for more government funding, this year the department for health and social care allocated £25m of grant funding to hospices in England, St Richard's share of this total £175k. The result of this contributed to income from charitable activities increasing by 10.4% compared to 23/24.

Donations, legacies and fundraising events

Income shown in notes 2 and 4 of the financial statements, excluding retail income, shows there was a £1.2m reduction in these income stream compared to 23/24. £0.9m of this reduction relates to a large fall in legacy income in the year. This year's result contained a successful 'Waddle of Worcester' art trail. However, in 24/25 this event did not generate the amount of income received in the prior year from our Million Moments fundraiser.

Income from retail

Retail income for the hospice increased by £423k to £3,992k. Expenditure increased by £206k with cost increases mostly driven by pay. St Richard's continues to use the Real Living Wage as a minimum for pay.

Forecast 1 April 2025 – 31 March 2028

Forecasting has been in place for a number of years at St Richard's. As part of the continuing improvement in our Financial Management and reporting systems and following increased costs and pressure on income generation, forecasts were produced for the 3 years ended 31 March 2028 which were presented to the Board of Trustees in March 2025.

The Board forecast for the year ended 31st March 2026 estimated a deficit before depreciation of £415k. The reduction in projected deficit for this year was achieved with c.£1m per annum level of savings achieved as part of a service redesign which was initiated and completed in the year ended 31 March 2025. Factors such as inflation and the increase in employer's national insurance

cost from 1 April 2025 have increased costs following the saving. However, the service redesign has provided the organisation with more time to focus on creating and putting into effect new income generation initiatives without the expectation St Richard's will be holding reserves below the target level of reserves per its reserves policy.

Reserves policy

The Trustees of St Richard's Hospice Foundation are due to review of its reserve policy in the year ended 31 March 2026 accordance with their duty to do this regularly.

The current policy looks to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs in the event of an insolvency procedure

Following this review, it was calculated that the amount to be held in free reserves from 1 April 2025 for the coming financial year should be £4,552k. The balance sheet at the year ended 31 March 2025 shows a free reserve position of £6,424k which is £1,872k over target reserves set using St Richard's reserve policy.

Due to the need to focus on new income generation initiatives and a forecast which contains a growing organisation to support the care being delivered in St Richard's community, the reserves target's constituents have changed from being more heavily weighted towards the costs of known capital projects to being more heavily weighted towards potential volatility of future budgeted income and expenditure.

Following the service redesign, the size of structural budget deficits has reduced. The overall effect is an increase of the reserve target for 25/26 of £221k compared to the prior year.

Our forecasts demonstrate that the case Trustees have made previously for being cautious, should continue. The reserves are an important element of the resilience of the organisation which will enable it to redesign services to ensure sustainability in the medium to long term.

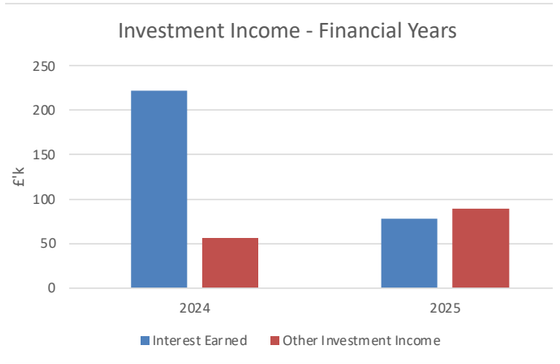
The reserves held over the current target reserve level will enable the organisation to act at speed whilst not undermining the quality of services.

St Richard's Hospice Foundation

Report of the Trustees for
the year ended 31 March 2025

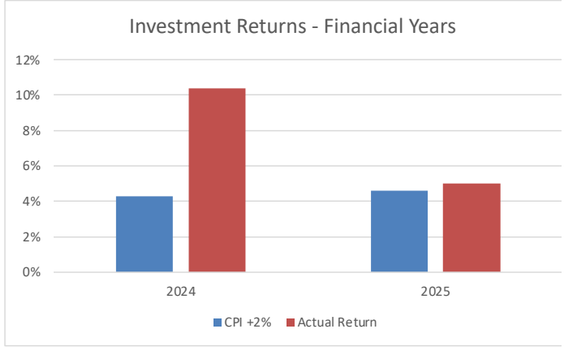
Investment policy

Income from these investments in the period are included in note 5. Total income can be shown as:



Interest earned by investment managers were enhanced by funds earned through Treasury deposit accounts managed in the year by St Richard's Finance Department.

Investment managers Rathbones and TrinityBridge are currently work towards achieving a return on investment target of CPI + 2% for income and capital growth combined.



The Hospice's investments are a means to earning revenue to fund activities which further the Charity's purpose. The time horizon for these investments is 10+ years; the portfolio being low to medium risk.

Investments are not made in companies with turnover from the sale or production of tobacco.

The performance of investments held by the charity are reviewed regularly by St Richard's Investment Committee which is attended by Trustees, staff and investment managers.

Both investment managers in the year monitored the environmental, social and governance credentials for all investments managed for St Richard's which enables the Investment Committee to review ethical matters regarding investments.

Streamlined Energy and Carbon Reporting ("SECR")

A summary of the Carbon emissions of St Richard's activities are as follows:

	Year ended 31 March 2025	Year ended 31 March 2024	Year ended 31 March 2023
Consumption (kWh)			
Gas	878,100	746,741	905,636
Electricity	622,313	676,602	626,438
Consumption (miles)			
Staff and volunteers	105,359	112,434	95,064
Delivery vans	45,119	47,909	45,671
Emissions (tCO2e)			
Gas	161	134	163
Electricity	129	140	121
Transport fuel - staff and volunteers	29	31	27
Transport fuel - delivery vans	18	19	18
Total emissions	337	324	329
Emissions per staff member (per note 9)	1.26	1.19	1.3

Methodology

To enable St Richard's to satisfy our SECR requirements we have extracted data as follows:

Gas and Electricity kWh's have been taken from supplier invoices. Mileage of paid staff have been totalled from expense forms. Van cost of fuel has been taken from supplier invoices. In order to arrive at estimated consumption of energy for staff and volunteer mileage, it is assumed 50% of staff and volunteers having a medium sized petrol car with the other 50% having a medium sized diesel car.

The total energy consumption figures then go through a conversion process using Government GHG Conversation Factors which results in kWh's, miles and litres of fuel being stated as tCO2e. tCO2e being tonnes of CO2 equivalent emissions which represents total greenhouse gas emissions.

SECR requirements mean we need to select a metric which will enable the reader of the report to consider total emissions in light of the size of St Richard's. The metric chosen, this 'intensity ratio', is the size of the St Richard's workforce.

Comment on results

Total emissions through consumption of energy have increased compared to the previous financial year. The largest contributing factor being an increase in Gas consumption at the hospice's Wildwood Drive site. This section of the Trustees Annual Report last year referred to Gas consumption having dropped due to a temporary closure of bedrooms in the year to enable us to upgrade our In Patient Unit, the increase this year is due to the reopening of all of the In Patient Unit.

Energy efficiency action

St Richard's has invested in and benefited from the purchase of 796 solar panels the installation of which was completed in early 2016 and generated 152,232 kWhs of electricity in this financial year (2023/24 148,188 kWhs).

The 796 panels represent a 231 kW peak system which reduces the amount and therefore cost of electricity we use from the grid and also provides some income in the form of feed in tariff.

Boilers and water heaters which drive the consumption of Gas at the Wildwood site will be replaced in the 2025/26 financial year which will improve energy efficiency and the cost of Gas consumption for the hospice.

Future plans

St Richard's historically has not been of a size where the ESOS (Energy Savings Opportunities Scheme) reporting regulations apply. It is part of St Richard's agreed strategy to develop a green agenda and plan to promote and enhance St Richard's green credentials.

This SECR reporting caters for elements which would fall into Scope 2 and part of Scope 1 for ESOS reporting.

s172 (1) Statement

This section of the Companies Act 2006 concerns how Trustees make decisions and what must be considered in the decision making process when promoting the success of the company. Specifically, the act states decisions should consider:

a) The likely consequences of any decision in the long term

b) The interest of the company's employees

c) The need to foster the company's business relationships with suppliers customers and others

d) The impact of the company's operations on the community and the environment

e) The desirability of the company maintaining a reputation for high standards of business conduct

f) The need to act fairly between members of the company

All decisions are made within the governance framework shown on page 24. All matters of strategy are the responsibility of the board, the current strategic intent is stated on pages 26-27. There are detailed papers which the board will consider at each board meeting which contains updates on strategic initiatives which give effect to the intent agreed.

Trustees receive updates on KPIs on a regular basis which will inform them of how the hospice is interacting with and meeting the needs of key stakeholders including service users and employees. The Financial and Corporate Services Committee receives a quarterly internal audit report which is aimed at establishing if there are any matters that need closer attention; this internal process covers supplier and debtor balances.

Trustee's decisions are made in light of the current environment, as reported, and future projections.

The board operate with our articles of association ensuring each member of St Richard's are treated fairly. The company's activities are declared in the annual report on page 28 and demonstrate how the company's operations impact on its community.

Public benefit

The Trustees consider that they have complied with the duty in Section 17 of the Charities Act 2011 and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities.

St Richard's Hospice Foundation

Report of the Trustees for
the year ended 31 March 2025

Fundraising Disclosures – Charities (Protection and Social Investment) Act 2016

Overview

During the reporting period April 2024-March 2025, St. Richard's Hospice Income Generation engaged in various fundraising activities to support our charity mission and objectives. These activities include, but were not limited to:

- Events, challenges and sponsored activities
- Grant applications
- Corporate fundraising activities/ Charity of The Year partnerships
- Online fundraising
- Direct Mail campaigns

Compliance

St Richard's is committed to upholding the highest standards of fundraising ethics and practices. We have adhered to the Fundraising Regulator's Codes of practice ensuring transparency, honesty and respect in all of our income generation efforts. Several of our in-house fundraising team are members of the Institute of Fundraising and continue with their professional development to ensure compliance with all the relevant standards set out in the Fundraising Regulator's Code of Fundraising Practice.

Evidence of the hospices commitment to follow the Code of Fundraising Practice can be found on the Fundraising Regulator website.
We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us.

All fundraising activity complies with the Data Protection Act 2018 and General Data Protection Regulation, UK and EU versions. We hold a gambling licence issued by the Gambling Commission to facilitate in house raffles and adhere to its rules and regulations.

Fundraisers are NHS compliant on safeguarding for vulnerable adults and for safeguarding children. The Fundraising Director is level 2 compliant and all others involved with fundraising are trained to level 1. This can be evidenced against individuals training record.

We have published our vulnerable persons policy on our website.

Partnerships

We value our relationships with corporate partners, grant making bodies and individual donors. Their generous contributions and collaborative support have significantly contributed to our success during the reporting period. We actively work to ensure we protect any vulnerable donors, are clear about the reason for acceptance and refusal of

any donation, introduce Commercial Participants Agreement when required and ensure donor data is dealt with effectively and compliantly.

Our in-house fundraising team sometimes engage with third party suppliers to help us deliver fundraising initiatives such as direct mailing or generate Trust income. We aim to ensure those agencies and personnel we employ also observe the highest standards in terms of fundraising practice and have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity.

Feedback and complaints handling

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We have a feedback and complaints handling process and policy in place to address any concerns raised by a member of the public in respect of income generation. We take this seriously aiming to resolve issues promptly and improve our practices accordingly. The charity and its trading subsidiary received 11 complaints (2024: 27 complaints) about income generation activities in the year. Of these 2 were fully and 4 partially upheld. The charity and its trading subsidiary also received 39 compliments in the year.

Looking ahead

St Richard's is committed to diversifying and expanding our fundraising efforts to sustain and enhance our charity objectives. This commitment is reflected in the appointment of a new Director of Business and Income Generation who joined the organisation is January 2025 and will be responsible for the strategic direction of our fundraising and retail income generation activities. This will enable us to explore and develop a new integrated approach, develop innovative approaches, strengthen existing relationships and seek new opportunities to engage with all our supporters.

Statement as to disclosure of information to auditors

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Statement of Trustees' responsibilities

The Trustees (who are also directors of St Richard's Hospice Foundation for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards). Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including 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 judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

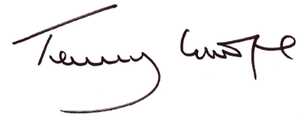
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The Trustees support the principles of good governance set out in the Charity Governance Code and uses the Code to evaluate its effectiveness.

Auditor

The auditor, Crowe U.K. LLP, will be invited to be our auditors for the 2025/26 accounts.

The report of the Trustees (incorporating the directors' report and the strategic report) was approved by the Board of Trustees on 17th November 2025 and signed on its behalf by:-



J P Cowpe – Chair

St Richard's Hospice Foundation

Report of the Trustees for
the year ended 31 March 2025

Independent Auditor's Report to the Members of St Richard's Hospice Foundation

Opinion

We have audited the financial statements of St Richard's Hospice Foundation ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 the charitable company's affairs as at 31 March 2025 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law.

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

Conclusions relating to going concern

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

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

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

Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon.

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

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

St Richard's Hospice Foundation

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 38 and 39, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: **www.frc.org.uk/auditorsresponsibilities.** This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102).

We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically legacies and grant income other than NHS-grants) and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Income Generation Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income (specifically

legacies and grant income other than NHS-grants), sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards.

For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

Date: 30 November 2025

Consolidated statement of financial activities incorporating an income and expenditure account for the year ended 31 March 2025

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2025	Total Funds 2024
Income from:		£	£	£	£
Donations and Legacies	2	2,358,317	124,044	2,482,361	3,101,542
Charitable Activities	3	2,271,629	175,529	2,447,158	2,216,576
Other Trading Activities	4	5,408,861	28,054	5,436,915	5,555,165
Investments	5	167,879	-	167,879	278,099
Other					
Share of net income of Joint Venture	16	74,521	-	74,521	75,010
Profit on sale of assets		(6,052)	-	(6,052)	570
Total Income		10,275,155	327,627	10,602,782	11,226,962
Expenditure on:					
Raising funds	6	4,402,913	28,054	4,430,967	4,068,680
Charitable activities	7	7,586,604	86,566	7,673,170	7,494,595
Total expenditure		11,989,517	114,620	12,104,137	11,563,275
Net (expenditure) before gains/(losses) on investments		(1,714,362)	213,007	(1,501,355)	(336,313)
Net gains/(losses) on investments	13	129,580	-	129,580	241,790
Net (expenditure)/Income		(1,584,782)	213,007	(1,371,775)	(94,523)
Transfer between funds	27	190,428	(190,428)	-	-
Net movement in funds		(1,394,354)	22,579	(1,371,775)	(94,523)
Total funds brought forward	27	21,058,109	53,002	21,111,111	21,205,634
Total funds carried forward	27	19,663,755	75,581	19,739,336	21,111,111

The notes form part of these financial statements

Consolidated financial statements company number 01850502
Group and charity balance sheet as at 31 March 2025

	Notes	Group 2025	Group 2024	Charity 2025	Charity 2024
Fixed assets		£	£	£	£
Tangible assets	12	13,239,731	13,430,559	13,239,731	13,430,559
Investments	13	3,537,496	4,322,154	3,537,596	4,322,254
		16,777,227	17,752,713	16,777,327	17,752,813
Current assets					
Stock	17	43,199	59,047	-	-
Debtors	18	1,897,020	3,031,212	2,053,946	3,064,541
Cash at bank		1,759,983	1,333,665	1,646,156	1,167,904
		3,700,202	4,423,924	3,700,102	4,232,445
Liabilities					
Creditors: amounts falling due before one year	19	692,756	1,012,296	692,756	874,147
Net current assets		3,007,446	3,411,628	3,007,346	3,358,298
Total assets less current liabilities		19,784,673	21,164,341	19,784,673	21,111,111
Liabilities Creditors: amounts falling due after one year	20	45,337	53,230	45,337	-
Total net assets		19,739,336	21,111,111	19,739,336	21,111,111
The funds of the charity					
Restricted funds	27	75,581	53,002	75,581	53,002
Unrestricted funds	27	-	-	-	-
General funds	27	5,877,921	6,894,620	5,877,921	6,894,620
Investment Fair Value Reserve	27	546,103	732,930	546,103	732,930
Designated funds	27	13,239,731	13,430,559	13,239,731	13,430,559
		19,739,336	21,111,111	19,739,336	21,111,111

The charity net expenditure for the year was £1,371,775 (2024- net expenditure £94,523) before group consolidation.

The financial statements were approved and authorised for issue by the Board on 17 November 2025 and signed on its behalf by J P Cowpe - Chair of Trustees.

Consolidated statement of cash flows
for the year ended 31 March 2025

	Notes	2025	2024
Cash flows from operating activities:		£	£
Net cash (used in) operating activities	1	(259,784)	(818,291)
Cash flows from investing activities:			
Dividends, interest and rents from investments		173,610	273,967
Purchase of property and equipment		(480,035)	(1,748,116)
Proceeds from sale of investments		2,258,406	1,595,474
Purchase of investments		(1,399,636)	(1,762,733)
Joint Venture Distributions		78,289	69,202
Increase/(Decrease) in funds held by investment manager		55,468	(71,442)
Net cash used in/ (gained from) investing activities		686,102	(1,643,648)
Change in cash and cash equivalents in the reporting period:		426,318	(2,461,939)
Cash and cash equivalents at the beginning of the reporting period:		1,333,665	3,795,604
Cash and cash equivalents at the end of the reporting period:	2	1,759,983	1,333,665

The notes form part of these financial statements

Notes to the consolidated statement of cash flows for the year ended 31 March 2025

1. Reconciliation of net expenditure to net cash flow from operating activities

		2025	2024
		£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities):		(1,371,775)	(94,523)
Adjustments for:			
Depreciation charges		664,811	430,496
Gains on investments/assets		(129,580)	(241,790)
Loss on disposal of Fixed assets		6,052	-
Dividends, interest and rents from investments		(167,879)	(278,099)
Decrease in stocks		15,848	9,830
Decrease/(Increase) in debtors		1,124,693	(450,048)
Decrease in creditors		(327,433)	(119,147)
Income from Joint Venture		(74,521)	(75,010)
Net cash used in operating activities		(259,784)	(818,291)

2. Analysis of cash and cash equivalents

	2025	2024
	£	£
Cash at bank and in hand	1,759,983	1,333,665

The notes form part of these financial statements

Notes to the consolidated financial statements for the year ended 31 March 2025

1. Accounting policies

Charitable company information
St Richard's Hospice Foundation is a private charitable company limited by guarantee, incorporated in England and Wales. The registered office of St Richard's Hospice Foundation and St Richard's Hospice Foundation Trading Company Limited is Wildwood Drive, Worcester, WR5 2QT.

Basis of preparation
The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Companies Act 2006 and the Charities Act 2011.

The charitable company meets the definition of a public benefit entity under FRS 102.

The financial statements are presented in sterling (£) and are rounded to the nearest £.

Going concern
The group has cash resources and no requirement for external funding to fund normal operating activities. The Trustees believe that there are no material uncertainties about the group's ability to continue in operating existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. All intergroup transactions are eliminated on consolidation. Investments in joint ventures are included in the group financial statements using the "equity method".

No separate Charity SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The Charity has taken advantage of the exemptions in FRS 102 from the requirement to present a charity only Cash Flow Statement and certain disclosures about its own financial instruments within the consolidated financial statements

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that income will be received and the amount can be measured reliably.

Income from voluntary sources is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax reclaims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

Recognition of legacy income is dependent on the type of legacy, with

pecuniary legacies recognised when notification is received. Residuary legacies are recognised and measured when either notice of Probate or a statement of assets and liabilities, and a copy of the will, have both been received and the value of the gift can be reliably measured. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period. Where legacies have been notified to the charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material in note 21.

Income received in advance of an event or provision of other specific service is deferred until the criteria for income recognition are met.

Grants from government bodies and other sources are received for specific projects/costs and are recognised in accordance with their individual terms and conditions. Income is recognised when the charity has entitlement to the funds which is when any performance conditions attached are met, it is probable that the income will be received and the amount can be reliably measured. Grant income will be deferred if received in advance of meeting performance conditions or if the funder specifically states that the income must be spent in a future accounting period.

Expenditure
The cost of raising funds includes costs of generating voluntary income and costs of fundraising trading, shops and investment manager's fees. Charitable activities costs include expenditure on delivering palliative care and education. Governance costs include costs of meeting the charity's statutory and constitutional objectives.

Support costs are allocated to all cost centres on a basis calculated in proportion to the estimated usage of facilities. Expenditure is accounted for on an accrual basis.

Gifts in kind
Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable. The contribution of volunteers is not included in the Statement of Financial Activities, but is disclosed in the Governors' Report in accordance with the SORP.

Donated assets given for use by the charity are recognised at their market value as income and within the relevant fixed asset category on the balance sheet when receivable.

Liabilities
Liabilities are recognised in the accounts as soon as a present obligation arises from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Fund accounting
General funds are expendable at the discretion of the Trustees in furtherance of the charity's objectives and which have not been designated for other purposes. It is the policy of the hospice to look to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs

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

Restricted funds contain income which has been received for specific purposes, less the related expenditure against these. The aim and use of each material restricted fund is set out in the notes to the financial statements.

Leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities over the term of the lease.

Pensions
The pension costs represent amounts payable by the group during the year (see note 22).

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Tangible fixed assets
Tangible fixed assets are initially included at cost.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property (including commercial property): 2% on cost of buildings

Freehold property: Solar panels - 5% on cost

Leasehold land: Over life of lease (125 years)

Assets under construction: 0%

Shop refurbishment: 20% - 33% on cost

Medical equipment: 20% - 50% on cost

Furniture and fittings: 10% - 50% on cost

Motor vehicles: 20% - 33% on cost

Office equipment: 20% - 50% on cost

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Investments
Listed fixed asset investments are included at fair value (quoted market price in an active market). Gains or losses on investments are included in the Statement of Financial Activities and Income and Expenditure Account.

The Charity owns investment properties that are treated as own use, depreciated, tangible fixed asset in the group and charity financial statements in accordance with FRS 102 as it is let by the parent to its wholly owned subsidiary. The investment in the subsidiary and joint venture are included at cost.

Financial instruments
Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Significant estimates and judgements
Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of fixed assets
The annual depreciation and amortisation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

Impairment of debtors
The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Accrued legacy income
For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

Taxation
The charity is exempt from Corporation Tax on its charitable activities. The charity and its subsidiary company are registered for Value Added Tax. Irrecoverable VAT is allocated to the areas in which it is incurred.

Notes to the consolidated financial statements for the year ended 31 March 2025

2. Donations and legacies

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
Income from:	£	£	£	£
Donations	151,447	2,900	154,347	164,958
Donations in memory	612,311	-	612,311	416,285
Legacies	981,846	-	981,846	1,896,612
Collections	25,618	-	25,618	22,506
Regular giving	168,559	-	168,559	166,307
Corporate including payroll giving	173,944	-	173,944	134,161
Grants	244,592	121,144	365,736	300,713
	2,358,317	124,044	2,482,361	3,101,542

3. Charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
Income from:	£	£	£	£
NHS Grant	2,211,274	-	2,211,274	2,171,757
Government Covid support grant	-	-	-	214
Government capital grant	251	175,529	175,780	-
Education	60,104	-	60,104	44,605
	2,271,629	175,529	2,447,158	2,216,576

Included within Restricted Grant income above is £175,529 received from Hospice UK.

4. Other trading activities

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	£	£	£	£
SRH Events and campaigns	1,233,710	28,054	1,261,764	1,852,173
Assisted events fundraising	134,046	-	134,046	76,721
Raffles	42,173	-	42,173	30,515
Other	1,130	-	1,130	21,432
Chaplain	6,161	-	6,161	5,253
Retail Income	3,991,641	-	3,991,641	3,569,071
	5,408,861	28,054	5,436,915	5,555,165

5. Investments

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	£	£	£	£
Interest	78,463	-	78,463	221,827
Dividends	81,491	-	81,491	48,062
Rent received	7,925	-	7,925	8,210
	167,879	-	167,879	278,099

6. Cost of raising funds

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	£	£	£	£
Retail Costs	2,757,550	-	2,757,550	2,557,770
Support costs re above (Note 8)	322,308	-	322,308	216,283
Fundraising	967,798	28,054	995,852	976,769
Support costs re above (Note 8)	322,556	-	322,556	280,659
Cost of managing investments	32,701	-	32,701	37,199
	4,402,913	28,054	4,430,967	4,068,680

7. Charitable activities expenditure

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	£	£	£	£
Patient and Family Services costs	5,506,775	86,566	5,593,341	5,585,617
Support costs re above (Note 8)	1,732,636	-	1,732,636	1,587,357
Education and Study Centre	221,384	-	221,384	208,838
Support costs re above (Note 8)	125,809	-	125,809	112,783
	7,586,604	86,566	7,673,170	7,494,595

8. Support costs allocated to activities

Unrestricted	Raising Funds shops and Commercial Activities	Raising Funds Fundraising	Charitable Activities Education and Study Centre	Charitable Activities Patient and Family Services	Total Funds 2025	Total Funds 2024
	£	£	£	£	£	£
Property related costs	11,067	13,281	22,135	174,866	221,349	228,751
Telephone and fax	22	134	45	1,104	1,305	638
Postage, printing and stationery	186	1,116	372	9,178	10,852	12,314
Insurance	14,168	3,924	1,308	32,260	51,660	61,586
Depreciation	124,245	29,093	48,489	383,061	584,888	379,164
Miscellaneous	-	-	-	56,822	56,822	54,934
Human resources	55,593	15,395	5,132	126,582	202,702	202,362
Computer expenses	39,641	10,252	4,101	98,419	152,413	176,375
Salaries and other costs	57,227	177,843	43,518	773,956	1,052,544	931,368
Transport and minibus	30	176	59	1,456	1,721	1,320
Goverance costs	7,039	1,949	650	16,028	25,666	19,965
Communications and Marketing	13,090	58,904	-	58,904	130,898	120,224
Irrecoverable VAT	-	10,489	-	-	10,489	8,081
Total	322,308	322,556	125,809	1,732,636	2,503,309	2,197,082

Support costs are allocated to cost centres by applying percentages based on the estimated usage of facilities.

Notes to the consolidated financial statements for the year ended 31 March 2025

9. Staff costs

	2025	2024
	£	£
Wages & Salaries	7,412,895	7,302,652
Redundancy Costs	176,090	-
Social Security costs	666,286	643,450
Pension costs	597,344	514,277
	8,852,615	8,460,379

The wages and salaries cost above includes salaried employees' costs of £7,215,090, (2024 £7,043,570) with the remaining £191,978, (2024 £259,082) being agency staff paid via invoice. Staff can receive a benefit by being a member of a private health insurance scheme and the cost of this for the year ended 31st March 2025 was £30,999 (2024 £24,168). Redundancy costs relate to 15 members of staff.

The average number of salaried employees during the year by the group was as follows:

	2025	2024
Patient and Family Services staff	133	148
Education staff	6	6
Fundraising staff	18	18
Shops and commercial	67	65
Support staff	43	36
	267	273

The number of employees whose emoluments as defined for tax purpose amounted to over £60,000 in the year as follows:-

	2025	2024
£70,001 -£80,000	5	5
£80,001-£90,000	1	-
£90,001 - £100,000	1	2

The total amount of employee benefits (Including National Insurance and Employer's Pension contributions) received by the key management personnel was £707,658 - 8 employees (2024 - £650,944 - 7 employees). There were no expenses for travel and subsistance repaid to Trustees.

10. Net income

	2025	2024
The net income is stated after charging:	£	£
Depreciation	664,811	430,496
Operating Lease charges: Buildings	438,546	470,992
Operating Lease charges: Other	6,504	804
Charity Audit	15,880	15,125
Subsidiary Audit	5,010	4,840
Other professional services from Auditor	2,000	1,830
Pension costs	597,344	514,158

11. Taxation

The company is a registered charity and is not liable to corporation tax. No liability to UK corporation tax arose on ordinary activities of the subsidiary company for the year ended 31 March 2025.

Notes to the consolidated financial statements for the year ended 31 March 2025

12. Tangible fixed assets - group and charity

	Commercial Properties	Freehold Land and Buildings	Long Leasehold Land	Refurbishment of Short Leasehold Shops and Warehouse	Medical Equipment
Cost:	£	£	£	£	£
As at April 2024	524,202	14,775,128	100,000	1,113,110	251,064
Additions	-	292,498	-	55,385	21,901
Transfers	-	-	-	-	-
Disposals	-	-	-	-	(11,971)
At 31 March 2025	524,202	15,067,626	100,000	1,168,495	260,994
Depreciation:					
As at April 2024	78,714	2,805,783	15,468	891,695	101,417
Charge for year	110,484	384,951	800	43,193	36,730
Disposals	-	-	-	-	(5,918)
At 31 March 2025	189,198	3,190,734	16,268	934,888	132,229
Net book value:					
As at 31 March 2025	335,004	11,876,892	83,732	233,607	128,765
As at 31 March 2024	445,488	11,969,345	84,532	221,415	149,647

	Furniture and Fittings	Motor Vehicles	Office Equipment	Totals
As at April 2024	710,034	47,142	303,793	17,824,473
Additions	94,136	-	16,115	480,035
Transfers	-	-	-	-
Disposals	-	-	(1,550)	(13,521)
At 31 March 2025	804,170	47,142	318,358	18,290,987
Depreciation:				
As at April 2024	233,409	34,782	232,646	4,393,914
Charge for year	63,796	2,798	22,059	664,811
Disposals	-	-	(1,550)	(7,469)
At 31 March 2025	297,205	37,580	253,155	5,051,256
Net book value:				
As at 31 March 2025	506,965	9,562	65,203	13,239,731
As at 31 March 2024	476,625	12,360	71,147	13,430,559

The value of intangible fixed assets was immaterial and as such has not been disclosed in a separate category. The net book value of intangible fixed assests at 31 March 2025 was £0 (2024 £690).

Depreciation on Commercial properties includes and amount of £100,000 being impairment of value of the Mealcheapen property.

Notes to the consolidated financial statements for the year ended 31 March 2025

13. Fixed assets investments

The charity manages its investment risk by retaining the services of expert advisors and operating a comprehensive investment policy as detailed in the report of the Trustees.

	Group 2025	Group 2024	Charity 2025	Charity 2024
Valuation	£	£	£	£
At 1 April excluding cash	4,197,886	3,788,837	4,197,986	3,788,937
Additions at cost	1,399,636	1,762,733	1,399,636	1,762,733
Disposal proceeds	(2,258,406)	(1,595,474)	(2,258,406)	(1,595,474)
Net Gain/ (Loss) on Investments	129,580	241,790	129,580	241,790
At 31 March	3,468,696	4,197,886	3,468,796	4,197,986
Cash held by investment manager pending re-investment	68,800	124,268	68,800	124,268
Fair value at 31 March	3,537,496	4,322,154	3,537,596	4,322,254
Fixed asset investments by type				
Cash on interest deposit	68,800	124,268	68,800	124,268
Listed Investments	3,468,596	4,197,786	3,468,596	4,197,786
United shares in joint venture/ subsidiary at cost (see notes 15&16)	100	100	200	200
	3,537,496	4,322,154	3,537,596	4,322,254
Valuation at 31 March is represented by:				
Cost	2,991,393	3,589,224	2,991,493	3,589,324
Revaluation at 31 March	546,103	732,930	546,103	732,930
	3,537,496	4,322,154	3,537,596	4,322,254

The charity manages its investment risk by retaining the services of expert advisors and operating a comprehensive investment policy as detailed in the report of the governors.

14. Investment property

The accounting treatment of this class of asset is to depreciate it as a fixed asset in both group and charity accounts.

15. Subsidiary company

The charity has the following subsidiary company whose results have been consolidated in these accounts:-

St Richard's Hospice Trading Company Limited
(Company No : 04805373)
Nature of business: Shop and commercial retailing.

	2025	2024
	£	£
Aggregate assets	156,958	355,155
Aggregate liabilities	(156,858)	(355,055)
Aggregate capital and reserves	100	100

The company had income of £572,850 (2024 £3,260,537) and expenditure of £506,657 (2024 £2,611,820). leaving a profit of £66,193 (2024 £648,717) which was distibuted as a gift aid payment to this charity. The Company has gone through a major restructuring which took effect from 1 April 2024.

16. Investment in joint ventures

Worcestershire Hospices Lottery Limited (Company no. 03689508)
Nature of business: Fundraising

Class of shares: holding %
Ordinary 'B' 33.33

The charity's interest in the 12 months to 31 March 2025 of Worcestershire Hospices Lottery Limited is as follows:

	2025	2024
	£	£
Turnover	151,270	144,860
Other Income	-	-
Expenditure excluding audit fee	(75,179)	(68,290)
Audit Fee	(1,570)	(1,56)
Profit for the year	74,521	75,010
Gift Aid distribution to charity	(74,521)	(75,010)
Retained profit for the year	-	-
Fixed assets	-	-
Current Assets	47,064	58,331
Current Liabilities	46,964	(58,231)
Total assets less current liabilities	100	100
Share capital	100	100

At March 2025 St Richard's Hospice Foundation was owed £12,984 (2024 - £16,752) relating to trading balances by Worcestershire Hospices Lottery Limited. The carrying value of this company in the Group Balance Sheet is £100 and forms part of the Investments balance in note 13.

17. Stock

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Goods for resale	43,199	59,047	-	-

18. Debtors: amounts falling due within one year

	Group 2025	Group 2024	Charity 2025	Charity 2024
Unrestricted:	£	£	£	£
Trade debtors	28,657	52,530	28,657	45,738
Other debtors	190,784	150,002	190,784	150,002
VAT	71,132	166,897	71,132	151,885
Prepayments and accrued income	1,556,284	2,606,797	1,556,284	2,498,252
Amounts due from joint venture	12,984	16,752	12,984	16,752
Amounts due from subsidiary undertakings	-	-	156,926	163,678
	1,859,841	2,992,978	2,016,767	3,026,307
Restricted:				
Prepayments and accrued income	37,179	38,234	37,179	38,234
	1,897,020	3,031,212	2,053,946	3,064,541

19. Creditors: amounts falling due within one year

	Group 2025	Group 2024	Charity 2025	Charity 2024
Unrestricted:	£	£	£	£
Trade creditors	122,557	197,125	122,557	127,539
Other creditors	65,980	129,601	65,980	129,601
Social Security and other tax	146,221	148,199	146,221	148,199
Accruals and deferred income	357,998	537,371	357,998	468,808
	692,756	1,012,296	692,756	874,147

Included in Other creditors is an amount of £33,297 held as agent. There is a corresponding amount held in Bank and Cash at the year end. Included in accruals and deferred income is deferred event income of £118,848 (2024 - £59,724) for the group and the charity and this is this is included in the analysis below.

	For Events Post Year End	Total For Group and Charity
	£	£
Deferred income brought forward	59,724	59,724
Released in year	(59,724)	(59,724)
Deferred during year	140,848	140,848
Deferred income carried forward	140,848	140,848

The amounts have only been deferred when the group does not have unconditional entitlement to the income or when the income relates to delivery of a service and is therefore only recognised to the extent that the charity has provided the service.

20. Creditors : Amounts falling due after one year

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Accruals and deferred income	45,337	53,230	45,337	-
	45,337	53,230	45,337	-

Deferred income due after more than one year relates to rent free periods granted by landlords, which are accounted for over the full term of the lease.

Notes to the consolidated financial statements for the year ended 31 March 2025

21. Contingent assets

As at March 2025 the charity has been notified of 4 legacies, the values of which are unknown, or cannot be reliably measured. As at the approval date of the financial statements no further information has been received and therefore this legacy income has not been accrued.

22. Pension commitments

The company contributes to a defined benefit pension scheme operated by the NHS. Net NHS pension costs of £257,557 (2024 - £271,484) were charged in the Statement of Financial Activities during the year. The company also contributed £325,082 (2024 - £227,715) to some employees' occupational pension schemes, and £14,705 (2024 - £15,077) to employees' private pension schemes. Included in other creditors at 31 March 2025 was £32,603 (2024 - £35,433) in relation to the NHS scheme and £991 (2024 - £1,189) in relation to the work place pension scheme.

The cost and liability is allocated between activities by reference to the area the employee is working in. The cost and liability is allocated against unrestricted funds unless a restricted fund allowed the expenditure.

The NHS scheme is a defined benefit scheme which is unfunded. This is a multi-employer pension scheme based on final pensionable pay, contributions being charged to profit and loss account so as to spread the cost of pensions over employees' working lives with the company. The company accounts for the scheme as a defined contribution scheme and is not required to account for any share of assets or liabilities of the scheme in accordance with FRS 102. This is deemed appropriate as the company has no ongoing liability once the contributions to the scheme are made.

23. Related party transactions

The charity owns 33.33% of Worcestershire Hospices Lottery Limited, ownership and control is split equally between St Richard's Hospice, Acorns Childrens Hospice and the Primrose Hospice Limited. M Wilkerson (Chief Executive) and Tricia Cavell (Fundraising director during the period) are also directors of Worcestershire Hospices Lottery Limited. St Richard's Hospice received £74,521 (2024 - £75,010) gift aid from Worcestershire Hospices Lottery Limited. As at March 2025 Worcestershire Hospices Lottery Limited owed St Richard's Hospice £12,984 (2024 - £16,752).

St Richard's Hospice Foundation charged £217,754 to St Richard's Trading Company in the year, representing the costs incurred by the Charity, in relation to the operations of the Trading Company. In 2024 the Charity was charged £862,777 by St Richard's Trading Company Limited for administering the sale of goods gifted to the hospice and for which a gift aid claim was made.

St Richard's Hospice Foundation was owed £156,296 by St Richard's Hospice Trading Company Limited at 31 March 2025 (2024 - £163,678).

24. Capital commitment

No capital commitments existed at 31 March 2025.

25. Operating lease commitments

The total future minimum lease payments under non- cancellable operating leases are shown below.

	Land and Buildings 2025	Other 2025	Land and Buildings 2024	Other 2024
Group	£	£	£	£
Within one year	357,082	4,135	292,082	8,412
Between two and five years	904,090	402	786,646	4,537
Over five years	175,667	-	218,757	-
	1,436,839	4,537	1,297,485	12,949
Charity				
Within one year	357,082	4,135	292,082	6,504
Between two and five years	904,090	402	786,646	3,106
Over five years	175,667	-	218,757	-
	1,436,839	4,537	1,297,485	9,610

The group has off balance sheet arrangements in the form of operating leases, which means that neither the liability under the lease nor the related assets appears on the Balance Sheet. The group uses operating leases so it has the benefit of leasing over a defined period and the risks are retained by the lessor.

Notes to the consolidated financial statements for the year ended 31 March 2025

26. Prior year statement of financial activities

	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2024
Income from:	£	£	£
Donations and Legacies	2,980,175	121,367	3,101,542
Charitable Activities	2,216,576	-	2,216,576
Other Trading A ctivities	5,528,258	26,907	5,555,165
Investments	278,099	-	278,099
Other			
-Share of net income of Joint Venture	75,010	-	75,010
-Profit on sale of fixed assets	570	-	570
Total income	11,078,688	148,274	11,226,962
Expenditure on:			
Raising Funds	4,041,773	26,907	4,068,680
Charitable Activities	7,441,091	53,504	7,494,595
Total expenditure	11,482,864	80,411	11,563,275
Net income and Net movement in funds before gains/(losses) on investments	(404,176)	67,863	(336,313)
Net (losses)/gains on investments	241,790	-	241,790
Net (expenditure)/Income	(162,386)	67,863	(94,523)
Transfer between funds	54,389	(54,389)	-
Net movement in funds	(107,997)	13,474	(94,523)
Total funds brought forward	21,166,106	39,528	21,205,634
Total funds carried forward	21,058,109	53,002	21,111,111

27. Restricted/unrestricted funds

The general fund represents the free funds of the hospice which are not designated for particuar purposes. The investment fair value reserve represents the excess of fair value over the historic cost of the investments. The designated fixed asset fund has been set up to assist in identifying those funds that are not free funds. It represents the net book value of tangible fixed assets.

The transfer from other funds to the designated fixed asset fund of £466,514 (2024 - £ 1,748,116) for the group and charity represents unrestricted tangible fixed asset additions in the year. When funds subject to a restriction are used to purchase a fixed asset, the restriction is deemed satisfied. This treatment applies to all funds, where they have been used to purchase an asset. Restricted other funds represent amounts held from many smaller grant trusts and others for various restricted purposes which, due to their individual size, are not to be disclosed separately in these accounts.

	At 1 April 2024	Income	Expenditure	Investment Gains/ (Losses)	Transfers	At 31 March 2025
Group	£	£	£	£	£	£
General fund	6,894,620	10,275,155	(11,332,175)	47,269	(6,948)	5,877,921
Investment fair value reserve	732,930	-	-	82,311	(269,138)	546,103
Designated funds						
Fixed asset fund	13,430,559	-	(657,342)	-	466,514	13,239,731
Total unrestricted funds	21,058,109	10,275,155	(11,989,517)	129,580	190,428	19,663,755
Restricted funds						
Hospice UK Funds	-	-	-	-	-	-
Other funds	53,002	327,627	(114,620)	-	(190,428)	75,581
Total restricted funds	53,002	327,627	(114,620)	-	(190,428)	75,581
Total funds	21,111,111	10,602,782	(12,104,137)	129,580	-	19,739,336

Should St Richard's ever want to sell Wildwood Drive , it will need permission from the Big Lottery as this was a condition of funding, registered at Land Registry.

Notes to the consolidated financial statements for the year ended 31 March 2025

28. Restricted/unrestricted funds

Assets and Liabilities representing unrestricted funds	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2025	Total Unrestricted Funds 2024
Fixed assets	£	£	£	£	£
Tangible Assets	-	-	13,239,731	13,239,731	13,430,559
Investments	2,991,293	546,103	-	3,537,396	4,322,054
Investments in joint venture	100	-	-	100	100
Current assets					
Stock	43,199	-	-	43,199	59,047
Debtors (Note 18)	1,859,841	-	-	1,859,841	2,992,978
Cash at bank	1,721,581	-	-	1,721,581	1,318,897
Creditors: Amounts falling due within one year (Note 19)	(692,756)	-	-	(692,756)	(1,012,296)
Creditors: Amounts falling due over one year (Note 20)	(45,337)	-	-	(45,337)	(53,230)
Total funds	5,877,921	546,103	13,239,731	19,663,755	21,058,109

Assets and Liabilities representing restricted funds	Total Restricted Funds 2025	Total Restricted Funds 2024
Current assets	£	£
Debtors (Note 18)	37,179	38,234
Cash at bank	38,402	14,768
Total funds	75,581	53,002

29. Comparative unrestricted funds/restricted funds

	At 1 April 2023	Income	Expenditure	Investment Gains	Transfers	At 31 March 2024
Group	£	£	£	£	£	£
General fund	8,369,404	11,078,688	(11,052,368)	1,313	(1,502,417)	6,894,620
Investment fair value reserve	683,763	-	-	240,477	(191,310)	732,930
Designated funds						
Fixed asset fund	12,112,939	-	(430,496)	-	1,748,116	13,430,559
Total unrestricted funds	21,166,106	11,078,688	(11,482,864)	241,790	54,389	21,058,109
Restricted funds						
Hospice UK Covid grant	-	-	-	-	-	-
Other funds	39,528	148,274	(80,411)	-	(54,389)	53,002
Total Restricted Funds	39,528	148,274	(80,411)	-	(54,389)	53,002
Total funds	21,205,634	11,226,962	(11,563,275)	241,790	-	21,111,111

Comparative assets and liabilities representing unrestricted funds.

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2024
Fixed assets	£	£	£	£
Tangible assets	-	-	13,430,559	13,430,559
Investments	3,589,124	732,930	-	4,322,054
Investments in joint venture	100	-	-	100
Current assets				
Stock	59,047	-	-	59,047
Debtors (Note 18)	2,992,978	-	-	2,992,978
Cash at bank	1,318,897	-	-	1,318,897
Creditors: Amounts falling due within one year (Note 19)	(1,012,296)	-	-	(1,012,296)
Creditors: Amounts falling due over one year. (Note 20)	(53,230)	-	-	(53,230)
Total funds	6,894,620	732,930	13,430,559	21,058,109

30. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

The liability of each member in the event of winding up is limited to £10.

31. Controlling party

The charity is under the control of its Trustees.

32. Agency note

St Richard's Hospice Trading Company Limited acts as an agent to St Richard's Hospice on selling second hand goods for which Gift Aid is claimed.

£33,297(£76,315 - 2024) is held in other creditors on behalf of the Worcester Acute Trust to pay for the training of speciality palliative registrars. There is a corresponding amount held within Cash at Bank at the year end.

33. Post Balance Sheet Events

There are no Post Balance Sheet Events to report.

Please help us to do even more in 2025/26.

To help us care for patients and their loved ones in the future, you can fundraise, volunteer or raise awareness of St Richard's. For more information visit

www.strichards.org.uk

St Richard's Hospice
Wildwood Drive, Worcester WR5 2QT | 01905 763963

Registered charity no. 515668
Registered company no. 01850502

Printed on sustainable paper

ST RICHARDS HOSPICE FOUNDATION

England & Wales - Charity number 515668

Accounts

St Richard's Hospice

Caring for life

Annual Review and Consolidated Financial Statements

for the year ended 31st March, 2024

St Richard's Hospice Foundation
Registered charity no. 515668. Registered company no. 01850502

What we do

St Richard's Hospice is an independent charity caring for adults with an illness that cannot be cured and supporting their loved ones and carers.

We work with other health-care partners to prevent crisis intervention and hospital admissions where possible.

We care for patients in South Worcestershire – this includes in-patient and community care, Living Well services and a range of further support.

Patients from the Wyre Forest, Kidderminster, Redditch and Bromsgrove areas can access in-patient care.

Thank you

On behalf of our patients and families we would like to say a big thank you for the wonderful generosity of our donors, supporters and volunteers who make our care possible.

Our values

Caring

Caring is at the heart of what we do.

We are inclusive and treat everyone as an individual who we respect and value.

We take time to listen and respond to the needs of each person.

Compassionate

We work with empathy, sensitivity and understanding.

We are considerate, kind and fair.

We support and empower individual choice.

Committed

We are dedicated, reliable and hard working.

We continuously strive to deliver high-quality services.

We support each other and work together for the benefit of our patients and loved ones.

Professional

We aspire to be the best in everything we do.

We are innovative and develop our skills through continuous learning and evaluation.

We take responsibility for our actions and are accountable.

The care and support we offer

- Community Nursing Team
- Hospice at Home Service
- Living Well Services
- In-patient Unit for Specialist Palliative Care (IPU)
- Family Support Services
- Medical Services
- Allied Healthcare Professionals
- Volunteer Services
- Learning Hub

These activities satisfy our purpose as per our governing document.

Our CQC inspection report in 2024 gave us an overall rating of good.

Our year in numbers

We supported 3,105 patients, their loved ones, carers and the bereaved

542 individuals supported by Living Well Services

1,036 patients supported by our Community Nursing Team

1,915 individuals helped by the Family Support Team

226 patients cared for in our In-patient Unit

242 patients cared for by the Hospice at Home Team

1,200 people under our care every day – at the hospice, in people's own homes or in the community.

164 Occupational Therapy referrals

£547,933 obtained for patients and families in benefits and trust fund grants by the Citizens Advice team

212 individuals were referred for Physiotherapy

948 Complementary Therapy treatments

Volunteers contributed more than 100,000 hours

Reflections from the Chair

I'm delighted to give my reflections on another successful year for St Richard's, which included the start of all the celebrations to mark our 40th Anniversary.

The hospice began its service to our Worcestershire communities on 1st May 1984, operating initially from the home of our founder, Dr Jenny Bulman, before moving to a small terraced house in Castle Street in Worcester, and thence to our beautiful home at Rosehill and to our current state-of-the-art site at Wildwood Drive in 2006. Jenny was the inspiration behind the founding of the hospice forty years ago: her initiative, leadership and drive in so doing have enabled our teams of staff and volunteers to care for thousands of patients and those important to them over the past four decades. Her death this summer left us all deeply saddened, but she leaves a great legacy to the people of Worcestershire.

On that first day in 1984 we saw one patient; in 2023/24, we supported 3,105 patients, their loved ones, carers and the bereaved, demonstrating the amazing growth of our services during this time. This growth is due both to the outstanding contributions of all the staff and volunteers who have served St Richard's over 40 years in our clinical, fundraising, commercial and support teams, and also to the extraordinary generosity of our donors and the Worcestershire communities, who have provided millions of pounds in financial support. My reflections give me the opportunity to acknowledge all these contributions and to thank everyone for their extraordinary efforts, kindness and compassion, which have enabled us to serve our local communities to the best of our ability over the decades.

As an organisation, we pride ourselves on being innovators, and in 2023/4, as you will read, we introduced our new, and very successful, Wellbeing Café as part of the Living Well Centre. Hosted in The Green every Wednesday, this service enables patients and carers to obtain advice and guidance from the Living Well Team in a relaxed environment without the need for formal referral, thus removing barriers to accessing hospice care and dispelling myths that we only provide services to the dying. My congratulations go to all those who developed, and deliver, this exciting innovation, which has been very much appreciated by those who have so far attended. In this last year too, we have undertaken the major upgrade and refurbishment of our In-patient Unit, starting in July 2023 and completing this spring. We can now offer care to all our patients in single rooms equipped with en-suite facilities and the latest technology to support complex management. Patients love the two new Jacuzzi spa baths and their loved ones appreciate the new family rooms, which allow them to spend time together away from the bedside.

We've made great strides in developing our services and facilities this year, but, as I write, clouds are gathering over the hospice sector across the country. Demand is growing as the population ages, and costs are rising rapidly, without any significant change to the levels of funding provided by the NHS. Together with most hospices in the UK, St Richard's now needs to consider how to ensure its financial sustainability over the coming years and, as Debbie Westwood outlines in her report for this Review, we are starting a service re-design and transformation programme to enable us to serve more people while reducing costs. Ultimately, it is hoped that the new government, urged on by thousands of letters being written to MPs, will develop a new funding model; in the meantime, with the generous help of all our supporters, we look forward to the next 40 years of serving the people of Worcestershire!

Jenny Cowpe
Chair of Governors

Redesigning services to fit the future

Care Director Debbie Westwood writes:

It is vitally important that we remain relevant, responsive and sustainable as a hospice. To this end we continuously review what we are providing for patients and families and refer to regional and national data which shines a light into what may be needed of us in the future.

We know that we are currently facing more demand for our services and those patients and families we do support have more complex needs – physically, spiritually, socially and psychologically. From a strategic needs analysis which was carried out in Worcestershire in 2021 we can see that the UK population is set to increase by 3.2% overall by 2030, but with higher increases in the older age categories.

For example, there is predicted to be a 51% increase in the 80-84 age category and in areas such as Wychavon and Malvern up to a 30% increase in the numbers of people dying by 2030. There will be more people needing palliative and end of life care, and less people in the younger age categories to provide informal and formal care.

With the increase in the elderly population there will be a significant increase in people living with dementia, frailty and multiple, limiting, long-term conditions. As a hospice we are responding to this increase by starting a process of service redesign and transformation: engaging with patients, families, staff and other health care professionals to create the hospice of the future.

Vanessa's story

Vanessa was admitted to our In-patient Unit following a diagnosis of colon cancer.

"Despite the fact that I was so ill and felt so sick and was told I was dying, coming to St Richard's was like being cushioned all around," she recalls.

"I felt like a baby in a cradle. Somehow, death wasn't important when I was there, St Richard's had taken all the anxiety out of it with the kindness and the care and the love.

"When you know you are going to die, what you are afraid of is the process around your death. You just knew there was going to be somebody with you, holding your hand."

Around the same time, Vanessa's husband, Ian, was due to have an operation following a diagnosis of mesothelioma.

The day before Ian's operation, staff at the hospice arranged a special tea for the couple in Vanessa's room (pictured).

Ian said: "Neither of us knew with any certainty whether we would meet again. The extra special efforts made by the catering staff made this occasion very memorable."

Over time, with support from the hospice teams, Vanessa's strength began to return and she was well enough to go home.

Since leaving IPU, Vanessa has taken part in Living Well courses at the hospice, including Fatigue Management, to help manage the symptoms of her illness.

She has received complementary therapy and attends the Knit and Natter session in The Green every second Wednesday of the month.

"It is such a cushion and comfort to know there is St Richard's to come to. Whenever I think of this place, I get a warm glow."

The Gateway Service

The Gateway Service acts as a 'gateway to hospice care' for patients, families and professionals.

The team is staffed with five Community Clinical Nurse Specialists and a Social Worker. The highly skilled professionals make telephone contact with every new referral into the hospice and for Bereavement Support South Worcestershire.

They undertake a telephone triage assessment and ensure that the patient gets the right support, from the right person or team, at the right time. As the first port of contact the Gateway Team explain all about hospice services and offer patient/family choice about access to care. The nurses take calls for the Community Nursing Team when they are out visiting and can manage complex symptoms and provide emotional support as needed.

The team manages all of the helpline calls for people requiring immediate assistance and advice to get urgent help when needed, signposting to other services as appropriate.

They also support the planned and unplanned admissions and transfers to the hospice from the community and hospitals, co-ordinating with professionals to provide admission for end of life care or expert symptoms' management.

2,489 referrals into Gateway

3,595 telephone calls

227 IPU admissions supported

426 people supported by telephone calls only

Members of the Gateway Team

Celebrating the completion of the Clinical Nurse Specialist Development Programme

Our nursing team in the community

Most of our patients tell us that they would prefer to spend their last days in their own homes. This is where they feel safe and comfortable, and can spend precious time with their loved ones.

Our highly experienced Clinical Nurse Specialists (CNSs), supported by Senior Staff Nurses (SSNs), use their skills and knowledge to help manage patients' symptoms, support them, their families and carers in making informed choices and will also refer onto appropriate additional services.

How they are supported is determined by what the patient prefers: this can be through face-to-face meetings at the patient's home or via telephone or digital consultation.

Often the patient will choose a combination of face-to-face, telephone, text and email contact. The team continues to deliver high-quality care and responds to the ever-increasing complex dynamics of social and psychological needs of patients as well as addressing their physical symptoms.

The CNSs will work alongside other health care professionals, social service departments and voluntary/charity organisations to ensure the patient has the access to the services which may be needed to support their care. As part of the wider primary care community team, the CNSs and SSNs continue their close links with GPs and Neighbourhood Teams.

We are delighted that two of our Senior Staff Nurses completed the development pathway to become Clinical Nurse Specialists (CNS). We now have another two Senior Staff Nurses working through the development programme.

By providing support and mentorship we allow our development CNSs to grow the knowledge and skills required to be successful caseload holders in the increasingly demanding health economy.

"The family would like to thank you all for the care and support you gave to us all during the last months of his life. Your visits and phone calls reassured us we were looking after him in the best possible way at home."

In this review year the Clinical Nurse Specialist team had 28,034 contacts via face-to-face, telephone, text, email or digital platforms.

Hospice at Home

Our Hospice at Home service provides critical 24-hour care and support to enable people to remain in their own home for their end of life care.

During the year the team

Cared for 242 patients

Carried out 2,213 face-to-face visits

Made 1,439 telephone calls to plan support or provide telephone support

Referrals are received from multiple sources such as the St Richard's Community Nurses, GPs, the NHS Neighbourhood Teams and acute and community hospitals.

Referrals are individually assessed to meet the needs of the family and patient. Visits to patients' homes are usually for the following reasons:

Crisis care: where a patient's situation is changing rapidly and there is a high risk of unnecessary admission to hospital. Hospice at Home is able to provide urgent physical nursing care and emotional support at short notice to allow the crisis to be addressed or on-going care needs to be assessed. This care reacts to need at the time of request and coordinators work closely with health care providers to ensure families needs can be met.

Packages of care: are time-limited and are an interim measure whilst a longer-term provider of care is identified. This nursing care allows the Hospice at Home Team to provide personal hygiene care and support to enable patients to achieve their activities of daily living with dignity and respect.

'Carer support': is a crucial part of Hospice at Home service provision. By supporting the carer, we are able to increase the likelihood of the patient remaining at home (if that is their wish).

This also includes where patients are supported so the carer can step away, allowing time for practical tasks such as attending appointments, or to take time out for themselves. In addition, the team can provide night sits, allowing the carer to rest easy, knowing that the patient is being cared for and supported.

The Hospice at Home Team can expertly assess care requirements and liaise with other organisations to ensure patients' needs are met. This support for carers continues to be a significant part of the work for the team and can often prevent crisis and subsequent admission to the hospice In-patient Unit or acute care.

The team continues to work closely with the wider health economy to support patient care in their own home. Liaising with the NHS Continuing Healthcare (CHC) and Neighbourhood Teams they continue to identify patients who need support (care packages or one-off visits) to allow discharge from acute beds.

Members of the Hospice at Home Team

The Living Well Centre

The Living Well Centre is located at St Richard's Hospice in Wildwood Drive, Worcester. The team works with patients in identifying what matters most to them as individuals during this time. The team also supports patients to set future goals and to complete advance care planning so that their voice and wishes are heard at all times through their palliative journey.

Often patient goals are around them maintaining independence and undertaking occupations that bring meaning to their lives.

The team is multi-professional and holistic, comprising of Nurses, Assistant Practitioners, Physiotherapists, Occupational Therapists, Therapy Support Assistants, Complementary Therapists, a Creative Therapist and Administration support. Many areas of the service are ably supported by a committed team of volunteers.

During this year, the service has undergone a workforce redesign which has led to the recruitment of a full time Physiotherapist, and a Nurse and Occupational Therapist who work three days a week. The Therapeutic Programme runs two days of the week. Holistic Rehabilitative Palliative Care remains the central evidence-based model and patients set individual goals. Goals are different for everyone, but common themes are Advance Care Planning; maintaining function in their own home; improving mobility and reducing falls risk; improving psychological and mental health and learning skills to manage anxiety. The setting of goals for patients allows for meaningful focus and collaborative action between the patient, their families and the Living Well Team.

We continue to offer courses to support individual needs, with the focus on the patient learning self-management strategies to take responsibility for and ownership of their own symptoms. The Relaxation for Wellbeing course continues to be effective for patients and Therapeutic Horticulture has been offered as a new course. Living well workshops have continued to develop and thrive with good attendance particularly for the Nature for Wellbeing sessions. Patients - some with carer support - are able to gain peer support and take part in a meaningful experience whilst being supported and empowered by the Living Well staff. A new initiative has been the creation of the Wellbeing Café, hosted in The Green at the heart of the hospice. This service development allows patients and carers to gain advice and guidance from the Living Well Team in a relaxed environment. It also allows individuals that are not currently known to hospice services to self-refer to the hospice. This service innovation has removed barriers to accessing hospice care and has also helped to challenge myths that hospices only support those that are dying.

The ethos of the Living Well Service is to support all patients that access our care to live well with their illness that cannot be cured, providing the right support at the right time, so that the individual can continue to be themselves.

542 individuals supported by Living Well Services.

An adapted tai chi session during Therapeutic Day.

The In-patient Unit

The In-Patient Unit (IPU) continues to provide 24-hour specialist, palliative and end of life care that is tailored around the needs of the patients and those who are important to them.

We aim to identify and respond to all the needs that the patient and those important to them may have, including (but not restricted to):

- ***Pain and other physical symptoms***
- ***Spiritual and emotional needs***
- ***Social and psychological concerns***

The care is provided by a team including:

- ***Specialist Doctors and Nurses***
- ***Physiotherapists and Occupational Therapists***
- ***Spiritual care team***
- ***Family support specialists including dedicated Social Workers and Counsellors***
- ***Complementary Therapists***

The IPU upgrade which started in July 2023 was completed in May 2024. The bedrooms have been updated and are now all single rooms with en-suites. The new light and airy rooms include the very best technology and equipment to support complex illness without losing that home-from-home feel. There are two new family rooms which allow loved ones to spend quality time together away from the bedside and two Jacuzzi spa baths.

During the upgrade there was a reduction in the numbers of beds at the hospice, so to ensure patients were still able to access the services a virtual ward was implemented. Staff visited people who may have been admitted to the IPU in their homes and provided holistic care to meet their specialist palliative care needs.

Our electronic patient record has been updated which supports a safe and efficient way to document the care we provide and enable us to work towards a paper free environment. Staff continue to support a variety of students and have really pulled together during a change of management.

226 patients cared for in our In-patient Unit

"There are not enough words that could express my gratitude to each and every member of staff at the hospice. The care and kindness given not only to my husband but to me also was outstanding.

You allowed my husband to die with dignity and pain free and for that I will be eternally grateful. I'm sure you've heard the staff called "Earth Angels" but they truly are."

Larry and Carole's story

"As soon as they come through the door he starts to smile," says Carole Robins, whose husband, Larry Robins, is supported by our Hospice at Home Team.

The team regularly visit to support Larry, who has Parkinson's, for a few hours during the day – which means Carole can attend appointments, go shopping, and rest.

"They chat to him and although he can't reply his face lights up when he sees them," Carole explains. "Hospice at Home support means I can do other things, I can go to appointments and know that he is safe."

Smile in the sky

A smile drawn in the sky brought joy to many and especially to a patient who was being cared for in our In-patient Unit. Aerobatic pilot Rich Goodwin created the sky-high spectacle for patient Ray Stanton, 66, an aeroplane enthusiast and former transportation engineer. Ray enjoyed the show with his wife, Angela Stanton, and children Sophie-Rae Byrne and Matthew Stanton.

"To see the smile in the sky and then look at Ray's smile was just fantastic," said Angela.

"The care here is above and beyond anything."

Supporting the family

The Family Support Service continues to offer a wide variety of services to St Richard's patients, families, loved ones and bereaved people across South Worcestershire.

Bereavement Support South Worcestershire (BSSW) supports individuals and families who are bereaved unexpectedly.

Support is provided in a variety of ways: face-to-face, virtual or by phone, depending upon the needs and choice of the individual. A suite of services is available for both adults and children: Social Work, Counselling, Bereavement Support, Citizens Advice, Carers' Support and groups.

The Family Support Team (FST) has seen an increase in both the number and complexity of referrals and in response is reviewing all services to ensure the best possible care and support for patients and families.

The Counselling Team remains busy; they support clients in a time-boundaried way both in pre-death and bereavement. The Social Work Team supports the In-patient Unit whilst working with children and families in the community and facilitating groups. They have also provided training and support to schools, enabling school staff to develop bereavement policies and bereavement leads. The team has also supported hospice staff and volunteers with safeguarding concerns as well as leading on support in pre and post bereavement for people who are neurodivergent.

The team includes two Citizens Advice Advisers. They offer invaluable support to our patients and families who may struggle to negotiate the benefits and grants systems when they already have so much to deal with. They are an integral part of the Family Support Team and have raised more than £547,933 in grants and benefits this year.

Group work continues to be an important and valuable way of supporting a large number of patients and families. Our social and therapeutic groups for adults and children mean that our clients have the opportunity to meet others who have experienced similar situations and they often go on to form new friendships outside of the hospice.

The team continues to lead on the work undertaken by Safeguarding Advocates and Carer Champions. We have representatives across the organisation within both clinical and non-clinical services ensuring that we provide effective support.

Clinical supervision and line management for staff and volunteers continues to be a key area of work. The FST has provided more than 430 hours of supervision across the organisation this year. This is an increase of 23% on last year.

Work alongside our external partners continues, the sharing of best practice locally and nationally ensures that we are providing effective support across all services. Specialist training for our staff and volunteers is offered and we work closely with the Learning Team.

"You helped to give me the strength to battle on through the toughest time of my life. I really couldn't have done it without your never-ending reassurance and belief in me."

1,915 individuals helped by the Family Support Team

17,142 contacts by telephone/virtual/online

171 safeguarding incidents, **263** safeguarding discussions

£547,933 obtained for patients and families in benefits and trust fund grants by the Citizens Advice team

Social work referrals: **adult: 59, child: 105**

399 visits to patients on the In-patient Unit

315 adults and children referred into BSSW

bereavementsupport SOUTHWORCESTERSHIRE

Therapies

Physiotherapy

The team has continued to support patients within Living Well and IPU, and at times in the community.

Patients are offered a comprehensive assessment and treatment is focussed around the patients' goals.

The Physiotherapy Team continued to lead on the Adapted Tai Chi and Managing Breathlessness courses in Living Well.

They also developed a new exercise class focussing on strength and balance re-education. The team works closely with Therapy Support Assistants.

212 individuals were referred for Physiotherapy

Occupational Therapy

The Occupational Therapy (OT) Team supports patients across Living Well Services and IPU.

Patients are assessed holistically and OT input is focussed on achieving patients' goals and what is meaningful to them, including enabling the patient to stay at home or return home for as long as possible.

The Occupational Therapists lead on the Fatigue Management course and have developed a new Therapeutic Horticulture course this year. They also oversee the Nature for Wellbeing workshop that is run by Therapy Support Assistants.

164 Occupational Therapy referrals

Complementary Therapies

The Complementary Therapy Service continues to receive a high number of referrals, highlighting the value that this service has for patients, their loved ones and also for those that are bereaved. Initial assessments are completed virtually and treatment sessions are predominantly face-to-face, dependent on individual choice.

The service is supported by volunteer Complementary Therapists, and the service has recruited new volunteers to support the ongoing demand.

The hospice Complementary Therapists lead the Relaxation for Wellbeing course for the Living Well Service and they continue to evolve this to ensure that the advice and guidance given remains current and evidence based.

948 Complementary Therapy treatments

"The relaxation techniques have helped me return to a place of calm. I came through the doors broken and they have helped fix me. I can't thank them enough."

Creative/Diversional Therapy

Creative and Diversional activities are offered to all patients that attend the Therapeutic Programme, and also to patients on the In-patient Unit.

Those activities may include painting, drawing, writing, horticulture, paper crafts and a host of other activities. The online journaling course has continued to be well attended and courses with seasonal focuses have been popular too.

Drop in sessions for patients and carers have transitioned to form part of the Wellbeing Café, and new creative groups have developed to take place in the Art Studio.

Sarah Bruce, Community Chaplain and Clare Griffiths, Lead Chaplain.

Spiritual care

The Spiritual Care Team has continued to support patients, relatives, staff and volunteers with spiritual and religious care needs.

During the year we hosted a Staff Spirituality Day and a Lunch and Learn with Imam Khalil Saiyed from Worcester Mosque; mindfulness support; weddings, funerals and our annual Lights of Love celebrations in Worcester Cathedral.

The silver leaf memorial tree was re-sited in the hospice garden, making a quiet and more private space for remembrance and reflection. Working with local craft groups and individuals, blankets have been given to those using hospice services who can benefit from the comfort that these provide. We also planned the 40th anniversary thanksgiving service to celebrate our decades of care and the contributions made by our staff, volunteers and supporters.

Learning Hub

The Learning Team facilitates learning aimed at developing the knowledge, skills, and professional qualities required to support people receiving palliative and end of life care.

This includes all staff employed by St Richard's, our volunteers, and people external to the hospice. We also support the learning of a range of health and social care students. We understand there are different needs and provide learning in a range of formats, including face-to-face, online, and via video-link. Learning is delivered both onsite at St Richard's and externally, allowing us to be responsive and flexible.

Members of the Learning Team.

953
staff and

241
volunteer attendances at learning sessions

269
staff attended external study days, courses and conferences

90
students received training

231
external staff given training, this includes care homes, care agencies, schools and nurseries, supported living, and staff from other NHS Trusts across the West Midlands

Working with our community

Our Equity, Diversity and Inclusion (EDI) Lead has continued to work to ensure we are striving to be more equitable, diverse and inclusive to the needs of all people from our local communities.

Ongoing work takes place to review how we improve our data collection of personal information relating to EDI, including information such as age, gender, ethnicity and cultural background, spoken languages and religion.

We have been focusing on how we fulfil the Accessible Information Standard (2016) which is about how we record, flag, share and meet the individual communication needs of people with disabilities and sensory impairments who use our services. The EDI Lead is also working with clinical teams to put together communication and sensory toolkits to support patients' individual needs. We are developing information leaflets in Easyread format which will be co-produced with a panel of people with Learning Disabilities at the Vale of Evesham School.

We have started implementing Equality Impact Assessments for all service redesigns/ reviews, new services and new policies that are being introduced.

By using this framework, we want to understand more about any impact that may occur on people with protected characteristics and those from groups/ communities who are more likely to experience barriers to healthcare or palliative care.

This will then allow us to outline what actions we will take to mitigate these impacts and to consult and work in partnership with local communities and specialist organisations.

Our volunteers are superheroes!

Our volunteers are at the heart of the hospice dedicating their time, energy and compassion throughout the year.

Volunteers are in all types of roles in the hospice and across Worcestershire in our shops and the warehouse. They never cease to amaze us with their passion, willingness and kindness in supporting our staff, patients and their families.

We have successfully introduced new roles including IPU Companion, Volunteer Recruitment Ambassador and Maintenance Volunteer.

The launch of open information events for retail volunteers to see the hospice has proved a great success and we have updated our induction and training programmes.

We couldn't make the difference to lives within Worcestershire that we do, without their commitment and devotion. Each volunteer is integral to our care.

Volunteers contributed more than 100,000 hours

Volunteers involved in patient services gave 6,386 hours

Volunteers assisting our support services and retail worked 98,746 hours

While volunteers assist in a wide range of patient areas, their help with fundraising events; shops and commercial department and contribution within the administrative and facilities functions of the hospice are also essential.

Income generation: funding our care

St Richard's is developing a robust strategy in order to ensure financial sustainability. At a time of financial pressure, St Richard's Income Generation teams are looking at opportunities beyond their normal activity, boundaries and comfort zones. An example of this was the Million Moments campaign, raising almost £600,000 in 36 hours in April 2023.

Gifts in Wills remain incredibly important to St Richard's. In more recent years, the increase from this income source has allowed us to 'balance our books'. Supporters can make a Will and leave a gift to the hospice using our on-line Will-writing service or through their solicitor and we need to continue to focus on the marketing and messaging of this very important source of income. We are grateful to everyone who has left a legacy to St Richard's and encourage those who may be considering doing so, to make the commitment. With this action you will help St Richard's be here for people in the future.

From skydiving to coffee mornings - we are grateful for all fundraising by supporters

Regular gifts also make a difference and we are working hard to increase the income received from this source by encouraging our supporters to set up a direct debit. This regular income helps us plan with confidence.

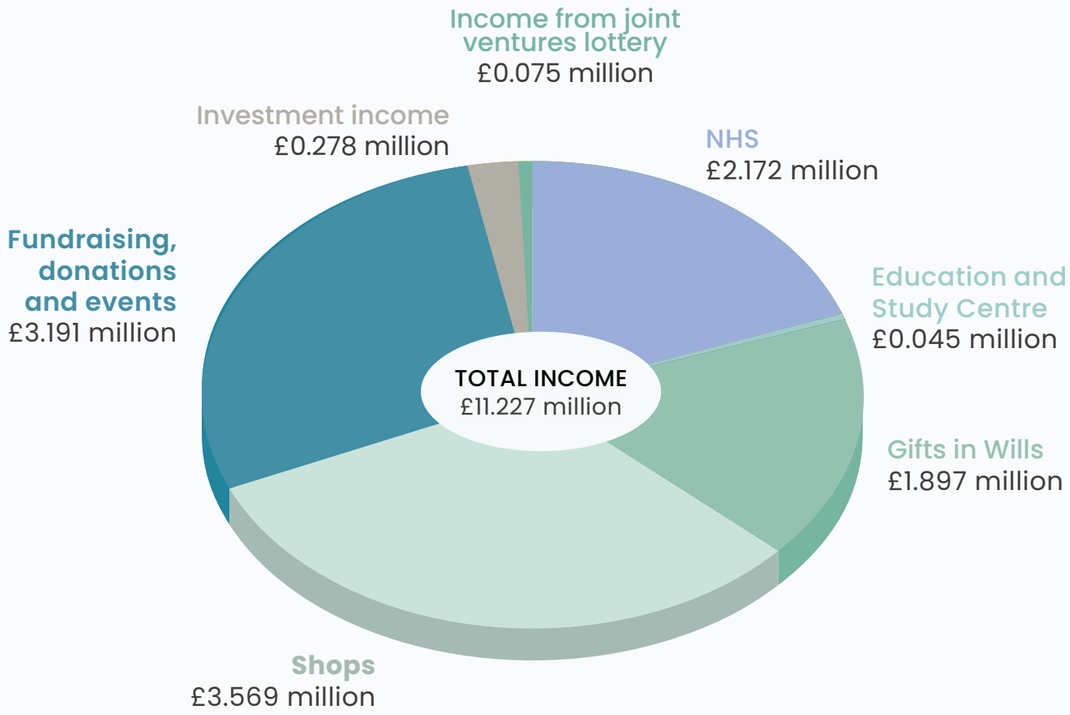
The hospice is dependent on support from the community and the involvement of so many, whether they be an individual or a business, a community group or school, is vital for our future. We are also extremely grateful to the grant making trusts who continue to support our work and their commitment to funding our core services makes a big difference to our patients and family members. Our 18 shops remain the face of St Richard's on the high street, offering good quality items at great prices and maximising sales to support patient services.

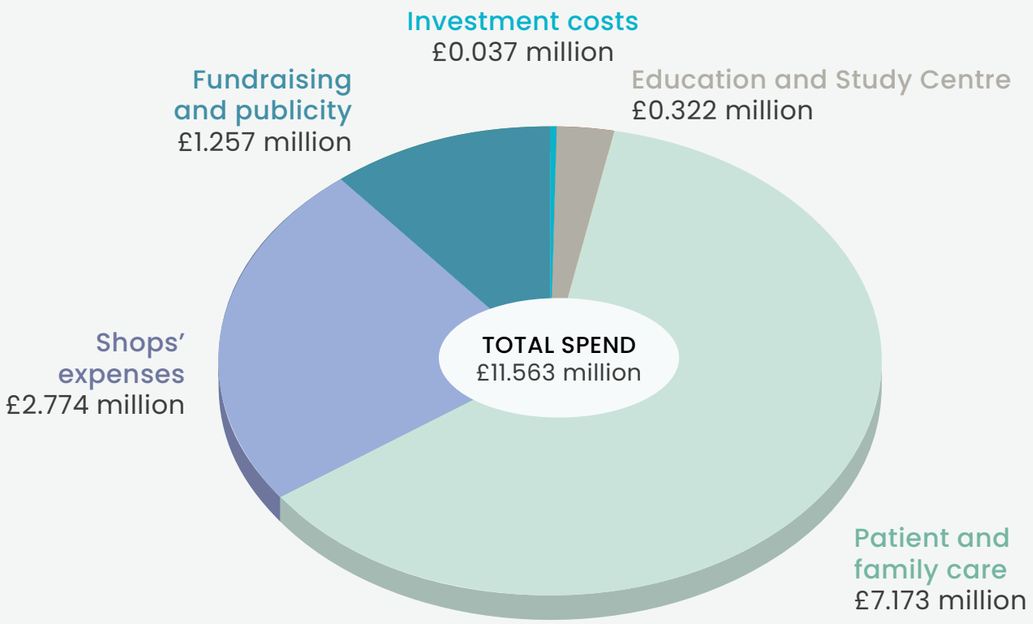
We have increased our profile with a new larger store in Barnards Green, which opened on 1 December 2023. The store has proved a great success and we are grateful to all our donors and customers. Our first pop up shop at the RHS Malvern Spring Festival also proved very popular and we will continue to have a presence in the future. We have plans to further increase our portfolio of shops in 2024.

As well as our physical shops we continue to grow our online offer, opening up the market to a wider customer base beyond our physical stores. We continue to review what we offer and monitor the ever-changing face of retail, making sure we respond to the trends and changes taking place. We are seeking to increase the awareness of our focus on sustainability through recycling, reuse and make your own, and to reach a diverse customer base of all ages.

Our retail team works tirelessly to present and run our shops, supported by a dedicated team at our warehouse. And we could not achieve all we do without our dedicated team of wonderful volunteers, who make a huge impact on our Income Generation. We are so grateful to them and appreciate their commitment to helping us raise funds in support of St Richard's care.

Financial review - in brief





Report of the Trustees and Consolidated Financial Statements for the year ended 31 March 2024

For St Richard's Hospice Foundation

Registered Charity Limited
By Guarantee

Contents of the consolidated financial statements for the year ended 31 March 2024

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St Richard's Hospice Foundation
Registered charity no. 515668.
Registered company no. 01850502

Report of the Trustees for the year ended 31 March 2024

The Trustees present their annual report, strategic report and audited financial statements of the parent charity and its subsidiary undertaking for the year ended 31 March 2024. The accounts comply with current statutory requirements, the charity's governing document and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Reference and administration details of the charity, its trustees and advisers

The name of the charity is St Richard's Hospice Foundation ("St Richard's Hospice"), a company limited by guarantee. The company was incorporated on 24 September 1984. Memorandum and Articles of Association were updated and filed with Companies House on 22 November 2021. In accordance with Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include 'Limited' as part of its name. The company's registered number is 01850502. The company is also a registered charity, number 515668.

The principal address and registered office of the company: St Richard's Hospice, Wildwood Drive, Worcester, WR5 2QT.

Trustees

Trustees in office during the year:

Jennifer Cowpe	(Chair)
Galen Bartholomew	(Vice Chairman)
Professor Richard Lewis	(Vice-Chairman)
Allard Alfrink	
David Annetts	
Danielle Clark	(Appointed 25 September 2023)
Rachel Dunne	(Left 19 June 2023)
Hannah Edwards	
Heather Elliott	(Appointed 25 September 2023)
Peter Flagg	
Anthony Glossop	
Dr Ian Laws	
Janet Matthews	(Left 23 May 2024)
Andrea Palmer	
Dr James Rankin	
Cllr Andy Roberts	(Died 10 August 2023)
Helen Serrano	

The Trustees delegated the day to day management of the charity to the Chief Executive.

St Richard's Hospice Foundation

Report of the Trustees for the year ended 31 March 2024

Key Management Personnel

Chief Executive	Michael Wilkerson
Director of Finance and Information	Daniel Haigh
Commercial Director	Daniel Corns
Fundraising Director	Tricia Cavell
Care Director	Debbie Westwood
Clinical Director	Sarah Onions (Appointed 1 July 2023)

Principal Advisers

The company's independent auditor

Crowe U.K. LLP
4th Floor, St James House
St James Square
Cheltenham
GL50 3PR

The company's solicitors

Hallmark Hulme
Solicitors
3, 4 & 5 Sansome Place
Worcester WR1 1UQ

The company's bankers

Barclays Bank Plc
54 High Street
Worcester WR1 2QQ

The company's investment advisers

Close Brothers Asset Management Limited
10 Exchange Square
Primrose Street
London EC2A 2BY

Rathbones Investment Management
The Colmore Building
20 Colmore Circus Queensway
Birmingham B4 6AT

Structure, governance and management

The company is governed by its Articles of Association.

Board of Trustees

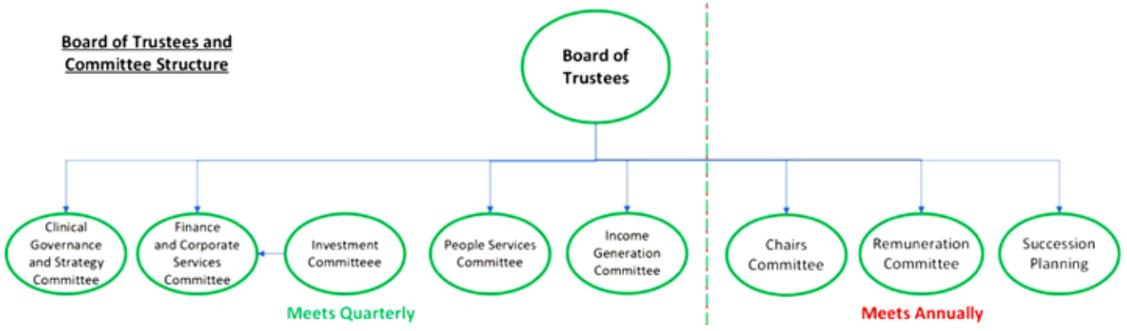
In accordance with the company's Articles of Association, the company has a Board whose Trustees are members. Such Trustees constitute directors of the company for Companies Act purposes and Trustees of the charity for Charity Act purposes. The company is limited by guarantee and therefore the Trustees have no beneficial interest to disclose. The appointment of new Trustees is undertaken by the current Trustees and approved by the members at the AGM. St Richard's Hospice Trustees are expected to be pro-active and actively involved in supporting the hospice.

Potential Trustees are identified by the skills and expertise they will bring, as well as their motivation and support for the mission. They are interviewed by the Chair and at least two other Trustees. They are required to attend the volunteer induction training programme and receive formal induction by the Chair. The Chair works with other Trustees to review their performance and contribution to the work of the hospice.

Organisation

Strategic decisions are made by the Board of Trustees in regular meetings, delegating operating responsibilities to appropriate sub-committees. Day to day management is conducted by the Chief Executive Officer, who reports regularly to the Board of Trustees.

The Governing Committee structure, agreed in this financial year is:



Trustees chair these committees, they meet regularly and report to the quarterly Board of Trustees' meetings. Each committee has agreed terms of reference which clearly outline the demarcation of levels of responsibilities.

St Richard's Hospice Foundation

Report of the Trustees for
the year ended 31 March 2024

St Richard's Hospice is affiliated to the National Board of Palliative Care, is a member of Hospice UK and is a member of the Herefordshire and Worcestershire Chamber of Commerce.

Subsidiary and associated companies and collaborations

The charity has a wholly owned subsidiary company – St Richard's Hospice Trading Company Limited. The object of St Richard's Hospice Trading Company Limited, which sells new and second-hand donated goods, is to raise funds for St Richard's Hospice Foundation.

St Richard's Hospice, Primrose Hospice Limited and Acorns Children's Hospice own 33.33% equally of Worcestershire Hospices Lottery Limited. For the purposes of these consolidated accounts, the wholly owned subsidiary has been consolidated on a line by line basis and the holding in Worcestershire Hospices Lottery Limited included using the equity method applicable to joint ventures.

The charity has an agreement with St Luke's Hospice Plymouth and Rowcroft Hospice to share the costs of a team of I.T. professionals called the "I.T. One Team". Each hospice employs its own staff who then engage in a collaborative effort to address the I.T. needs of the three hospices.

The synergy achieved is based on the common needs of the hospices whilst recognising the hospice sector faces a unique range of demands. Each of the members of the I.T. One Team have agreed to abide by the policies of the three hospices and regular meetings are had between CEOs, Finance Directors and the Head of the I.T. One Team to monitor progress, and discuss current and future operational matters.

Employees

St Richard's Hospice has a Remuneration Committee chaired by the Chair of Trustees with three additional Trustees who agree the pay of the Executive Team. The People Services Committee recommends pay awards for staff to be discussed and agreed by the Board of Trustees.

All salaries are benchmarked against the Croner Hospice Rewards and Charities Rewards reports with consideration being given to the regional, West Midlands, median. Additionally, consideration is given to NHS and private sector comparators.

Employees and volunteers

It is charity policy to give full and fair consideration to all applications for employment in line with our Equity, Diversity and Inclusion policy, having regard to the particular abilities and aptitudes of each applicant and to the requirements of vacant posts available.

Employee views are sought and information regarding the charity given, at team meetings, a quarterly People Focus group attended by members of the Executive Team, and through staff surveys. The "In Touch" newsletter is sent to all volunteers.

The charity is supported by more than 700 volunteers who work across the full breadth of its patient services, in shops, business support functions, and fundraising.

Strategic Report

The organisation has agreed a strategic intent in the period which is as follows:

Strategic intent 2024 - 2027

Our vision Caring for Life Together inspires our purpose to continue providing care and support for people with an illness that cannot be cured and supporting their loved ones with practical, emotional and bereavement support. We will deliver our purpose through the following six strategic intentions:

1. Our Clinical Excellence:
Delivering exceptional care that continues to meet the holistic needs of people within our communities. Continually improving our services ensuring they are easily accessible, responsive, safe and sustainable and maintain a CQC rating of Good or above. Ensuring our hospice environment continues to enhance comfort, dignity and wellbeing.

2. Valuing Our Quality Workforce:
Delivering St Richard's care and support through an integrated, inclusive and diverse workforce of empowered staff and volunteers maintaining our reputation as a good employer. Attracting and retaining people through competitive salaries, benefits, flexibility and welfare support. Investing in our people and enhancing skills through ongoing learning and development. Offering flexibility, variety and quality in our volunteering opportunities, utilising people's unique value and potential.

3. Learning and Research Underpin Our Organisation:
Developing a culture of learning and continuous improvement throughout St Richard's. Using research outcomes and best practice to support development across all areas of our hospice, from services to income generation.

4. Digital Transformation:
Developing information technology and digital solutions to facilitate different ways of working that maximise the efficient and effective use of our resources. Exploring the use of artificial intelligence systems to identify possible opportunities for use. Utilising digital systems, processes and records across all our activities to ensure regulatory compliance and support the delivery of exceptional care and support services. Ensuring the ongoing development and production of robust data to inform our continuous improvement, decision making, management and governance.

5. Sustainability Underpins Our Growth:
Creating a culture of continuous improvement and growth across all our income generation streams ensuring future sustainability and service delivery. Maintaining St Richard's desired target level of free reserves with effective and efficient, and where practical environmentally friendly, use of resources. Developing future services only when there is an equally identifiable and sustainable level of income.

6. Profile, Partnership and Collaboration Underpin our Reputation:
Developing St Richard's profile and respected reputation in all the local communities we serve through our partnership and collaboration with donors, supporters, hospices, other charities and the NHS. Nurturing and sustaining these relationships to achieve effective joint working and the ongoing creation of beneficial outcomes for patients and their loved ones.

Strategic initiatives 2024-2027 – our priorities for improvement

Our strategic intent will be achieved by implementing various workstreams, headlines of which are as follows and are broken down for staff as a range of actions:

1. Our clinical excellence:

Clinical services transformation
Delivery of clinical excellence
Enhancing and improving the caring environment
Improving accessibility for patients
Sharing knowledge and expertise
Proactive role in local health economy
Delivery of community service enhancements
Collaborating to support the single point of access

2. Valuing our quality workforce:

Workforce planning and development
Volunteer planning and development
St Richard's is accessible, inclusive, equitable and diverse
Open and transparent organisation

3. Learning and research underpin our organisation:

Service improvement and accessibility
Income generation growth and effective use of resources
Learning development

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4. Digital transformation:

Data driven improvement
Utilising digital technology to drive accessibility and care
Data warehouse

5. Sustainability underpins our growth:

Comprehensive budget and forecasting approach to our finances
Developing income generation opportunities
Financial risk management
Financial sustainability
Segmentation and development of shops portfolio
Widen and increase shops' customer base and demographic
Increase shops' donation sources and quantity
Donor income growth initiatives
Large scale income initiatives
Improving our communications and marketing, reaching a wider audience
Carbon zero initiatives and being a green hospice

6. Profile, partnership and collaboration underpin our reputation:

Integrated Care Systems (ICS) and place engagement appreciating our supporters
Hearing the patient, family and loved ones' voices
Data warehouse

Charitable Activities

If you would like to view details of clinical performance please see relevant pages earlier in the annual report.

Principal risks and uncertainties

St Richard's has a comprehensive on-going system for risk assessment and management. The Executive Team meets regularly and will consider any risk to the charity.

These, and any necessary remedial action taken, will be reported to either the Finance and Corporate Services Committee or Clinical Governance and Strategy Committee as appropriate.

This presents an opportunity to:

- Talk about principal risks
- Give a summary of plans
- Explain factors affecting future performance

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A Risk Register is managed by the Chief Executive and is reviewed at Committees and Board of Trustees' meetings.

Areas of highest risk to the organisation currently are:

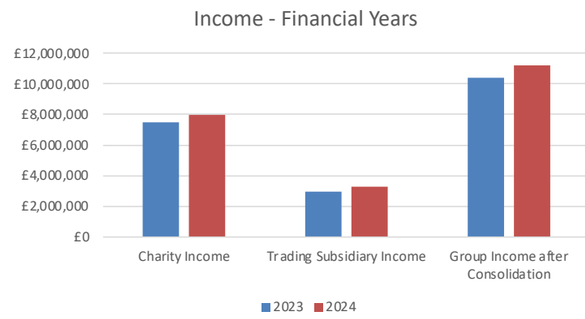
1. Uncertainty regarding the trajectory of local Integrated Care System and by extension uncertainty regarding the value of St Richard's NHS grant.
2. Reduction in retail income
3. Reduction in fundraising income including from Trusts
4. Reduction in legacy income
5. Increasing workforce costs

In light of the current economic environment, the organisation is in a position whereby costs are expected to outstrip income growth in the short term with no relief from deficits unless a service redesign is put into effect.

Forecasts for the three years ended 31 March 2027 were put to the Board of Trustees on 25 March 2024 which contain information on the size of cost reduction necessary to ensure St Richard's does not fall below its reserve target.

The strategic section of the Trustees' Annual Report will now outline the current financial position of the organisation, provide a comment on our financial forecasts produced in March 2024 for the three years ended 31 March 2027 and refer to our reserves and investment policy, all of which summarises the organisation's position and plan to respond to and mitigate its current financial challenges.

Financial review

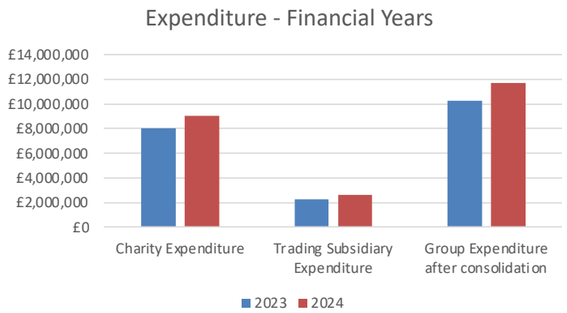


Income shown in the statement of financial activity from page 45 is Group Income after Consolidation shown above. The two entities that materially contributed to the consolidated figures are the charity and its trading subsidiary. The movement of income for each entity and between years is also shown above. Both entities show higher levels of income in 2024 than in 2023.

Charity income includes Donations and Legacies, a category which included a significantly lower level of legacy income than in the previous year and was the major contributor to Donations and Legacies' overall fall. Income from Charitable Activities which is shown in Charity Income above reduced slightly due to lower income being received from the local Integrated Care Board than in the year to 31 March 2023.

The third major grouping of income on the statement of financial activities is Other Trading Activities which increased significantly from the year to 31 March 2023, by £1.4m. The key drivers for this were a successful campaign to raise funds to refurbish the In-patient Unit, and

an increase in retail sales and associated Gift Aid of £0.3m. Other Trading Activities is reflected in both the charity income figure and Trading Subsidiary Income sections of the graph on page 29.



Group Expenditure after consolidation overall increased by £1.4m for the year ended 31 March 2024 compared to 2023. This was due primarily to the cost of raising funds increasing by £791k. Fundraising costs are split in the above graph between Charity Expenditure and Trading Subsidiary Expenditure.

The cost of charitable activities increased by £604k all of which is shown in Charity Expenditure as shown in the above graph.

For both the cost of fundraising and charitable activities the largest influence on increased cost in the year was an increase in salaries, which is the largest type of expenditure for the organisation. As can be seen in note 9, salary costs increased by £759k following cost-of-living increases which took effect from April 2023, and an increase in the number of employees.

At 31 March 2024 the charity's unrestricted fund balances were as shown in the 'Group Reserves – Financial Years' chart above and are represented by Designated Funds and Free Reserves.

For clarity, designated funds represent the net book value of the group's tangible fixed assets. Restricted funds are only a small proportion of the Group's total reserves, details of which can be found in notes 27 and 28.

Reserves figures in the above graph do not differentiate between cash based and non-cash based assets. The level of cash held at the year end by the group is £1,333,665 which is a £2,461,939 movement down on the prior year.

The two largest causes of the lowering of cash held were the purchasing of property and debtor movements which reduced cash by £1,748,116 and £450,048 respectively. Upgrading St Richard's In-patient Unit was the single largest

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property project, an increase in unpaid legacy notifications being the largest element of the increase in debtors.

The net loss for the Group before gains/ losses on investments was £336,313 (2023 - £131,386). When net gains and losses on investments is included the net deficit in funds was £94,523 (2023 - £3,411(deficit)).

The hospice activities, which are provided free of charge, are primarily funded by public donations, legacies, fundraising activities and income generated by the shops operated through St Richard's Hospice Trading Company Limited.

Material Fundraising Targets and Activity

Yearly income generation targets are set as part of the annual budgeting process. The three main sources of income for the hospice are grouped as follows:

1: NHS

2: Donations, legacies and fundraising events

3: Retail Income

NHS

The budget for this stream of income was set at a zero uplift on actual recurring funds received in 22/23. St Richard's managed to achieve a 1.8% uplift in the level of the block grant from the local Integrated Care Board ("ICB"). Agreement for funding from St Richard's local ICB for 2024/25 has been reached resulting in an increase of 0.6% on the level received for 23/24. When and if available we will apply for more NHS funding throughout the year.

Donations, legacies and fundraising events

Results for fundraising against budget in the year were mixed. The successful Million Moments fundraiser contributed significantly to this income stream, but low levels of legacy notification and lower event income than anticipated resulted in a shortfall to budget.

Income from retail

St Richard's Hospice Trading Company Limited distributed £648k to the charity (2023: £679k). Overall, retail income increased on the prior year's results.

However, expenditure increases, mostly driven by pay due to the organisation following the Real Living Wage as a minimum for pay, exceeded the increase in sales.

The Trading Subsidiary's eCommerce activity provided sales of c.£102k in the year which represents a significant increase compared to previous years. This is an important income stream which is expected to become more significant to St Richard's in the coming years and be a key part in future developments.

Forecast 1 April 2024 – 31 March 2027

Forecasting has been in place for a number of years at St Richard's.

As part of the continuing improvement in our Financial Management and reporting systems and following increased costs and pressure on income generation, forecasts were produced for the three years ended 31 March 2027 which were presented to the Board of Trustees in March 2024.

The Board adopted a deficit budget of nearly £1m for the year ending 31st March 2025 and recognising that this is not a sustainable position, and in line with our Strategic Priorities, we have a Transformation Programme in place to deliver a financially sustainably hospice by the beginning of the financial year ended 31 March 2028.

Reserves policy

The Trustees of St Richard's Hospice Foundation have undertaken a review of its reserve policy in accordance with their duty to do this regularly.

The current policy looks to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs in the event of an insolvency procedure

Following this review, it was calculated that the amount to be held in free reserves from 1 April 2024 for the coming financial year should be £4,331k.

The balance sheet at the year ended 31 March 2024 shows a free reserve position of £7,628k which is £3,297k over target reserves set using St Richard's reserve policy.

Due to material deficits being forecast for 2024/25 and 2025/26, the reserves target's constituents have changed from being more heavily weighted towards the costs of known capital projects to being more heavily weighted towards structural budget deficits.

Due to the size of the deficits envisaged and the relative cost of the IPU upgrade project, the reserve target is now lower in 24/25 compared to the prior year.

Our forecasts demonstrate the case Trustees have made previously for being cautious should continue.

The reserves are an important element of organisational resilience, which will enable it to redesign services to ensure sustainability in the medium to long term.

The reserves held over the current target reserve level will enable the organisation to act at speed whilst not undermining the quality of services.

St Richard's Hospice Foundation

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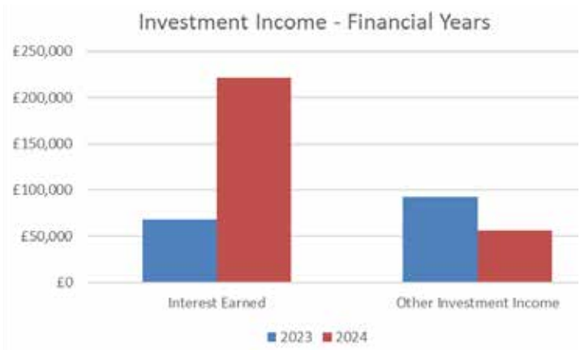
Investment policy

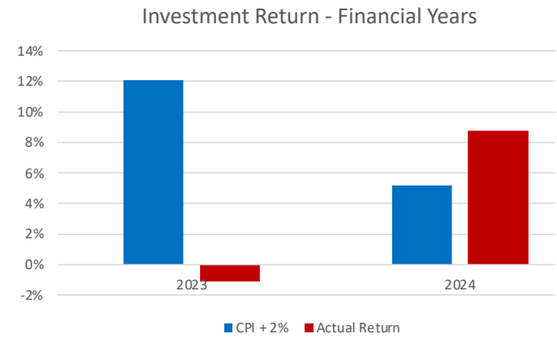
Income from these investments in the period are included in note 5. Total income can be shown as:



Interest earned by investment managers were enhanced by funds earned through Treasury deposit accounts managed in the year by St Richard's Finance Department.

In the financial year, financial investments were split equally between Close Brothers Asset Management (CBAM) and Rathbones Group Plc.

Both investment managers are currently working towards achieving a return on investment target of CPI + 2% for income and capital growth combined.



The hospice's investments are a means to earning revenue to fund activities which further the Charity's purpose.

The time horizon for these investments is more than 10 years; the portfolio being low to medium risk. Investments are not made in companies with turnover from the sale or production of tobacco.

The performance of investments held by the charity are reviewed regularly by St Richard's Investment Committee which is attended by Trustees, staff and investment managers.

Both investment managers monitor the environmental, social and governance credentials for all investments managed for St Richard's which enables the Investment Committee to review ethical matters regarding investments.

Streamlined Energy and Carbon Reporting ("SECR")

A summary of the Carbon emissions of St Richard's activities are as follows:

	Year ended 31 March 2024	Year ended 31 March 2023
Consumption (kWh)		
Gas	746,741	905,636
Electricity	676,602	626,438
Consumption (miles)		
Staff and volunteers	112,434	95,064
Delivery vans	47,909	45,671
Emissions (tCO2e)		
Gas	134	163
Electricity	140	121
Transport fuel - staff and volunteers	31	27
Transport fuel - delivery vans	19	18
Total emissions	324	329
Emissions per staff member (per note 9)	1.19	1.3

St Richard's Hospice Foundation

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Methodology

To enable St Richard's to satisfy our SECR requirements we have extracted data as follows:

Gas and Electricity kWhs have been taken from supplier invoices. Mileage of paid staff has been totalled from expense forms. Van cost of fuel has been taken from supplier invoices.

In order to arrive at estimated consumption of energy for staff and volunteer mileage, it is assumed 50% of staff and volunteers have a medium sized petrol car with the other 50% having a medium sized diesel car.

The total energy consumption figures then go through a conversion process using Government GHG Conversion Factors which results in kWhs, miles and litres of fuel being stated as tCO2e, tCO2e being tonnes of CO2 equivalent emissions which represents total greenhouse gas emissions.

SECR requirements mean we need to select a metric which will enable the reader of the report to consider total emissions in light of the size of St Richard's. The metric chosen is the size of the St Richard's workforce.

Comment on results

Total emissions through consumption of energy have fallen compared to the previous financial year. This is despite mileage on hospice business having increased by 14% as a result of COVID restrictions being removed between years leading to more travel to patient homes. Gas consumption has dropped between the two years due to a temporary closure of bedrooms in the year to enable us to upgrade our In-patient Unit.

Energy efficiency action

St Richard's has invested in and benefited from the purchase of 796 solar panels the installation of which was completed in early 2016 and generated 148,188 kWhs of electricity in this financial year (2022/23 106,462kWhs).

The 796 panels represent a 231 kW peak system which reduces the amount and therefore cost of electricity we use from the grid and also provides some income in the form of feed in tariff.

Future plans

St Richard's historically has not been of a size where the ESOS (Energy Savings Opportunities Scheme) reporting regulations apply. It is part of St Richard's agreed strategy to develop a green agenda and plan to promote and enhance St Richard's green credentials.

This SECR reporting caters for elements which would fall into Scope 2 and part of Scope 1 for ESOS reporting.

s172 (1) Statement

This section of the Companies Act 2006 concerns how Trustees make decisions and what must be considered in the decision making process when promoting the success of the company. Specifically, the act states decisions should consider:

a) The likely consequences of any decision in the long term

b) The interest of the company's employees

c) The need to foster the company's business relationships with suppliers, customers and others

d) The impact of the company's operations on the community and the environment

e) The desirability of the company maintaining a reputation for high standards of business conduct

f) The need to act fairly between members of the company

All decisions are made within the governance framework shown on page 24. All matters of strategy are the responsibility of the board, the current strategic intent is stated on pages 26-27.

There are detailed papers which the board will consider at each board meeting which contain updates on strategic initiatives which give effect to the intent agreed.

Trustees receive updates on KPIs on a regular basis which will inform them of how the hospice is interacting with, and meeting the needs of, key stakeholders including service users and employees.

The Financial and Corporate Services Committee receives a quarterly internal audit report which is aimed at establishing if there are any matters that need closer attention; this internal process covers supplier and debtor balances.

Trustees' decisions are made in light of the current environment, as reported, and future projections.

The board operates in line with our articles of association ensuring each member of St Richard's is treated fairly.

The company's activities are declared in the annual report on page 28 and demonstrate how the company's operations impact on its community.

Public benefit

The Trustees consider that they have complied with the duty in Section 17 of the Charities Act 2011 and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities.

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Fundraising Disclosures – Charities (Protection and Social Investment) Act 2016

Overview

During the reporting period April 2023 - March 2024, St Richard's Hospice Income Generation Team engaged in various fundraising activities to support our charity mission and objectives. These activities include, but were not limited to:

- Events, challenges and sponsored activities
- Grant applications
- Corporate fundraising activities/ Charity of The Year partnerships
- Online fundraising
- Direct mail campaigns

Compliance

St Richard's is committed to upholding the highest standards of fundraising ethics and practices. We have adhered to the Fundraising Regulator's Codes of Practice ensuring transparency, honesty and respect in all of our income generation efforts. Several of our in-house fundraising team are members of the Institute of Fundraising and continue with their professional development to ensure compliance with all the relevant standards set out in the Fundraising Regulator's Code of Fundraising Practice.

Evidence of the hospice's commitment to follow the Code of Fundraising Practice can be found on the Fundraising Regulator website.

We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us.

All fundraising activity complies with the Data Protection Act 2018 and General Data Protection Regulation, UK and EU versions.

We hold a gambling licence issued by the Gambling Commission to facilitate in-house raffles and adhere to its rules and regulations.

Fundraisers are NHS compliant on safeguarding for vulnerable adults and for safeguarding children. The Fundraising Director is level 2 compliant and all others involved with fundraising are trained to level 1. This can be evidenced against individuals' training records.

We have published our vulnerable persons policy on our website.

Partnerships

We value our relationships with corporate partners, grant making bodies and individual donors. Their generous contributions and collaborative support have significantly contributed to our success during the reporting period. We actively work to ensure we protect any vulnerable donors, are clear about the

reason for acceptance and refusal of any donation, introduce Commercial Participants Agreement when required and ensure donor data is dealt with effectively and compliantly.

Our in-house fundraising team sometimes engage with third party suppliers to help us deliver fundraising initiatives such as direct mailing or to generate Trust income.

We aim to ensure those agencies and personnel we employ also observe the highest standards in terms of fundraising practice and have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity.

Feedback and complaints handling

Our website outlines our complaints policy for the public and clearly explains how an individual can complain.

We have a feedback and complaints handling process and policy in place to address any concerns raised by a member of the public in respect of income generation.

We take this seriously, aiming to resolve issues promptly and improve our practices accordingly.

The charity and its trading subsidiary received 27 complaints (2023: ten complaints) about income generation activities in the year.

Looking ahead

St Richard's is committed to diversifying and expanding our fundraising efforts to sustain and enhance our charity objectives.

We will continue to explore innovative approaches, strengthen existing relationships and seek new opportunities to engage with supporters.

Statement as to disclosure of information to auditors

Insofar as each of the Trustees of the charity at the date of approval of this report is aware, there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that they should have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Statement of Trustees' responsibilities

The Trustees (who are also directors of St Richard's Hospice Foundation for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The Trustees support the principles of good governance set out in the Charity Governance Code and uses the Code to evaluate its effectiveness.

Auditor

The auditor, Crowe U.K. LLP, will be invited to be our auditors for the 2024/25 accounts.

The report of the Trustees (incorporating the directors' report and the strategic report) was approved by the Board of Trustees on 23 September 2024 and signed on its behalf by:-

J P Cowpe – Chair
17 December 2024

Independent Auditor's Report to the Members of St Richard's Hospice Foundation

Opinion

We have audited the financial statements of St Richard's Hospice Foundation ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 the charitable company's affairs as at 31 March 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law.

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

Conclusions relating to going concern

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

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

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

Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon.

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

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 38 and 39, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: **www.frc.org.uk/auditorsresponsibilities.** This description forms part of our auditor's report.

St Richard's Hospice Foundation

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102).

We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically legacies and grant income other than NHS-grants) and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Income Generation Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income (specifically

legacies and grant income other than NHS-grants), sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards.

For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

Date: 19 December 2024

Consolidated statement of financial activities incorporating an income and expenditure account for the year ended 31 March 2024

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2024	Total Funds 2023
Income from:		£	£	£	£
Donations and Legacies	2	2,980,175	121,367	3,101,542	3,725,007
Charitable Activities	3	2,216,576	-	2,216,576	2,303,320
Other Trading Activities	4	5,528,258	26,907	5,555,165	4,155,181
Investments	5	278,099	-	278,099	161,697
Other					
Share of net income of Joint Venture	16	75,010	-	75,010	67,367
Profit on sale of assets		570	-	570	-
Total Income		11,078,688	148,274	11,226,962	10,412,572
Expenditure on:					
Raising funds	6	4,041,773	26,907	4,068,680	3,277,901
Charitable activities	7	7,441,091	53,504	7,494,595	7,003,285
Total expenditure		11,482,864	80,411	11,563,275	10,281,186
Net (expenditure) before gains/(losses) on investments		(404,176)	67,863	(336,313)	131,386
Net gains/(losses) on investments	13	241,790	-	241,790	(134,797)
Net (expenditure)/Income		(162,386)	67,863	(94,523)	(3,411)
Transfer between funds	27	54,389	(54,389)	-	-
Net movement in funds		(107,997)	13,474	(94,523)	(3,411)
Total funds brought forward	27	21,166,106	39,528	21,205,634	21,209,045
Total funds carried forward	27	21,058,109	53,002	21,111,111	21,205,634

The notes form part of these financial statements

Consolidated financial statements company number 01850502
Group and charity balance sheet as at 31 March 2024

	Notes	Group 2024	Group 2023	Charity 2024	Charity 2023
Fixed assets		£	£	£	£
Tangible assets	12	13,430,559	12,112,939	13,430,559	12,112,939
Investments	13	4,322,154	3,841,663	4,322,254	3,841,763
		17,752,713	15,954,602	17,752,813	15,954,702
Current assets					
Stock	17	59,047	68,877	-	-
Debtors	18	3,031,212	2,571,224	3,064,541	2,642,732
Cash at bank		1,333,665	3,795,604	1,167,904	3,611,442
		4,423,924	6,435,705	**4,232,445**	6,254,174
Liabilities					
Creditors: amounts falling due before one year	19	1,012,296	1,184,673	874,147	1,003,242
Net current assets		3,411,628	5,251,032	3,358,298	5,250,932
Total assets less current liabilities		**21,164,341**	21,205,634	**21,111,111**	21,205,634
Liabilities Creditors: amounts falling due after one year	20	53,230	-	-	-
Total net assets		**21,111,111**	21,205,634	**21,111,111**	21,205,634
The funds of the charity					
Restricted funds	27	**53,002**	39,528	**53,002**	39,528
Unrestricted funds					
General funds	27	**6,894,620**	8,369,404	**6,894,620**	8,369,404
Investment Fair Value Reserve	27	**732,930**	683,763	**732,930**	683,763
Designated funds	27	13,430,559	12,112,939	13,430,559	12,112,939
		21,111,111	21,205,634	**21,111,111**	21,205,634

The charity net expenditure for the year was £94,523 (2023 - net expenditure £3,411) before group consolidation.

The financial statements were approved and authorised for issue by the Board on 23 September 2024 and signed on its behalf by J P Cowpe - Chair of Trustees on 17 December 2024

Consolidated statement of cash flows for the year ended 31 March 2024

	Notes	2024	2023
Cash flows from operating activities:		£	£
Net cash (used in)/ gained from operating activities	1	(818,291)	1,442,031
Cash flows from investing activities:			
Dividends, interest and rents from investments		273,967	160,618
Purchase of property and equipment		(1,748,116)	(144,456)
Proceeds from sale of investments		1,595,474	241,155
Purchase of investments		(1,762,733)	(396,948)
Joint Venture Distributions		69,202	91,309
(Decrease)/Increase in funds held by investment manager		(71,442)	78,635
Net cash used in/ (gained from) investing activities		(1,643,648)	30,313
Change in cash and cash equivalents in the reporting period:		(2,461,939)	1,472,344
Cash and cash equivalents at the beginning of the reporting period:		3,795,604	2,323,260
Cash and cash equivalents at the end of the reporting period:	2	1,333,665	3,795,604

The notes form part of these financial statements

Notes to the consolidated statement of cash flows for the year ended 31 March 2024

1. Reconciliation of net expenditure to net cash flow from operating activities

	2024	2023
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities):	(94,523)	(3,411)
Adjustments for:		
Depreciation charges	430,496	442,773
Gains/Losses on investments/assets	(241,790)	134,797
Dividends, interest and rents from investments	(278,099)	(161,697)
Decrease in stocks	9,830	1,223
(Increase)/decrease in debtors	(450,048)	746,419
(Decrease)/increase in creditors	(119,147)	349,294
Income from Joint Venture	(75,010)	(67,367)
Net cash (used in)/ gained from operating activities	(818,291)	1,442,031

2. Analysis of cash and cash equivalents

	2024	2023
	£	£
Cash at bank and in hand	1,333,665	3,795,604

The notes form part of these financial statements

Notes to the consolidated financial statements for the year ended 31 March 2024

1. Accounting policies

Charitable company information
St Richard's Hospice Foundation is a private charitable company limited by guarantee, incorporated in England and Wales. The registered office of St Richard's Hospice Foundation and St Richard's Hospice Foundation Trading Company Limited is Wildwood Drive, Worcester, WR5 2QT.

Basis of preparation
The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Companies Act 2006 and the Charities Act 2011.

The charitable company meets the definition of a public benefit entity under FRS 102. The financial statements are presented in sterling (£) and are rounded to the nearest £.

Going concern
The group has cash resources and no requirement for external funding to fund normal operating activities. The Trustees believe that there are no material uncertainties about the group's ability to continue in operating existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. All intergroup transactions are eliminated on consolidation. Investments in joint ventures are included in the group financial statements using the "equity method".

No separate Charity Statement of Financial Activities (SOFA) has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirement to present a charity only Cash Flow Statement and certain disclosures about its own financial instruments within the consolidated financial statements.

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that income will be received and the amount can be measured reliably.

Income from voluntary sources is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable.

Income from Gift Aid tax reclaims is recognised for all donations made prior to the year end, where valid gift aid declarations are held. Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received.

Residuary legacies are recognised and measured when either notice of Probate or a statement of assets and liabilities, and a copy of the will, have both been received and the value of the gift can be reliably measured. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will.

The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period.

Where legacies have been notified to the charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material in note 21.

Income received in advance of an event or provision of other specific service is deferred until the criteria for income recognition are met.

Grants from government bodies and other sources are received for specific projects/costs and are recognised in accordance with their individual terms and conditions.

Income is recognised when the charity has entitlement to the funds which is when any performance conditions attached are met, it is probable that the income will be received and the amount can be reliably measured.

Grant income will be deferred if received in advance of meeting performance conditions or if the funder specifically states that the income must be spent in a future accounting period.

Expenditure
The cost of raising funds includes costs of generating voluntary income and costs of fundraising trading, shops and investment manager's fees. Charitable activities' costs include expenditure on delivering palliative care and education. Governance costs include costs of meeting the charity's statutory and constitutional objectives.

Support costs are allocated to all cost centres on a basis calculated in proportion to the estimated usage of facilities.

Expenditure is accounted for on an accrual basis.

Gifts in kind
Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable. The contribution of volunteers is not included in the Statement of Financial Activities, but is disclosed in the Trustees Report in accordance with the SORP.

Donated assets given for use by the charity are recognised at their market value as income and within the relevant fixed asset category on the balance sheet when receivable. During the year to 31 March 2023, significant quantities of Personal Protective Equipment (PPE) were donated to the hospice by the NHS and other sources. It was not possible to quantify the value of these donations under the difficult conditions created by the Covid 19 pandemic. No similar donations were received in the year to 31 March 2024.

Liabilities
Liabilities are recognised in the accounts as soon as a present obligation arises from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Fund accounting
General funds are expendable at the discretion of the Trustees in furtherance of the charity's objectives and which have not been designated for other purposes. It is the policy of the hospice to look to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs

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

Restricted funds contain income which has been received for specific purposes, less the related expenditure against these. The aim and use of each material restricted fund is set out in the notes to the financial statements.

Leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities over the term of the lease.

Pensions
The pension costs represent amounts payable by the group during the year (see note 22).

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Tangible fixed assets
Tangible fixed assets are initially included at cost.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property (including commercial property): 2% on cost of buildings
Freehold property: Solar panels - 5% on cost
Leasehold land: Over life of lease (125 years)
Assets under construction: 0%
Shop refurbishment: 20% - 33% on cost
Medical equipment: 20% - 50% on cost
Furniture and fittings: 10% - 50% on cost
Motor vehicles: 20% - 33% on cost
Office equipment: 20% - 50% on cost

Items of medical equipment, office equipment and furniture and fittings, having an initial cost of less than £1,000, are written off to

revenue in the year of acquisition. Freehold land is not depreciated.

Investments
Listed fixed asset investments are included at fair value (quoted market price in an active market). Gains or losses on investments are included in the Statement of Financial Activities and Income and Expenditure Account. The Charity owns investment properties that are treated as own use, depreciated, tangible fixed asset in the group and charity financial statements in accordance with FRS 102 as they are let by the parent to their wholly owned subsidiary.

The investment in the subsidiary and joint venture are included at cost.

Financial instruments
Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure.

Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Significant estimates and judgements
Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of fixed assets
The annual depreciation and amortisation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

Impairment of debtors
The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Accrued legacy income
For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

Taxation
The charity is exempt from Corporation Tax on its charitable activities. The charity and its subsidiary company are registered for Value Added Tax. Irrecoverable VAT is allocated to the areas in which it is incurred.

Notes to the consolidated financial statements for the year ended 31 March 2024

2. Donations and legacies

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
Income from:	£	£	£	£
Donations	163,678	1,280	164,958	148,123
Donations in memory	416,285	-	416,285	365,866
Legacies	1,896,612	-	1,896,612	2,584,044
Collections	22,506	-	22,506	22,002
Regular giving	166,307	-	166,307	173,664
Corporate including payroll giving	134,161	-	134,161	118,234
Grants	180,626	120,087	300,713	313,074
	2,980,175	121,367	3,101,542	3,725,007

3. Charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
Income from:	£	£	£	£
NHS Grant	2,171,757	-	2,171,757	2,234,691
Government Covid support grant	214	-	214	54,244
Education	44,605	-	44,605	14,385
	2,216,576	-	2,216,576	2,303,320

4. Other trading activities

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
SRH Events and campaigns	1,825,266	26,907	1,852,173	699,729
Assisted events fundraising	76,721	-	76,721	88,117
Raffles	30,515	-	30,515	30,521
Other	21,432	-	21,432	55,824
Chaplain	5,253	-	5,253	4,713
Trading company Income	2,386,330	-	2,386,330	2,176,558
Gift aided sales	1,182,741	-	1,182,741	1,095,618
Government Covid 19 retail support grants	-	-	-	4,101
	5,528,258	26,907	5,555,165	4,155,181

5. Investments

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
Interest	221,827	-	221,827	68,716
Dividends	48,062	-	48,062	85,601
Rent received	8,210	-	8,210	7,380
	278,099	-	278,099	161,697

6. Cost of raising funds

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
Shops & Commercial Activities	2,557,770	-	2,557,770	2,211,059
Support costs re above (Note 8)	216,283	-	216,283	121,735
Fundraising	949,862	26,907	976,769	686,219
Support costs re above (Note 8)	280,659	-	280,659	227,689
Cost of managing investments	37,199	-	37,199	31,199
	4,041,773	26,907	4,068,680	3,277,901

7. Charitable activities expenditure

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
Patient and Family Services costs	5,532,113	53,504	5,585,617	4,960,304
Support costs re above (Note 8)	1,587,357	-	1,587,357	1,744,599
Education and Study Centre	208,838	-	208,838	157,274
Support costs re above (Note 8)	112,783	-	112,783	141,108
	7,441,091	53,504	7,494,595	7,003,285

8. Support costs allocated to activities

Unrestricted	Raising Funds shops and Commercial Activities	Raising Funds Fundraising	Charitable Activities Education and Study Centre	Charitable Activities Patient and Family Services	Total Funds 2024	Total Funds 2023
	£	£	£	£	£	£
Property related costs	11,438	13,725	22,875	180,713	228,751	188,344
Telephone and fax	15	57	23	543	638	969
Postage, printing and stationery	291	1,093	437	10,493	12,314	12,023
Insurance	16,018	4,143	1,657	39,768	61,586	49,814
Depreciation	18,958	22,750	37,916	299,540	379,164	384,288
Miscellaneous	-	-	-	54,934	54,934	57,571
Human resources	52,632	13,612	5,445	130,673	202,362	186,152
Computer expenses	45,873	11,864	4,746	113,892	176,375	309,710
Salaries and other costs	53,812	149,773	39,100	688,683	931,368	821,888
Transport and minibus	31	117	47	1,125	1,320	2,086
Governance costs	5,193	1,343	537	12,892	19,965	18,151
Communications and Marketing	12,022	54,101	-	54,101	120,224	109,970
Irrecoverable VAT	-	8,081	-	-	8,081	77
Catering supplies	-	-	-	-	-	94,088
Total	216,283	280,659	112,783	1,587,357	2,197,082	2,235,131

Support costs are allocated to cost centres by applying percentages based on the estimated usage of facilities.

Notes to the consolidated financial statements for the year ended 31 March 2024

9. Staff costs

	2024	2023
	£	£
Wages & Salaries	7,302,652	6,543,150
Social Security costs	643,450	577,738
Pension costs	514,277	451,552
	8,460,379	7,572,440

The wages and salaries cost above includes salaried employees' costs of £7,043,570 (2023 £6,214,142) with the remaining £259,082 (2023 £329,008) being agency staff paid via invoice. Staff can receive a benefit by being a member of a private health insurance scheme and the cost of this for the year ended 31st March 2024 was £24,168 (2023 £22,267). There were no redundancy costs in the year.

The average number of salaried employees during the year by the group was as follows:

	2024	2023
Patient and Family Services staff	148	144
Education staff	6	6
Fundraising staff	18	15
Shops and commercial	65	58
Support staff	36	30
	273	253

The number of employees whose emoluments as defined for tax purpose amounted to over £60,000 in the year as follows:-

	2024	2023
£60,000 - £70,000	-	3
£70,001 -£80,000	5	1
£80,000 - £90,000	2	-

The total amount of employee benefits (inclusive of national insurance contributions) received by the key management personnel was £557,191 - 6 employees (2023 - £491,985 - 6 employees). There were no expenses for travel and subsistance repaid to Trustees.

10. Net income

	2024	2023
The net income is stated after charging:	£	£
Depreciation	430,496	442,773
Operating lease charges :	-	-
Buildings	470,992	456,124
Other	804	1,440
Charity Audit	15,125	13,750
Subsidiary Audit	4,840	4,400
Other professional services from Auditor	1,830	2,943
Pension costs	514,168	451,552
Trustees emoluments and other benefits etc	-	-

11. Taxation

The company is a registered charity and is not liable to corporation tax. No liability to UK corporation tax arose on ordinary activities of the subsidiary company for the year ended 31 March 2024.

Notes to the consolidated financial statements for the year ended 31 March 2024

12. Tangible fixed assets - group and charity

	Commercial Properties	Freehold Land and Buildings	Long Leasehold Land	Refurbishment of Short Leasehold Shops and Warehouse	Medical Equipment
Cost:	£	£	£	£	£
As at April 2023	524,202	13,556,273	100,000	971,493	169,465
Additions	-	1,218,855	-	211,793	93,508
Transfers	-	-	-	-	-
Disposals	-	-	-	(70,176)	(11,909)
At 31 March 2024	524,202	14,775,128	100,000	1,113,110	251,064
Depreciation:					
As at April 2023	68,230	2,503,194	14,667	926,932	96,933
Charge for year	10,484	302,589	801	34,939	16,393
Disposals	-	-	-	(70,176)	(11,909)
At 31 March 2024	78,714	2,805,783	15,468	891,695	101,417
Net book value:					
As at 31 March 2024	445,488	11,969,345	84,532	221,415	149,647
As at 31 March 2023	455,972	11,053,079	85,333	44,561	72,532

	Furniture and Fittings	Motor Vehicles	Office Equipment	Totals
As at April 2023	574,579	39,643	264,000	16,199,655
Additions	151,904	13,992	58,064	1,748,116
Disposals	(16,449)	(6,493)	(18,271)	(123,298)
At 31 March 2024	**710,034**	**47,142**	**303,793**	**17,824,473**
Depreciation:				
As at April 2023	213,560	39,643	223,557	4,086,716
Charge for year	36,298	1,632	27,360	430,496
Disposals	(16,449)	(6,493)	(18,271)	(123,298)
At 31 March 2024	233,409	34,782	232,646	4,393,914
Net book value:				
As at 31 March 2024	476,625	12,360	71,147	13,430,559
As at 31 March 2023	361,019	-	40,443	12,112,939

The value of intangible fixed assets was immaterial and as such has not been disclosed in a separate category.

The net book value at 31 March 2024 was £690 (2023 £5,273).

Notes to the consolidated financial statements for the year ended 31 March 2024

13. Fixed assets investments

The charity manages its investment risk by retaining the services of expert advisors and operating a comprehensive investment policy as detailed in the report of the Trustees.

	Group 2024	Group 2023	Charity 2024	Charity 2023
Valuation	£	£	£	£
At 1 April excluding cash	3,788,837	3,767,841	3,788,937	3,767,941
Additions at cost	1,762,733	396,948	1,762,733	396,948
Disposal proceeds	(1,595,474)	(241,155)	(1,595,474)	(241,155)
Net Gain/ (Loss) on Investments	241,790	(134,797)	241,790	(134,797)
At 31 March	**4,197,886**	3,788,837	**4,197,986**	3,788,937
Cash held by investment manager pending re-investment	**124,268**	52,826	**124,268**	52,826
Fair value at 31 March	**4,322,154**	3,841,663	**4,322,254**	3,841,763
Fixed asset investments by type				
Cash on interest deposit	124,268	52,826	124,268	52,826
Listed Investments	4,197,786	3,788,737	4,197,786	3,788,737
United shares in joint venture/ subsidiary at cost (see notes 15&16)	100	100	200	200
	4,322,154	3,841,663	4,322,254	3,841,763
Valuation at 31 March is represented by:				
Cost	3,589,224	3,157,900	3,589,324	3,158,000
Revaluation at 31 March	732,930	683,763	732,930	683,763
	4,322,154	3,841,663	4,322,254	3,841,763

14. Investment property

The accounting treatment of this class of asset is to depreciate it as a fixed asset in both group and charity accounts.

15. Subsidiary company

The charity has the following subsidiary company whose results have been consolidated in these accounts:-

St Richard's Hospice Trading Company Limited
(Company No : 04805373)
Nature of business: Shop and commercial retailing.

	2024	2023
	£	£
Aggregate Assets	355,155	374,544
Aggregate liabilities	(355,055)	(374,444)
Aggregate capital and reserves	100	100

The company had income of £3,260,537 (2023 £2,944,304) and expenditure of £2,611,820 (2023 £2,265,103) leaving a profit of £648,717 (2023 £679,201) which was distributed as a gift aid payment to this charity.

16. Investment in joint ventures

Worcestershire Hospices Lottery Limited (Company no. 03689508)
Nature of business: Fundraising

Class of shares: holding %
Ordinary 'B' 33.33

The charity's interest in the 12 months to 31 March 2024 of Worcestershire Hospices Lottery Limited is as follows:

	2024	2023
	£	£
Turnover	144,860	143,526
Other Income	-	-
Expenditure excluding audit fee	(68,290)	(74,639)
Audit Fee	(1,560)	(1,520)
Profit for the year	75,010	67,367
Gift Aid distribution to charity	(75,010)	(67,367)
Retained profit for the year	-	-
Fixed assets	-	-
Current Assets	58,331	46,113
Current Liabilities	(58,231)	(46,013)
Total assets less current liabilities	100	100
Share capital	100	100

At March 2024 St Richard's Hospice Foundation was owed £16,752 (2023 - £10,994) relating to trading balances by Worcestershire Hospices Lottery Limited. The carrying value of this company in the Group Balance Sheet is £100 and forms part of the Investments balance in note 13.

17. Stock

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Goods for resale	59,047	68,877	-	-

18. Debtors: amounts falling due within one year

	Group 2024	Group 2023	Charity 2024	Charity 2023
Unrestricted:	£	£	£	£
Trade debtors	52,530	25,405	45,738	21,524
Other debtors	150,002	113,149	150,002	113,150
VAT	166,897	81,629	151,885	61,316
Prepayments and accrued income	2,606,797	2,340,097	2,498,252	2,242,784
Amounts due from joint venture	16,752	10,944	16,752	10,944
Amounts due from subsidiary undertakings	-	-	163,678	193,014
	2,992,978	2,571,224	3,026,307	2,642,732
Restricted:				
Prepayments and accrued income	38,234	-	38,234	-
	3,031,212	2,571,224	3,064,541	2,642,732

19. Creditors: amounts falling due within one year

	Group 2024	Group 2023	Charity 2024	Charity 2023
Unrestricted:	£	£	£	£
Trade creditors	197,125	256,252	127,539	74,821
Other creditors	129,601	145,559	129,601	145,559
Social Security and other tax	148,199	144,957	148,199	144,957
Accruals and deferred income	537,371	637,905	468,808	637,905
	1,012,296	1,184,673	874,147	1,003,242

Included in accruals and deferred income is deferred event income of £59,724 (2023 - £307,059) for the group and the charity and this is analysed below.

	For Events Post Year End	Grants and Donations	NHS Grant	Total For Group and Charity
	£	£	£	£
Deferred income brought forward	307,059	-	-	307,059
Released in year	(307,059)	-	-	(307,059)
Deferred during year	59,724	-	-	59,724
Deferred income carried forward	59,724	-	-	59,724

The amounts have only been deferred when the group does not have unconditional entitlement to the income or when the income relates to delivery of a service and is therefore only recognised to the extent that the charity has provided the service.

20. Creditors : Amounts falling due after one year

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Accruals and deferred income	53,230	-	-	-
	53,230	-	-	-

Deferred income due after more than one year relates to rent free periods granted by landlords, which are accounted for over the full term of the lease.

Notes to the consolidated financial statements for the year ended 31 March 2024

21. Contingent assets

As at March 2024 the charity has been notified of 2 legacies, the values of which are unknown, or cannot be reliably measured. As at the approval date of the financial statements no further information has been received and therefore this legacy income has not been accrued.

22. Pension commitments

The company contributes to a defined benefit pension scheme operated by the NHS. Net NHS pension costs of £271,484 (2023 - £241,929) were charged in the Statement of Financial Activities during the year. The company also contributed £227,715 (2023 - £194,440) to some employees' occupational pension schemes, and £15,077 (2023 - £15,182) to employees' private pension schemes. Included in other creditors at 31 March 2024 was £35,433 (2023 - £34,296) in relation to the NHS scheme and £1,189 (2023 - £2,563) in relation to the work place pension scheme. The cost and liability is allocated between activities by reference to the area the employee is working in.

The cost and liability is allocated against unrestricted funds unless a restricted fund allowed the expenditure.

The NHS scheme is a defined benefit scheme which is unfunded. This is a multi-employer pension scheme based on final pensionable pay, contributions being charged to profit and loss account so as to spread the cost of pensions over employees' working lives with the company.

The company accounts for the scheme as a defined contribution scheme and is not required to account for any share of assets or liabilities of the scheme in accordance with FRS 102. This is deemed appropriate as the company has no ongoing liability once the contributions to the scheme are made.

23. Related party transactions

The charity owned 33.33% of Worcestershire Hospices Lottery Limited, ownership and control is split equally between St Richard's Hospice, Acorns and the Primrose Hospice Limited. M Wilkerson (Chief Executive) and Tricia Cavell (Fundraising director) are also directors of Worcestershire Hospices Lottery Limited. St Richard's Hospice received £75,010 (2023 - £67,367) gift aid from Worcestershire Hospices Lottery Limited.

As at March 2024 Worcestershire Hospices Lottery Limited owed St Richard's Hospice £16,752 (2023 - £10,944). St Richard's Hospice Foundation was charged £862,777 (2023 - £755,622) by St Richard's Trading Company Limited for administering the sale of goods gifted to the hospice and for which a gift aid claim was made.

St Richard's Trading Company Limited owed £163,678 to St Richard's Hospice Foundation as at 31st March 2024.

24. Capital commitment

Capital commitments of £182,078 existed at 31 March 2024, relating to the completion of the IPU refurbishment project.

25. Operating lease commitments

The total future minimum lease payments under non- cancellable operating leases are shown below.

	Land and Buildings 2024	Other 2024	Land and Buildings 2023	Other 2023
Group	£	£	£	£
Within one year	292,082	8,412	251,996	804
Between two and five years	786,646	4,537	561,554	2,010
Over five years	218,757	-	198,833	-
	1,297,485	12,949	1,012,383	2,814
Charity				
Within one year	292,082	6,504	251,996	804
Between two and five years	786,646	3,106	561,554	2,010
Over five years	218,757	-	198,833	-
	1,297,485	9,610	1,012,383	2,814

The group has off balance sheet arrangements in the form of operating leases, which means that neither the liability under the lease nor the related assets appears on the Balance Sheet. The group uses operating leases so it has the benefit of leasing over a defined period and the risks are retained by the lessor.

26. Prior year statement of financial activities

	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2023
Income from:	£	£	£
Donations and Legacies	3,601,708	123,299	3,725,007
Charitable Activities	2,249,076	54,244	2,303,320
Other Trading Activities	4,119,713	35,468	4,155,181
Investments	161,697	-	161,697
Other			
-Share of net income of Joint Venture	67,367	-	67,367
-Profit on sale of fixed assets	-	-	-
Total income	10,199,561	213,011	10,412,572
Expenditure on:			
Raising Funds	3,240,328	37,573	3,277,901
Charitable Activities	6,837,855	165,430	7,003,285
Total expenditure	10,078,183	203,003	10,281,186
Net income and Net movement in funds before gains/(losses) on investments	121,378	10,008	131,386
Net (losses)/gains on investments	(134,797)	-	(134,797)
Net (expenditure)/Income	(13,419)	10,008	(3,411)
Transfer between funds	49,260	(49,260)	-
Net movement in funds	35,841	(39,252)	(3,411)
Total funds brought forward	21,130,265	78,780	21,209,045
Total funds carried forward	21,166,106	39,528	21,205,634

27. Restricted/unrestricted funds

The general fund represents the free funds of the hospice which are not designated for particular purposes. The investment fair value reserve represents the excess of fair value over the historic cost of the investments.

The designated fixed asset fund has been set up to assist in identifying those funds that are not free funds. It represents the net book value of tangible fixed assets. The transfer from other funds to the designated fixed asset fund of £1,748.116 (2023 - £ 144,456) for the group and charity represents unrestricted tangible fixed asset additions in the year. When funds subject to a restriction are used to purchase a fixed asset, the restriction is deemed satisfied.

This treatment applies to all funds, where they have been used to purchase an asset. Restricted other funds represent amounts held from many smaller grant trusts and others for various restricted purposes which, due to their individual size, are not to be disclosed separately in these accounts.

	At 1 April 2023	Income	Expenditure	Investment Gains/ (Losses)	Transfers	At 31 March 2024
Group	£	£	£	£	£	£
General fund	8,369,404	11,078,688	(11,052,368)	1,313	(1,502,417)	6,894,620
Investment fair value reserve	683,763	-	-	240,477	(191,310)	732,930
Designated funds						
Fixed asset fund	12,112,939	-	(430,496)	-	1,748,116	13,430,559
Total unrestricted funds	21,166,106	11,078,688	(11,482,864)	241,790	54,389	21,058,109
Restricted funds						
Other Funds	39,528	148,274	(80,411)	-	(54,389)	53,002
Total restricted funds	39,528	148,274	(80,411)	-	(54,389)	53,002
Total funds	21,205,634	11,226,962	(11,563,275)	241,790	-	21,111,111

Should St Richard's ever want to sell Wildwood Drive, it will need permission from the Big Lottery as this was a condition of funding, registered at Land Registry.

Notes to the consolidated financial statements for the year ended 31 March 2024

28. Restricted/unrestricted funds

Assets and Liabilities representing restricted funds	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2024	Total Unrestricted Funds 2023
Fixed assets	£	£	£	£	£
Tangible Assets	-	-	13,430,559	13,430,559	12,112,939
Investments	3,589,124	732,930	-	4,322,054	3,841,563
Investments in joint venture	100	-	-	100	100
Current assets					
Stock	59,047	-	-	59,047	68,877
Debtors (Note 18)	2,992,978	-	-	2,992,978	2,571,224
Cash at bank	1,318,897	-	-	1,318,897	3,756,076
Creditors: Amounts falling due within one year (Note 19)	(1,012,296)	-	-	(1,012,296)	(1,184,673)
Creditors: Amounts falling due over one year (Note 20)	(53,230)	-	-	(53,230)	0
Total funds	6,894,620	732,930	13,430,559	21,058,109	21,166,106

Assets and Liabilities representing restricted funds	Total Restricted Funds 2024	Total Restricted Funds 2023
Fixed assets	£	£
Tangible assets	-	-
Investments	-	-
Investments in joint venture	-	-
Current assets		
Stock	-	-
Debtors (Note 18)	38,234	-
Cash at bank	14,768	39,528
Creditors: Amounts falling due within over one year (Note 19)	-	-
Creditors: Amounts falling due over one year (Note 20)	-	-
Total funds	53,002	39,528

29. Comparative unrestricted funds/restricted funds

	At 1 April 2022	Income	Expenditure	Investment Gains	Transfers	At 31 March 2023
Group	£	£	£	£	£	£
General fund	7,809,482	10,199,561	(9,635,410)	(4,125)	(104)	8,369,404
Investment fair value reserve	909,527	-	-	(130,672)	(95,092)	683,763
Designated funds						
Fixed asset fund	12,411,256	-	(442,773)	-	144,456	12,112,939
Total unrestricted funds	21,130,265	10,199,561	(10,078,183)	(134,797)	49,260	21,166,106
Restricted funds						
Hospice UK Covid grant	-	54,244	(54,244)	-	-	-
Other funds	78,780	158,767	(148,759)	-	(49,260)	39,528
Total Restricted Funds	78,780	213,011	(203,003)	-	(49,260)	39,528
Total funds	21,209,045	10,412,572	(10,281,186)	(134,797)	-	21,205,634

Comparative assets and liabilities representing unrestricted funds.

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2023
Fixed assets	£	£	£	£
Tangible assets	-	-	12,112,939	12,112,939
Investments	3,157,800	683,763	-	3,841,563
Investments in joint venture	100	-	-	100
Current assets				
Stock	68,877	-	-	68,877
Debtors (Note 18)	2,571,224	-	-	2,571,224
Cash at bank	3,756,076	-	-	3,756,076
Creditors: Amounts falling due within one year (Note 19)	(1,184,673)	-	(1,184,673)	-
Creditors: Amounts falling due over one year. (Note 20)	-	-	-	-
Total funds	10,738,750	683,763	0	22,350,779

Notes to the consolidated financial statements for the year ended 31 March 2024

30. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

The liability of each member in the event of winding up is limited to £1.

31. Controlling party

The charity is under the control of its Trustees.

32. Agency note

St Richard's Hospice Trading Company Limited acts as an agent to St Richard's Hospice on selling second hand goods for which Gift Aid is claimed. Total Gift Aided sales were £1,182,741 (£1,095,618 - 2023) and the management charge for this service was £862,777 (£755,622 - 2023).

£76,315 (£93,015 - 2023) is held in other creditors on behalf of the Worcester Acute Trust to pay for the training of speciality palliative registrars.

33. Post Balance Sheet Events

St Richard Hospice Trading Company Limited has gone through a major restructuring which has taken effect from 1 April 2024. This restructuring is a non-adjusting post balance sheet event and does not affect any of the figures in these accounts.

The principal change is to a position where this trading subsidiary takes ownership of all trading activities in the group which will result in all sales of gifted goods being shown in the parent company's accounts. Based on current levels of activity, this would result in reduction of sales shown in future accounts of the trading subsidiary from £2.4m to £0.4m with a commensurate increase in income for St Richard's Hospice Foundation.

Expenditure which can be directly attributed to trading activities will remain in the the trading subsidiary. Allocation of costs which are not directly attributed to trading activities will be based on level of income. As such, there is an expectation that the trading subsidiary will continue to achieve profits in future periods.

Please help us to do even more in 2025.

To help us care for patients and their loved ones in the future, you can fundraise, volunteer or raise awareness of St Richard's. For more information visit

www.strichards.org.uk

St Richard's Hospice
Wildwood Drive, Worcester WR5 2QT | 01905 763963

Registered charity no. 515668
Registered company no. 01850502

Printed on sustainable paper

ST RICHARDS HOSPICE FOUNDATION

England & Wales - Charity number 515668

Accounts

St. Richard's Hospice

CARING FOR LIFE

Annual Review and Consolidated Financial Statements

for the year ended 31st March, 2023

St Richard's Hospice Foundation
Registered charity no. 515668. Registered company no. 01850502

What we do

St Richard's Hospice is an independent charity caring for adults with a serious progressive illness, improving their quality of life from diagnosis, during treatment and to their last days and supporting their loved ones.

Last year we gave co-ordinated care and support to 3,108 patients, loved ones and the bereaved.

We aim to improve patients' quality of life, helping them to live as fully as they can to the end of their lives, however long that may be. We work with other healthcare partners to prevent crisis intervention and hospital admissions where possible.

We care for patients in South Worcestershire including Worcester, Droitwich, Pershore, Evesham, Malvern, Tewkesbury, Broadway, Martley and the surrounding areas. This includes in-patient and community care, Living Well services and a range of further support.

Patients from the Wyre Forest, Kidderminster, Redditch and Bromsgrove areas can access in-patient care.

Everything we do is made possible thanks to the wonderful generosity of our donors, supporters and volunteers.

Our year in numbers

We supported 3,108 patients, their loved ones and the bereaved

658 individuals supported by Living Well Services.

1,813 individuals helped by the Family Support Team.

761 patients supported by our Community Nursing Team

260 patients cared for in our In-patient Unit.

Our CQC inspection report in 2016 gave us an overall rating of good.

Our values

Caring

Caring is at the heart of what we do

We are inclusive and treat everyone as an individual who we respect and value

We take time to listen and respond to the needs of each person

Compassionate

We work with empathy, sensitivity and understanding

We are considerate, kind and fair

We support and empower individual choice

Committed

We are dedicated, reliable and hard working

We continuously strive to deliver high-quality services

We support each other and work together for the benefit of our patients and loved ones

Professional

We aspire to be the best in everything we do

We are innovative and develop our skills through continuous learning and evaluation

We take responsibility for our actions and are accountable.

The care and support we offer

Every day, we have more than 1,100 people under our care – at the hospice, in people's own homes or in the community.

(These activities satisfy our purpose as per our governing document.)

Reflections from the Chair

When I look back at 2022/23, I feel that it represented a period of transition for St Richard's, from the restrictions of the Covid era to what may well become "the new normal".

We began the year still very much in our "virtual world", and with everyone wearing masks in patient and communal areas at Wildwood Drive; by the end, we were once again able to open up all our patient services to face-to-face contact as needed and to welcome visitors in larger numbers.

It felt as if the sun had come out!

This return to "normality" was a major theme throughout the year, which you will see mentioned in the reports which follow.

You will read about the services for patients and loved ones which we provided through our community teams, our Living Well Centre (whose staff were finally able to make full use of our new state-of-the-art facilities), our In-patient Unit, our Family Support Service, our therapy and spiritual care teams, all supported by our education service.

You will also be able to read about the successes of our income generation teams, whose task to secure the funds which we need to operate became that much harder during the year with the escalation in the cost of living.

They were all supported by our first-class finance, people services, communications, facilities, administrative, IT and care quality teams, who kept all the wheels turning!

I am so proud of the professionalism and excellent standards provided by all our teams last year; they all worked very hard to open up our services again and to ensure that we could help as many people as possible within our resources. There were other key themes to the year too:

- the development and approval of our new clinical strategy, which, over the next few years, will see an expansion of our community services and the provision of a comprehensive, 24/7 Hospice at Home service
- planning for the major upgrade to our In-patient Unit, which is starting in summer 2023 and will be completed in spring 2024
- the very considerable increase in referrals to our Family Support Service, demonstrating the level of need for counselling and support within our community
- the drive to recruit more volunteers, who are so vital to our work, and appointment of an equality, diversity and inclusion lead to enable St Richard's to be as inclusive as possible as an organisation and to reach all sections of our local community
- major changes in our Senior Management Team. Our Medical Director, Dr Nicola Wilderspin, left us in September to take up a post in Birmingham and our Chief Executive, June Patel, retired in December.

Mike Wilkerson
Chief Executive

June Patel
Retired Chief Executive

Nicky Wilderspin
Former Medical Director

Dr Kath Newton
Locum Consultant

To both of them St Richard's owes a great debt of gratitude for their outstanding service to the hospice over many years and we wish them every success and happiness in the future. We were delighted to welcome Dr Kath Newton as our locum Consultant in December and our new Chief Executive, Mike Wilkerson in January 2023

- the hard work and innovation of our income generation teams, which, together with the incredible generosity of our supporters, meant that we ended the financial year in a strong position.

Our Trading department had its best year ever in turnover and level of contribution to patient care, with transactions through the shops up 15% on the previous year, while a collaborative project to develop e-commerce saw a significant increase in income, which we expect to continue in the present financial year.

In concluding my reflections on another successful year for St Richard's, I would like to take this opportunity to thank all our staff and volunteers for their outstanding contribution to the care and support of our patients and their loved ones. I would also like to pay tribute to the amazing generosity of our donors, supporters and the Worcestershire community, without whom we could not continue our work.

You are all vital to enabling St Richard's to support the thousands of patients, loved ones and the bereaved whom we serve every year and my warmest thanks go to each and everyone one of you.

Jenny Cowpe
Chair of Governors

Andy's story

"Hayley outlived her prognosis, and I do believe that was down a lot to her hospice nurse Sue, and the amazing support we had around us."

These powerful words are from Andy Woodward, whose wife Hayley was cared for by St Richard's before she died last October, aged 33 years young.

Hayley lived with breast cancer and, since 2018, had been supported by our Secondary Breast Cancer Nurse Sue Sharp. Sue helps patients through the complex journey of treatment and the emotions that go with it.

She was there for Hayley: from attending oncology appointments with her to liaising with her GP and ensuring she had the right support at the right time.

She also offered the couple reassurance in uncertain times by helping to answer their questions.

Andy, who lives in Kempsey, says: "She would go above and beyond to speak to Hayley. She just had everything we needed at the time we needed it."

The Gateway Service

The Gateway Service acts as a 'gateway to hospice care' for patients, families and professionals.

The Gateway Team is staffed with four Community Clinical Nurse Specialists and a Social Worker.

This team of highly skilled professionals makes telephone contact with every new referral into the hospice and for Bereavement Support South Worcestershire.

They undertake a telephone triage assessment and ensure that the patient gets the right support, from the right person or team, at the right time.

As the first port of contact the team explains all about hospice services and offers patient and family choice about access to care.

The nurses field calls for the Community Nursing Team when they are out visiting and can manage complex symptoms and provide emotional support as needed.

The Gateway Team manages all of the helpline calls for people requiring immediate assistance and advice to get urgent help when needed, signposting to other services as appropriate.

The team also supports the planned and unplanned admissions and transfers to the hospice from the community and hospitals, co-ordinating with professionals to provide admission for end of life care or expert symptom management.

The Gateway Team regularly calls patients and families to provide compassionate support over the telephone.

Gateway has also been able to support health care professionals with their distress and with the challenges of managing care remotely.

Members of the Gateway Team

"Working together gives our clients and patients better outcomes, and I wanted to just to take the opportunity to say thank you. All of the clients I have signposted and have used St Richard's Hospice Gateway services have nothing but nice things to say. I always heave a sigh of relief if the patient is in your catchment area, as I know they will be so looked after."

2,297 referrals into Gateway

6,561 telephone calls

284 IPU admissions supported

675 people supported by telephone calls only

Our nursing team in the community

Most of our patients tell us that they would prefer to spend their last days in their own homes. This is where they feel safe and comfortable, and can spend precious time with their loved ones. Our highly experienced Clinical Nurse Specialists (CNSs), supported by Senior Staff Nurses (SSNs), use their skills and knowledge to help manage patients' symptoms, support them, their families and carers in making informed choices and will also refer onto appropriate additional services.

How they are supported is determined by what the patient prefers: this can be through face-to-face meetings at the patient's home or via telephone or digital consultation.

Often the patient will choose a combination of face-to-face, telephone, text and email contact. The team continues to deliver high-quality care and responds to the ever-increasing complex dynamics of social and psychological needs of patients as well as addressing their physical symptoms.

The CNSs will work alongside other health care professionals, social service departments and voluntary and charity organisations to ensure the patient has access to the services which may be needed to support their care. The hospice Secondary Breast Cancer Nurse Specialist works flexibly across the acute hospital, oncology clinics, wards and St Richard's Hospice responding to the changing needs and support for the patients. As we went back to normality following the pandemic our nurses returned to taking previous infection control precautions.

However, we continue to assess increased risk of infections individually and may wear masks if clinically indicated. We continue to respect the choices of patients and carers if they express a wish for staff to wear a mask. As part of the wider primary care community team, the CNSs and SSNs continue their close links with GPs and Neighbourhood Teams to enhance the care given.

We are delighted to be supporting two of our SSNs to undertake a competency-based development pathway to become a CNS. They are supported by robust mentorship from our experienced, advanced CNSs, who have developed an evidence-based programme and are working closely to identify and address learning needs. By providing support and mentorship we allow our development CNSs to grow the knowledge and skills required to be successful caseload holders in the increasingly demanding health economy.

In this review year the Clinical Nurse Specialist team had 39,559 contacts face-to-face or via telephone, text, email, or digital platforms.

Hospice at Home

Our Hospice at Home service provides critical 24-hour care and support to enable people to remain in their own home for their end of life care.

During the year the team
- cared for 294 patients
- carried out 2,153 face-to-face visits
- made 1,991 telephone calls to plan support or provide telephone support

Referrals are received from multiple sources such as the St Richard's Community Nurses, GPs, the NHS Neighbourhood Teams and acute and community hospitals.

Referrals are individually assessed to meet the needs of the family and patient. Visits to patients' homes are usually for the following reasons:

Crisis care: where a patient's situation is changing rapidly and there is a high risk of unnecessary admission to hospital. Hospice at Home is able to provide urgent physical nursing care and emotional support at short notice to allow the crisis to be addressed or on-going care needs to be assessed. This care reacts to need at the time of request and coordinators work closely with health care providers to ensure families needs can be met.

Packages of care: are time-limited and are an interim measure whilst a longer-term provider of care is identified. This nursing care allows the Hospice at Home Team to provide personal hygiene care and support to enable patients to achieve their activities of daily living with dignity and respect.

Carer support: is a crucial part of Hospice at Home service provision. By supporting the carer, we are able to increase the likelihood of the patient remaining at home, if that is their wish.

This also includes where patients are supported whilst their carer may attend support at St Richard's Hospice, their own appointments, or have the opportunity for some uninterrupted rest. The Hospice at Home Team can expertly assess care requirements and liaise with other organisations to ensure patients' needs are met. This support for carers continues to be a significant part of the work for the team and can often prevent crisis and subsequent admission to the hospice In-patient Unit or acute care. The team developed creative ways of sharing care during the pandemic and continue to work closely with the wider health economy to support patient care in their own home. Liaising closely with the NHS Continuing Healthcare (CHC) and Neighbourhood Teams they continue to identify patients who need support (care packages or one-off visits) to allow discharge from acute beds.

Members of the Hospice at Home Team

Following a review we have expanded the service. Alongside the Head of Community Services, there is now a team leader who manages the day-to-day development. Two new registered nurses have also been recruited. They will provide more structured assessments and reviews of patient needs, especially for patients who may not require the specialist input of a CNS. They will also support our co-ordinators with patient flow and urgent interventions.

The Living Well Centre

The Living Well Centre at St Richard's Hospice supports patients and carers with symptoms of varying complexity. The team works with patients to identify what matters most to them at this time in their lives and their future, and provides a space to set goals relating to symptom management or functional activities that bring them meaning and value.

Our team is truly holistic consisting of Nurses, Assistant Practitioners, Physiotherapists, Occupational Therapists, Therapy Support Assistants, Complementary Therapists, a Creative/Diversional Therapist and our Administration team. We are also ably supported by our Living Well Volunteers. These volunteers add a richness to the patient and carer experience, providing another person to support and engage them.

During this year we have taken some difficult decisions within the department due to multiple changes in staffing and also changes to Covid regulations. Decisions, that at the time were difficult, have led to renewed engagement and also a positive and thriving environment in the Living Well Centre for both staff and patients.

The Therapeutic Programme which was previously on three days of the week, from October 2022 was offered on Tuesdays and Thursdays only. Holistic rehabilitative palliative care remains at the heart of the service overall and this is very clear during the Therapeutic Programme. Patients engage in goal-setting relating to what is important to them, for example:

Advanced Care Planning, mobility, remaining independent at home, psychological support, diet and nutrition, getting out and about and more. Goal setting and the practice of working towards a target is positive for the patients and they feed this back to us in their evaluations of the service.

Living Well Courses have evolved over the last 12 months. In September 2022 the first face-to-face course took place in the Living Well Centre since early 2020. Engagement was good and therefore from January 2023 all but our Creative Course have returned to in person. Attendance has been good with patients valuing the opportunity to meet others in a similar situation to themselves. Much is gained from the sharing of experiences with others; creating a sense of shared understanding and normalcy. The Coping with Illness course was offered for the first time in two years, initially virtually and more recently face-to-face. A new course, Relaxation for Wellbeing was offered in January 2023 with the aim of providing self-management tools to patients to empower and enable them as they live their lives.

Drop in sessions remained wholly virtual until December 2022, with patients and carers engaging in creative activities online. In December we introduced one-off workshops for patients and their carers if they are required to support them to complement the online sessions. These have ranged from Christmas wreath making to needle felting to seasonal planting.

We continue to deliver care that is person centred at its heart. We aim to empower and enable our patients in their choices, and also have the ability to direct patients and carers to services in their own local communities and also to other hospice services as required. We are always looking to innovate and increase the reach of the Living Well Service and the Wellbeing Café launched in April 2023 to meet those aims.

425 individuals supported by Living Well Services.

"I must give an overwhelming thank you for all of the love and time spent during the six therapeutic sessions. The staff are all so welcoming and helpful."

Joint Supportive Palliative Clinics

The Joint Supportive Palliative Clinics at the hospice have supported patients with long term conditions virtually since March 2020. The clinics aim to support patients to manage their complex symptoms proactively to improve quality of life. It also supports them to plan for the future with those people that are important to them.

Patients are monitored and reviewed by the Living Well team and we liaise with our NHS colleagues as appropriate. The coordinated and holistic support is valuable to patients and carers and we look forward to continuing to support these patients county wide.

Nurses celebrate winning the University of Worcester Mentor Award, which they have been nominated for again in 2023

The In-patient Unit

The In-patient unit (IPU) continues to provide specialist, individualised palliative and end of life care that is totally focused around the needs of the patient and those who are important to them.

We aim to identify and respond to all the needs that the patient and family member may have, including (but not restricted to):

- ***Pain and other physical symptoms***
- ***Spiritual needs***
- ***Social and psychological concerns***

The care is provided by a team including:

- ***Specialist Doctors and Nurses***
- ***Physiotherapists and Occupational Therapists***
- ***Spiritual Care Team***
- ***Family Support Specialists including dedicated Social Workers and Counsellors***

We continue to follow government guidance and stringent infection, prevention and control measures in how we protect our patients, staff and visitors from the threat of Covid-19 and other healthcare-associated infections.

Through the pandemic and beyond, we have encouraged and facilitated safe face-to-face contact for visitors and we became expert at arranging virtual visiting where appropriate through the use of digital apps and portable technology. This ensured that patients and their loved ones remained in touch during their most vulnerable times.

This year on IPU has been exceptionally challenging as we navigate our way through changing social restrictions and scenarios managing the increased sick leave and isolation periods associated with Covid. We strive to ensure we remain safe, caring and compassionate and able to continue to admit new patients who would benefit from our care. In July 2022 IPU won the University of Worcester Mentor Award for Outstanding Practice Learning Environment.

We started an upgrade of the IPU in July 2023, which will see the first comprehensive and significant physical improvement of the unit since its opening in 2006. Patient bedrooms will receive a refresh and there will be some changes to the functionality of the unit which will aid our efficiency and ability to plan and respond to some of the complex conditions we care for. It's a real testament to all of the staff that we have continued to offer our in-patient services throughout the pandemic, putting us in a strong position to improve as we move into a bright future.

Alex's story

"As I walked in through the main entrance I had a mild sense of trepidation, rather akin to my first day at school, or starting a new job.

"There was no need at all for me to be apprehensive, as I was made to feel very welcome and special by the nursing staff and volunteers on the Living Well course."

Alex, who lives with prostate cancer, shares his experience of the care provided by St Richard's.

From taking part in tai chi sessions, to receiving complementary therapy treatments, Alex, 69, was able to access a range of support during his visits to the hospice.

"I looked forward to my one day of the week at the hospice, as there were always laughs to be had, and kind support given.

"To this day I feel blessed and fortunate that, in September 2022, my GP wrote to St Richard's asking if they were able to offer some support to me, as at the time I was at my very lowest ebb.

"During the following eight weeks of the course, I was introduced to a variety of experiences, all of which have contributed to me being able to improve the quality of my daily life."

His experiences at St Richard's include support from our Citizens Advice advisor – and spending time with our Creative Therapist, discussing the process of writing a book about his career in professional motor racing.

"I have nothing but the highest praise for the kindness, attention, care and support I have received from the excellent nursing and therapy staff – and the delightful team of volunteers, who give so freely of their time to such a fine cause," he adds.

"I am truly grateful for everything that St Richard's Hospice has done for me. The care and support are of the very highest standard, and the bonus is that it all takes place in a wonderful building, in a beautiful setting. One cannot ask for more."

Staff across different hospice teams work together for the benefit of patients

Supporting the family

The Family Support Service continues to offer a wide range of support to St Richard's patients, families and bereaved people across south Worcestershire.

Hosted by St Richard's, Bereavement Support South Worcestershire (BSSW) is there for those who experience the traumatic or unexpected death of a loved one.

Support is provided in different ways, face to face, virtual or by phone, depending upon the needs and choice of the individual. The team has seen a 23.6% increase in referrals over this last year.

Father Christmas spreads cheer at a Family Support group

A suite of services is available for both adults and children: social work, counselling, bereavement support, Citizen's Advice, carers support and groups.

The counselling team remains busy and has continued to develop services. They support clients in a time-boundaried way both in pre-death and bereavement.

Two members of the team have introduced Eye Movement Desensitisation and Reprocessing (EMDR) therapy for clients presenting with bereavement related trauma symptoms.

The Social Work Team has run a number of training sessions for schools across Worcestershire, introducing them to resources enabling staff to support children and families experiencing bereavement. Sessions also aim to encourage schools to develop a lead for bereavement and the development of a bereavement policy. Our Community Volunteers service has recently been relaunched with 12 volunteers.

All new volunteers have been trained and services are starting to re refer. We work closely with Citizens Advice and have two Advisers based within the Family Support Team.

Our Advisers have seen a 26.6% increase in referrals during the last 12 months. They offer invaluable support and advice to our patients and their families who may struggle to negotiate the benefits and grants systems when they already have so much to deal with.

Group work continues to be an important and valuable way of supporting the large number of patients and families who request support.

Our social and therapeutic groups for adults and children before and after bereavement mean that our clients have the opportunity to meet others who have experienced similar situations and they often go on to form new friendships outside of the hospice.

The team continues to lead on the work undertaken by Safeguarding Advocates and Carer Champions.

We have representatives across the organisation within both clinical and non-clinical services ensuring that we provide effective support to patients, families, staff and volunteers within safeguarding and carers support.

Clinical supervision for staff and volunteers continues to be a key area of work. The Family Support Team has provided more than 350 hours of supervision across the organisation this year.

Work alongside our external partners continues, the sharing of best practice locally and nationally ensures that we are providing effective support across all services. The team continues to offer specialist training for staff and volunteers across the organisation and works closely with the Education Team.

Social work referrals: adult: **62** child: **124**

16,737 contacts by telephone, virtual, online

297 visits to patients on the In-patient Unit

170 safeguarding incidents, **271** safeguarding discussions

1,906 individuals helped by the Family Support Team

£465,023 obtained for patients and families in benefits and trust fund grants by the Citizens Advice team

340 group referrals

398 adults and children referred into BSSW

bereavementsupport SOUTHWORCESTERSHIRE

Therapies

Physiotherapy

The team has continued to support patients within Living Well and IPU, and at times in the community.

Patients are offered a comprehensive assessment and treatment is focussed around the patients' goals.

The Physiotherapy Team continued to lead on the adapted tai chi and Managing Breathlessness courses in Living Well. These were initially via zoom and have now returned to being in person. The team works closely with Therapy Support Assistants.

212 individuals were referred for physiotherapy

Occupational Therapy

The Occupational Therapy (OT) Team supports patients across Living Well Services and IPU.

At the start of this year occupational therapy services were limited due to staffing changes. During this time, Living Well referrals were passed on to our colleagues in the NHS.

Patients are assessed holistically and OT input is focussed on achieving patients' goals and what is meaningful to them, including enabling the patient to stay at home or return home for as long as possible.

The OT Team leads on the Fatigue Management course and supports with other Living Well courses. They work closely with Therapy Support Assistants.

132 occupational therapy referrals

Complementary Therapies

Referrals to Complementary Therapy continue to rise, with an increasing number of referrals for bereaved clients. Patients and clients are now predominantly reviewed face-to-face at the hospice.

The team is ably supported by five volunteer Complementary Therapists and thanks to this support has been able to offer evening appointments once a fortnight.

The new Relaxation for Wellbeing course launched in January 2023 and the Complementary Therapy team leads a number of the sessions.

"I found it such a good way to relieve stress – I would come to therapy stressed and anxious and leave a different person – relaxed and calm. My therapist Karen was lovely and understood bereavement/grief.

It was particularly lovely as she had provided therapies for my husband during his final weeks at the hospice and I know how much that had helped him and improved the quality of his life in his last weeks. Thank you"

294 complementary therapy treatments

Creative/Diversional Therapy

Creative/Diversional Therapy is offered to all patients who take part in Living Well Services during the Therapeutic Programme and also to patients on the IPU. The service has evolved to offer one-off workshops to patients and their carers in the Living Well Centre. Activities included Christmas wreath making, needle felting, card making and horticulture workshops.

For a number of patients the ability to leave a legacy in their own garden has been important for them and the team has been keen to enable patients to do this.

Creative courses have continued virtually providing another option for those that wish to engage creatively – courses have included mixed media, journaling, Zendoodling and spring crafts. Creative drop ins continue with Art Club, Love Books and Take pArt and Doodle taking place virtually on a fortnightly timetable. Patients and carers also continue to engage in creative work at home using materials sent out to them from the hospice.

Patients enjoy horticultural workshops

Spiritual care

The name of the Chaplaincy Department changed at the end of March 2023 and is now known as the Spiritual Care Team.

This change reflects the wide scope of the work that is done to support spiritual care which can include, but is not restricted to, religious care.

The team comprises of a Lead Chaplain, a Community Chaplain and a small number of Spiritual Care Volunteers, caring for patients, relatives, friends, staff and volunteers across all hospice services.

This year the team has also supported the internal and external education programmes, outside talks, staff health and wellbeing, Equality, Diversity and Inclusion (EDI) work and a sensory project.

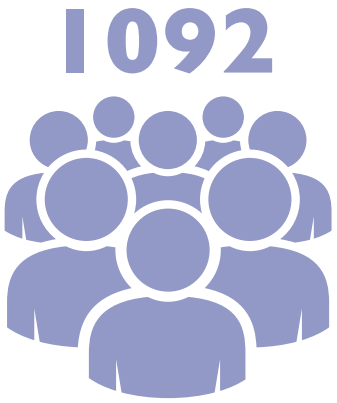
Lead Chaplain Clare Griffiths with an egg sensory light to offer a peaceful and calming experience that can comfort people cared for in our In-patient Unit.

Education and learning

The Education Team manages the planning and delivery of high-quality learning and development for our volunteers and staff. We also record, evaluate and audit our education programmes.

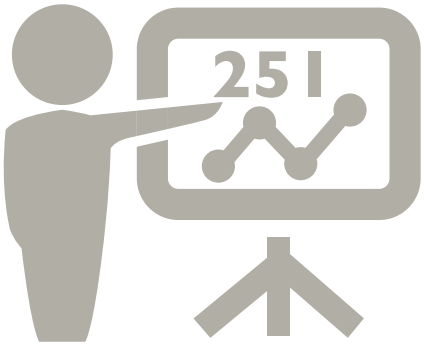
We have supported staff and volunteers by delivering face-to-face training, with E-learning, and via video-link.

As well as providing our own staff and volunteers with both mandatory and non-mandatory training, we have also provided specialist palliative care courses to external organisations such as care and nursing homes. This is achieved by either delegates coming into the hospice, or by facilitators going out to the organisations.



Staff and volunteer attendances at training sessions

External study days, courses and conferences



External staff given training

Medical students received training on the In-patient Unit

Working with our community

During this period, we have recruited an Equality, Diversity and Inclusion Lead who will steer how we work as organisation to be as inclusive and accessible to all people from our local communities. Our EDI Lead, Louisa Marchant-Wallis, started her role in September 2022.

During this time she has carried out a staff and volunteer survey to help gain insights surrounding priorities for this work. The results also helped to identify key areas for training that may be needed to support staff and volunteers.

Monthly 'lunch and learn' awareness sessions have been attended by staff and volunteers across the teams. These have addressed topics such as transgender awareness, deaf awareness, understanding of Gypsy, Roma and Traveller culture, neurodiversity and LGBTQ+ Inclusion.

We have also been looking at how we improve our data collection of personal information relating to EDI, including information such as age, gender, ethnicity and cultural background, spoken languages, religious and spiritual beliefs.

Other work is underway to build links with local communities and organisations who support people that maybe underrepresented or experiencing barriers to accessing our care. This has included linking with Out2gether an LGBTQ+ support organisation, McIntyre who support people with learning disabilities, and Sight Concern.

We also are starting to build links with local mosques and plan to develop further work to support people who are experiencing homelessness.

EDI Lead Louisa Marchant-Wallis, left with members of Out2gether

Our volunteers are superheroes!

Our volunteers are at the heart of the hospice dedicating their time, energy and compassion throughout the year.

We're very grateful for the continued support from existing volunteers, new volunteers and those returning after the pandemic. This has resulted in a big increase in the number of hours that volunteers have contributed to the hospice, making such a difference to our services.

Volunteers support in a variety of roles at the hospice including with our Family Support Team, in The Green cafe, and on Reception. Many volunteers give their time in our shops across Worcestershire, and our warehouse. They never cease to amaze us with their passion, generosity and kindness in supporting our staff, patients and their families.

We couldn't make the difference to lives within Worcestershire that we do, without their commitment and devotion. Each volunteer is integral to our care.

Volunteers contributed a total of 104,586 hours

Volunteers involved in patient services gave 4,851 hours

Volunteers within our support services and trading company gave 99,735 hours

Our volunteers are at the heart of the hospice dedicating their time, energy and compassion throughout the year.

Income generation: funding our care

St Richard's is developing a robust strategy in order to increase income from new and emerging business development opportunities. The Fundraising and Trading teams are working collaboratively to enable the sharing of skills, knowledge and ideas in order to optimise every pound for the hospice.

At a time of financial pressure, St Richard's is looking at opportunities beyond it's normal activity, boundaries and comfort zones, particularly in the areas of digital and e-commerce. The latter has been an area of focus in this financial year and we have seen a significant increase in our income. We will continue to examine the opportunities e-commerce presents for St Richard's along with other identified business development opportunities.

Fundraising

The Celebration Garden butterflies was a popular fundraising campaign

To meet the shift of giving trends we continually review our workforce, recruit and re-train accordingly, ensuring new skills allow us to be fit for the future of income generation and enable us to maximise on opportunities.

Gifts in Wills remain incredibly important to our hospice. In more recent years, the increase from this income source has allowed us to 'balance our books'. We introduced an on-line Will-writing service and continue to focus on the marketing and messaging of this very important source of income. We are grateful to everyone who has left a legacy to St Richard's and encourage those who may be considering doing so, to make the commitment. With this action you will help St Richard's be here for people in the future. Regular gifts also make a difference and we are working hard to increase the income received from this source by encouraging donors to set up a direct debit. This regular income helps us plan with confidence.

The hospice is dependent on support from the community and the involvement of so many, whether they be an individual or a business, a community group or school. We are also extremely grateful to our community, our wonderful volunteers and to the grant making trusts who continue to support our work. Their contributions make a huge impact on our service provision and we appreciate their commitment to helping us raise funds in support of St Richard's care.

Commercial

The Trading Department had it's best year ever in turnover and contribution to the patient care services with 362,425 transactions through our shops - 15% up on last year.

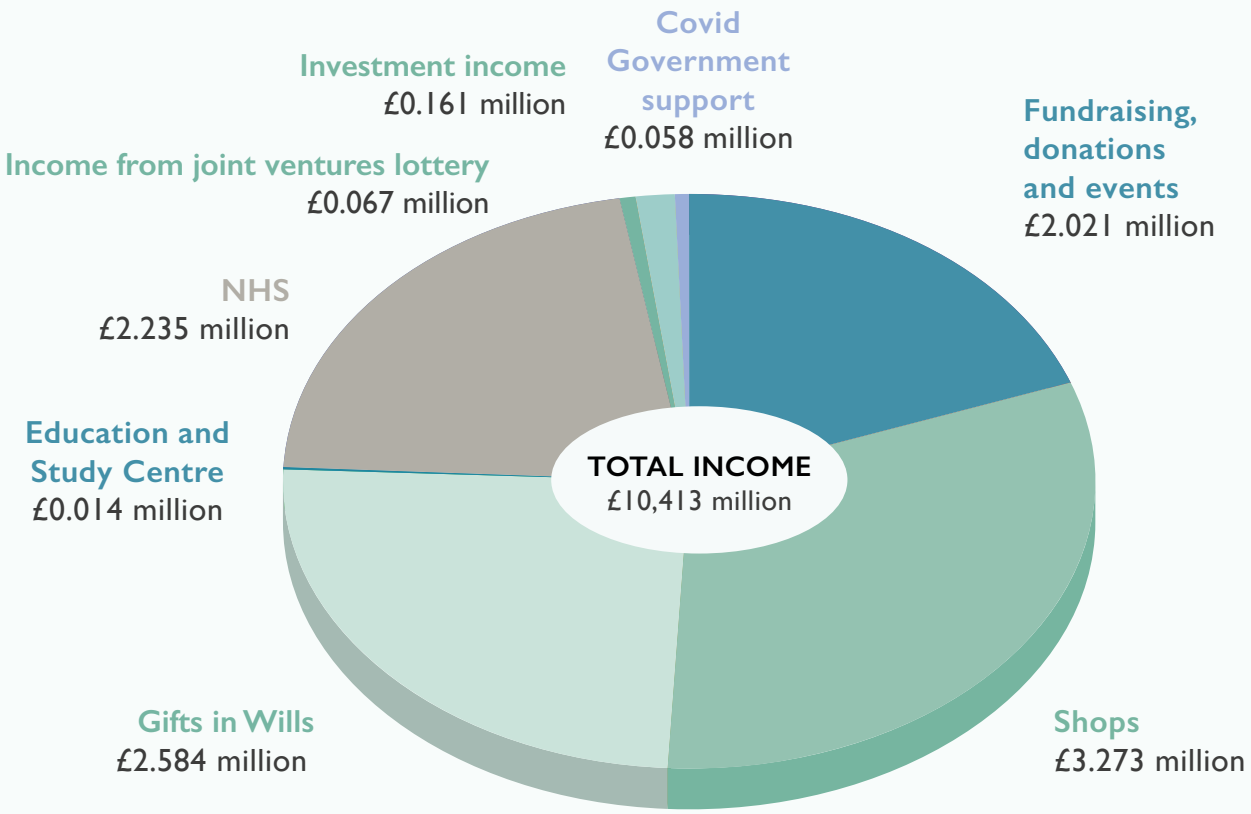
Charity shops remain a valued and much needed presence on the high street. The economic climate and the increasing commitment to sustainable shopping puts us in one of the best retail positions possible.

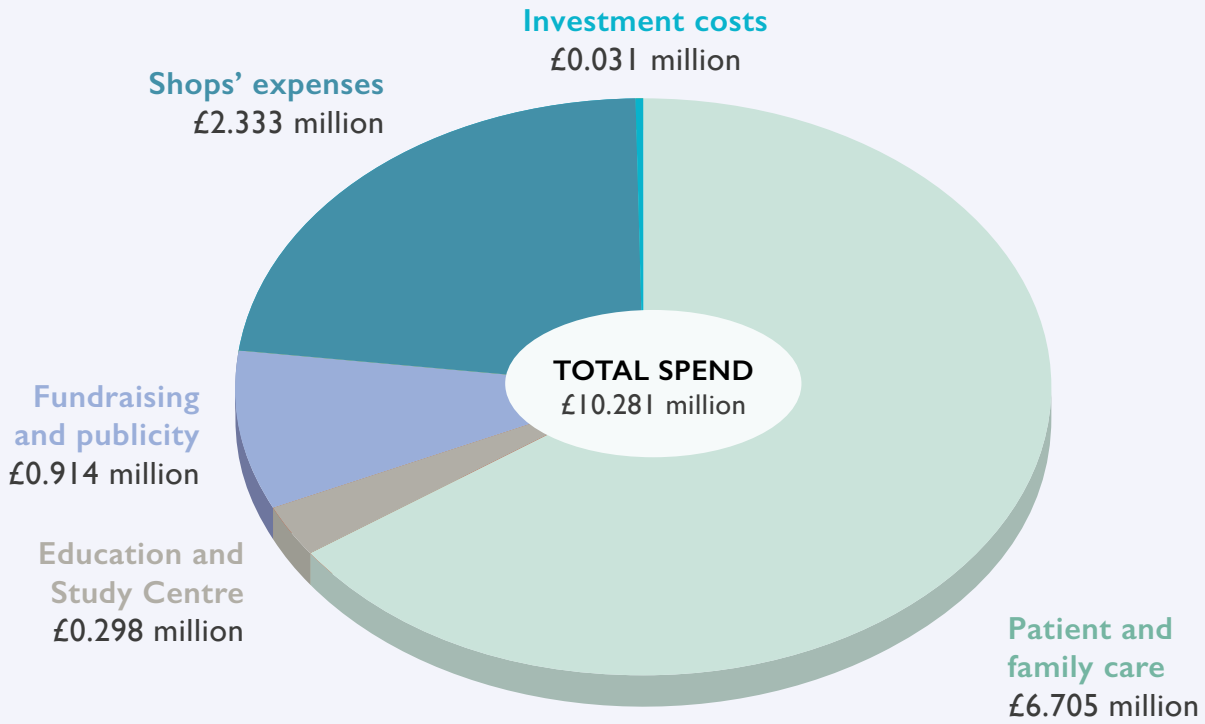
We continue to encourage good quality donations from our donors enabling us to be one of the most successful charity retailers in the UK. Our diverse and specialist range of shops with quality products make our stores destination shops, encouraging shoppers from many miles away.

Gift Aid of goods remains to be a great contribution and we would like to thank all our donors who support us in this way. None of this would have been achieved without collaboration across the organisation, our fundraisers, our shops, on-line, warehouse, and admin, equally the dedicated volunteers who give their time so willingly and work so hard.

Beautiful silk scarves with the snowdrop logo were for sale online and in our shops.

Financial review - in brief





Report of the Governors and Consolidated Financial Statements for the year ended 31 March 2023

For St Richard's Hospice Foundation

Registered Charity Limited
By Guarantee

Contents of the consolidated financial statements for the year ended 31 March 2023

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St Richard's Hospice Foundation
Registered charity no. 515668. Registered company no. 01850502

Report of the Governors for the year ended 31 March 2023

The Governors present their annual report, strategic report and audited financial statements of the parent charity and its subsidiary undertaking for the year ended 31 March 2023. The accounts comply with current statutory requirements, the charity's governing document and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Reference and administration details of the charity, its trustees and advisers

The name of the charity is St Richard's Hospice Foundation ("St Richard's Hospice"), a company limited by guarantee. The company was incorporated on 24 September 1984. Memorandum and Articles of Association were updated and filed with Companies House on 22 November 2021.

In accordance with Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include 'Limited' as part of its name. The company's registered number is 01850502. The company is also a registered charity, number 515668.

The principal address and registered office of the company: St Richard's Hospice, Wildwood Drive, Worcester WR5 2QT.

Trustees

Governors in office during the year:

Jennifer Cowpe	(Chair)
Galen Bartholomew	(Vice Chairman)
Professor Richard Lewis	(Vice-Chairman)
Allard Alfrink	(appointed 5 December 2022)
David Annetts	
Danielle Clark	(appointed 25 September 2023)
Rachel Dunne	(left 19 June 2023)
Hannah Edwards	
Heather Elliott	(appointed 25 September 2023)
Peter Flagg	
Anthony Glossop	
Dr Ian Laws	
Janet Matthews	
Andrea Palmer	
Dr James Rankin	
Cllr Andy Roberts	(Died 10 August 2023)
Helen Serrano	

The Governors delegated the day to day management of the charity to the Chief Executive.

Report of the Governors for the year ended 31 March 2023

Key Management Personnel

Chief Executive	June Patel	(left 16 December 2022)
Chief Executive	Michael Wilkerson	(appointed 23 January 2023)
Director of Finance and Information	Daniel Haigh	
Medical Director	Dr Nicola Wilderspin	(left 18 September 2022)
Commercial Director	Daniel Corns	
Fundraising Director	Tricia Cavell	
Care Director	Debbie Westwood	

Principal Advisers

The company's independent auditors

Crowe U.K. LLP
4th Floor, St James House
St James Square
Cheltenham
GL50 3PR

The company's solicitors

Hallmark Hulme
Solicitors
3, 4 & 5 Sansome Place
Worcester WR1 1UQ

The company's bankers

Barclays Bank Plc
54 High Street
Worcester WR1 2QQ

The company's investment advisers

Close Brothers Asset Management Limited
10 Exchange Square
Primrose Street
London EC2A 2BY

Report of the Governors for the year ended 31 March 2023

Structure, governance and management

The company is governed by its Articles of Association.

Council of Governors

In accordance with the company's Articles of Association, the company has a council whose Governors are members. Such Governors constitute directors of the company for Companies Act purposes and trustees of the charity for Charity Act purposes.

The company is limited by guarantee and therefore the Governors have no beneficial interest to disclose. The appointment of new Governors is undertaken by the current Governors and approved by the members at the AGM. A Governor is nominated by Worcester City Council, who is a volunteer within the Council. St Richard's Hospice Governors are expected to be pro-active and actively involved in supporting the hospice.

Potential Governors are identified by the skills and expertise they will bring, as well as their motivation and support for the mission. They are interviewed by the Chair and at least two other Governors. They are required to attend the volunteer induction training programme and receive formal induction by the Chair. The Chair works with other Governors to review their performance and contribution to the work of the hospice.

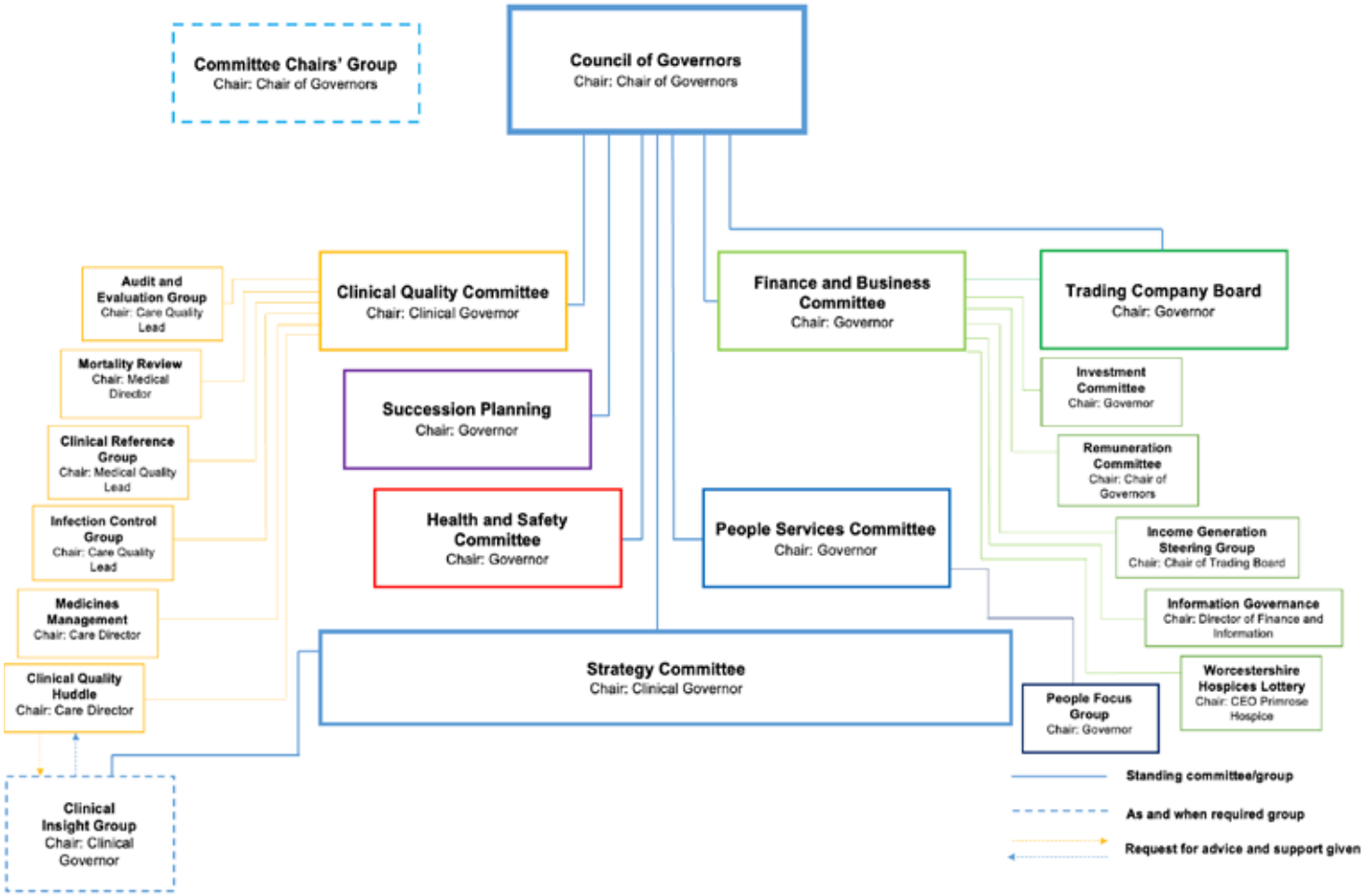
Organisation

Strategic decisions are made by the Council of Governors in regular meetings, delegating operating responsibilities to appropriate sub-committees. Day to day management is conducted by the Chief Executive Officer, who reports regularly to the Council of Governors.

The Governing Committee structure, which is being reviewed in 2023-24, throughout the financial year was:

Report of the Governors for the year ended 31 March 2023

St Richard's Governance Committee Structure



Governors chair most committees, they meet regularly and report to the quarterly Council of Governors meetings. The hospice has a full suite of policies and procedures which clearly outline the demarcation of levels of responsibilities.

St Richard's Hospice is affiliated to the National Council of Palliative Care, is a member of Hospice UK and is a member of the Herefordshire and Worcestershire Chamber of Commerce.

Report of the Governors for the year ended 31 March 2023

Subsidiary and associated companies and collaborations

The charity has a wholly owned subsidiary company – St Richard's Hospice Trading Company Limited. The object of St Richard's Hospice Trading Company Limited, which sells new and second hand donated goods, is to raise funds for St Richard's Hospice Foundation.

The charity owns 33.33% of Worcestershire Hospices Lottery Limited. It shares equal ownership with Primrose Hospice Limited and Acorns Children's Hospice.

For the purposes of these consolidated accounts, the wholly owned subsidiary has been consolidated on a line by line basis and the holding in Worcestershire Hospices Lottery Limited included using the equity method applicable to joint ventures.

The charity has an agreement with St Luke's Hospice Plymouth and Rowcroft Hospice to share the costs of a team of I.T. professionals called the "I.T. One Team". Each hospice employs its own staff who then engage in a collaborative effort to address the I.T. needs of the three hospices.

The synergy achieved is based on the common needs of the hospices whilst recognising the hospice sector faces a unique range of demands. Each of the members of the I.T. One Team have agreed to abide by the policies of the three hospices and regular meetings are had between CEOs, Finance Directors and the Head of the I.T. One Team to monitor progress, and discuss current and future operational matters.

Employees

St Richard's Hospice has a Remuneration Committee chaired by the Chair of Governors with three additional Governors and attended by the CEO, Head of People Services and Director of Finance and Information.

Each year it reviews the salaries of all members of staff. Salaries for senior management/key management personnel are benchmarked against the Croner Hospice Rewards and Charities Rewards reports with consideration being given to the regional, West Midlands, median. Additionally, consideration is given to NHS and private sector comparators.

Employees and volunteers

It is charity policy to give full and fair consideration to all applications for employment in line with our Equality Diversity and Inclusion policy, having regard to the particular abilities and aptitudes of each applicant and to the requirements of vacant posts available.

Employee views are sought and information regarding the charity given, at team meetings, a quarterly People Focus group attended by SMT, and through staff surveys. The "In Touch" news sheet is sent to all volunteers.

The charity is reliant upon its 650+ volunteers who work across the full breadth of its patient services, in the shops, and fundraise.

Report of the Governors for the year ended 31 March 2023

Strategic Report

STRATEGY 2019-2023

St Richard's Strategy Map

Our purpose:	To care for adults with a serious progressive illness, improving their quality of life from diagnosis, during treatment and to their last days. We also support their loved ones.
Our vision:	That people affected by a serious progressive illness and their loved ones have access to a range of free, excellent care and support to enable them to live life to the full.
Developing exceptional patient care How?	Clinical and family support teams deliver exceptional care to meet the holistic needs of patients and their loved ones and provide care in a conducive environment to enhance comfort and wellbeing.
Sustaining and growing our income How?	Sustainable income streams are in place to deliver clinical and support services enhanced by creative income generation innovations.
Nurturing partnership and collaboration How?	Partnership and collaboration with donors, supporters, communities, Hospices, other charities and the NHS are nurtured and sustained to achieve effective joint working and the creation of beneficial outcomes for patients and their loved ones
Supporting our workforce How?	Reputation as a good employer is sustained by recruitment and retention of high calibre staff/volunteers. Staff and volunteers have the required skills and competencies to meet the demands of their role to ensure exceptional patient care.
Creating our digital future How?	Staff have the skills to utilise innovative information technology, artificial intelligence and digital solutions to enable different ways of working to deliver business functions and exceptional care.
Values:	**Caring** **Compassionate** **Committed** **Professional**

Report of the Governors for the year ended 31 March 2023

Strategic Objectives & Activities

The strategic objectives, which will be reviewed in 2023-24, set for the period 2019-2023 are:

- Develop patient services to meet the specialist, rehabilitative, palliative and end of life care needs of patients with a serious progressive illness in the In-patient Unit and the community 24/7.
- Develop and maintain a flexible, multi-skilled work force who will be equipped to meet the challenges of developing specialist palliative and end of life care.
- Maintain Free Reserves at the level set by our Reserves policy.
- Sustain good relations with all appropriate NHS, civic, private, and voluntary and community sector partners.
- Deliver high quality palliative and end of life care in Worcestershire by the better integration of the provision of care with partners and most efficient use of all assets and organisations.
- Nurture staff and volunteer loyalty and retention by a proactive HR policy that encourages job satisfaction through good personnel management, training and personal development planning, while offering realistic financial remuneration.
- Obtain long term contracts with NHS Commissioners, or other statutory bodies that provide St Richard's Hospice with statutory funding and service support that conforms to national tariffs, Department of Health guidelines, and Strategic Transformation plans for Worcestershire and Herefordshire and ensure that the financial allocation compares favourably with the average national contribution to independent hospices.
- Sustain an achievable annual increase in income from fundraising and all commercial activities to cover increases in services, inflation and any reduction in statutory funding that may impact upon St Richard's Hospice.
- Develop and maintain St Richard's Hospice profile across Worcestershire, and other areas from which patients come, as the first choice charity to support.
- Broaden the recruitment of new volunteers to consider local demographics and modern cultural attitudes towards volunteering and increase in volunteering roles.

Activity - Clinical

If you would like to view details of clinical performance please see relevant pages earlier in the annual report.

Report of the Governors for the year ended 31 March 2023

PRIORITIES FOR IMPROVEMENT 2019-2023

Completed Priorities

Improvement Priority 1:
Develop a Clinical Strategy that outlines a clear clinical vision for St Richard's clinical teams which considers our local Integrated Care System's ("ICS") priorities, widening access to end of life care, the delivery of exceptional person-centred specialist end of life care through continuous service improvement confirmed by positive feedback from patients and loved ones.

Completed. A clinical strategy was developed by the Senior Management Team and approved by Governors on 27/03/2023.

Extant Priorities

Improvement Priority 2:
Aspire to an Outstanding rating by CQC following the next unannounced visit.

Partially completed. There was no CQC visit in the year.

Improvement Priority 3:
To establish a collaborative income generation environment with a view to increasing income from new and emerging opportunities.

Partially completed: We have established an integrated approach to income generation with the next steps being the development of a collaborative income generation strategy covering the next 3 – 5 years.

New Priorities

Improvement Priority 4:
Develop Community Services: St Richard's will move to trialling virtual wards in the community for end of life and palliative care. This will involve enhancing our existing community services with additional capacity and capability to support more complex patients in their homes; patients who would otherwise have been supported in our In-patient Unit.

Improvement Priority 5:
Develop Community Services: St Richard's will seek to increase out reach into the community with a project that focusses on the needs of patients, changes in wider community teams and continuing healthcare priorities within our integrated care system. This will be achieved by reviewing our current Hospice at Home Team and developing them whilst learning from the virtual ward pilot referred to above.

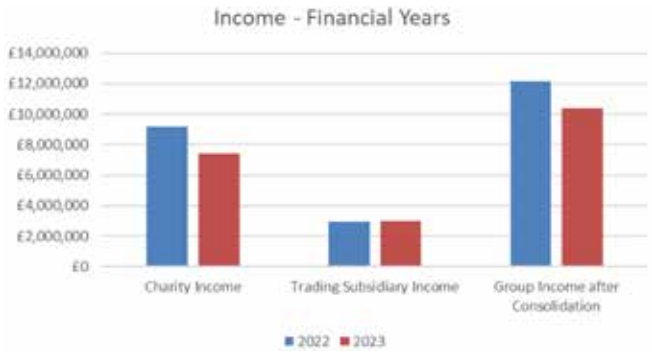
Improvement Priority 6:
Upgrade of our Clinical Digital Systems: This will ensure data is collected in the clinical systems as efficiently, consistently and effectively as possible to release time for more care provision and facilitate new ways of working. This will also enable enhanced monitoring of services and support data driven strategic decision making.

Activity – Non Clinical

Achievements and performance including plans for future periods:

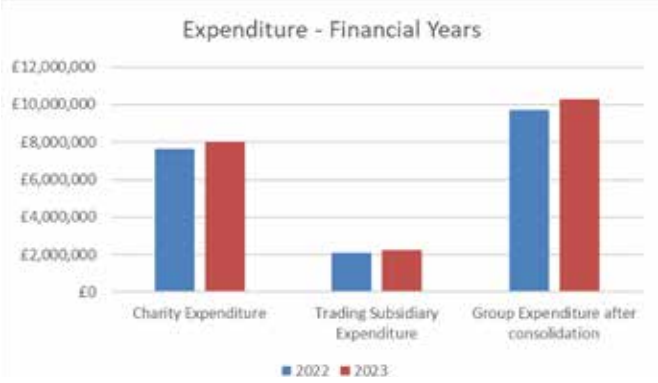
Report of the Governors for the year ended 31 March 2023

Financial review



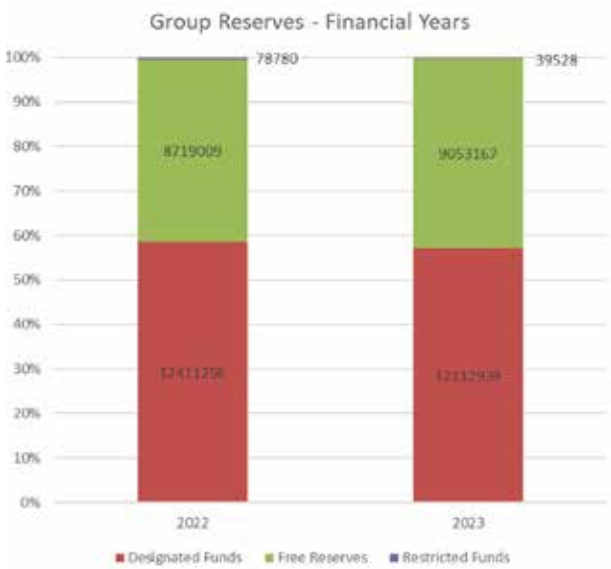
The three main groupings of income as shown in the statement of financial activity all showed lower levels of income for 2023 compared to 2022. The single largest cause of 'Other Trading Activities' group being lower was due to there not being a large event, comparable to Worcester's Big Parade, in the year ended 31 March 2023. 'Charitable Activities' income was lower for 2023 mainly due to the ending of Government Covid Support grants at the beginning of the financial year.

The single biggest contributor to the 'Donations and legacies' income stream being lower in 2023 was the reduced level of legacy income compared to the 2022; 2022 saw the highest income ever for this type of income.



Expenditure overall increased by £557k for the year ended 31 March 2023 compared to 2022. This was made up of the cost of charitable activities increasing by £661k and the cost of raising funds decreasing by £104k.

The largest influence on increased cost in the year was an increase in salaries, which is the largest type of expenditure for the organisation. As can be seen in note 9, salary costs increase by £805k following a pay and reward review in late 2021/early 2022 which took effect from 1 April 2022 and which was supplemented by a cost of living increase which took effect from 1 November 2022.



At 31 March 2023 the charity's unrestricted fund balances were as shown in the 'Group Reserves – Financial Years' chart above and are represented by Designated Funds and Free Reserves. For clarity, designated funds represent the net book value of the group's tangible fixed assets. Restricted funds are only a small proportion of the Group's total reserves, details of which can be found on pages 63 and 64.

Report of the Governors for the year ended 31 March 2023

Net income for the Group before gains/ losses on investments was £131,386 (2022 - £2,424,461). When net gains and losses on investments included the net movement in funds was a deficit of £3,411 (2022 surplus £2,598,005).

The Hospice activities, which are provided free of charge, are primarily funded by public donations, fundraising activities and income generated by the shops operated through St Richard's Hospice Trading Co Limited.

Material Fundraising Targets and Activity

Fundraising targets are set as part of the annual budgeting process. The three main sources of income for the hospice are grouped as follows:

1: NHS
2: Donations, legacies and fundraising events
3: Income from shops

NHS

The budget for this stream of income was set at a zero uplift on actual funds received in 21/22.

St Richard's managed to achieve a 2.4% uplift in the level of its block grant from the local Integrated Care Board ("ICB").

Agreement for funding from St Richard's local ICB for 2023/24 has been reached resulting in an increase of 1.8% on the level received for 22/23. When and if available we will apply for more NHS funding throughout the year.

Donations, legacies and fundraising events

Whilst some income streams significantly exceeded budgetary expectations (most notably legacies which were c.£1.2m above budget) overall income streams were down on expectation. In 22/23 we did not host a major event such as Worcester's Big Parade as described in this note last year, however, we have another large scale fundraising event which started in April 2023. This event, called Million Moments, aims to raise £1m throughout 23/24.

Income From Shops

St Richard's Hospice Trading Company Limited distributed £679k to the charity (2022: £872k). Despite the apparent drop in performance, the subsidiary had one of its best years ever. By way of explanation, the trading subsidiary is responsible for managing the sale of items for which gift aid can be claimed and the sales of such items are recognised in the charity accounts. Therefore, under Note 4 the income described as 'trading company income' and 'gift aided sales' amounts to £2,824k in 2022 and this increased in 2023 to £3,272k.

To enable us to meet the ambitions contained in our new clinical strategy, it will be crucial to continue to work towards a collaborative income generation environment.

The Trading Subsidiary's eCommerce activity provided sales of c.£87k in the year which represents a significant increase compared to previous years and is an important income stream which is expected to become more significant to

Report of the Governors for the year ended 31 March 2023

St Richard's in the coming years and be a key part in future developments.

Overall, the cost of fundraising activities in the period reduced to £3,277,901 (2022 - £3,382,056).

Public Benefit

The Governors consider that they have complied with the duty in Section 17 of the Charities Act 2011 and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities.

Fundraising Disclosures – Charities (Protection and Social Investment) Act 2016

Overview

During the reporting period April 2022- March 2023, St. Richard's Hospice Income Generation engaged in various fundraising activities to support our charity mission and objectives. These activities include, but were not limited to:

- Events, challenges and sponsored activities
- Grant applications
- Corporate fundraising activities/ Charity of The Year partnerships
- Online fundraising
- Direct mail campaigns

Compliance

St Richard's is committed to upholding the highest standards of fundraising ethics and practices. We have adhered to the Fundraising Regulator's Codes of practice ensuring transparency, honesty and respect in all of our income generation efforts.

Several of our in-house fundraising team are members of the Institute of Fundraising and continue with their professional development to ensure compliance with all the relevant standards set out in the Fundraising Regulator's Code of Fundraising Practice.

Evidence of the hospice's commitment to follow the Code of Fundraising Practice can be found on the Fundraising Regulator website.

We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us.

All fundraising activity complies with the Data Protection Act 2018 and General Data Protection Regulation, UK and EU versions.

We hold a gambling licence issued by the Gambling Commission to facilitate in house raffles and adhere to its rules and regulations. Fundraisers are NHS compliant on safeguarding for vulnerable adults and for safeguarding children. The Fundraising Director is level 2 compliant and all others involved with fundraising are trained to level 1. This can be evidenced against an individual's training record.

We have published our vulnerable persons policy on our website.

Income

We are pleased to report that the fundraising efforts of St Richard's have been successful, generating a total income of £8,109,252 during

Report of the Governors for the year ended 31 March 2023

the financial year against a budget of £6,862,743. This income has played a vital role in supporting our charitable services.

Expenditure

In alignment with our commitment to responsible stewardship of donor funds, we allocated 40.4% (2022 – 36.6%) of the total fundraising income towards fundraising expenditure.

These expenses encompassed activities such as event and campaign costs, marketing and online platform costs and all other cost associated with effective fundraising.

Partnerships

We value our relationships with corporate partners, grant making bodies and individual donors. Their generous contributions and collaborative support have significantly contributed to our success during the reporting period. We actively work to ensure we protect any vulnerable donors, are clear about the reason for acceptance and refusal of any donation, introduce Commercial Participants Agreement when required and ensure donor data is dealt with effectively and compliantly.

Our in-house fundraising team sometimes engage with third party suppliers to help us deliver fundraising initiatives such as direct mailing or to generate Trust income.

We aim to ensure those agencies and personnel we employ also observe the highest standards in terms of fundraising practice and have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity.

Feedback and complaints handling

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We have a feedback and complaints handling process and policy in place to address any concerns raised by a member of the public in respect of income generation. We take this seriously, aiming to resolve issues promptly and improve our practices accordingly.

The charity and its trading subsidiary received ten complaints about fundraising activities in the year. Looking ahead St Richard's is committed to diversifying and expanding our fundraising efforts to sustain and enhance our charity objectives.

We will continue to explore innovative approaches, strengthen existing relationships and seek new opportunities to engage with supporters.

Principal risks and uncertainties

St Richard's has a comprehensive on-going system for risk assessment and management.

The Senior Management Team meets regularly and will consider any risk to the charity. These, and any necessary remedial action taken, will be reported to either the Finance and Business Committee or Clinical Quality Committee that meet regularly, as appropriate. This presents an opportunity to:

- Talk about principal risks
- Give a summary of plans
- Explain factors affecting future performance

Report of the Governors for the year ended 31 March 2023

A Risk Register is managed by the Chief Executive and is reviewed at the Finance and Business Committee and Council of Governors meetings, as appropriate.

Financial uncertainty remains a key risk. Whilst good relations exist between St Richard's and its local ICB, the coming years are expected to mean the NHS will continue to remain financially constrained with yearly uplifts on our grant not keeping pace with either cost pressures on St Richard's or the increased need for our services. In order to ensure the organisation is not itself pressured by these environmental factors, St Richard's will be developing a comprehensive 3-5 year financial plan which will take account of the income generation growth and cost controls/savings necessary to maintain reserves at our target level.

The chance of a data breach is a possibility that St Richard's faces along with all our healthcare providers. Though St Richard's has not suffered a data breach, we must be vigilant in continuing to implement robust IT systems, keep staff trained to a required standard and dedicate enough time to focus on the risk of a breach which should mitigate against the likelihood of one occurring.

The risk of St Richard's not being able to recruit and retain staff is a matter which the Senior Management Team (SMT) and Governors will discuss regularly to ensure terms and conditions as well as remuneration for staff are sufficient to attract and keep staff in roles that are crucial in enabling the charity to fulfil its purpose.

Reserves policy

The Governors of St Richard's Hospice Foundation have undertaken a review of its reserve policy in accordance with their duty to do this regularly.

The current policy looks to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs in the event of an insolvency procedure

Following this review, it was calculated that the amount to be held in free reserves from 31 March 2023 and for the coming financial year should be £5,302k. The balance sheet at the year ended 31 March 2023 shows a free reserve position of £9,053k which is £3.751k over target reserves set using St Richard's reserve policy.

Governors are committed to remain cautious in view of the uncertain economic environment in which we find ourselves, whilst also recognising the need to invest in clinical services and infrastructure beyond the capital projects included in the new reserve policy.

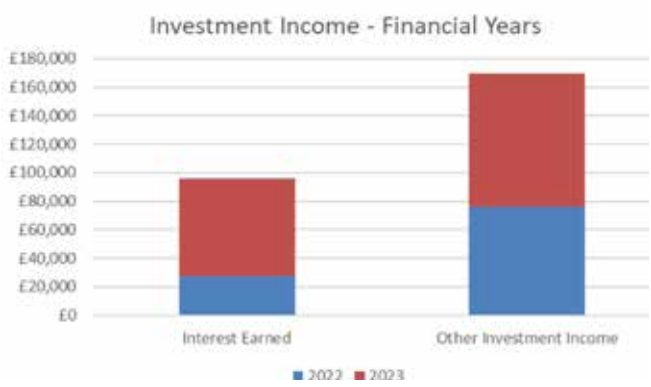
They are also focussed on ensuring that sufficient resource is available to the organisation to enable it to capitalise on a maturing digital strategy.

As such, the charity is planning to hold reserves above its current target while global uncertainty remains.

Report of the Governors for the year ended 31 March 2023

Investment policy

Income from investments in the period are included in note 5. Total income can be shown as:



The majority of the Financial Investments held by the Group were managed in the year by Close Brothers Asset Management (CBAM), a firm which was appointed as adviser in April 2014. The investment return target is currently CPI + 2% for income and capital growth combined.

The hospice's investments are a means to earning revenue to fund activities which further the charity's purpose. The time horizon for these investments is 10+ years; the portfolio being low to medium risk. Investments are not made in companies with turnover from the sale or production of tobacco.

The performance of investments held by the charity are reviewed regularly by St Richard's investment committee which is attended by governors, staff and an investment manager from Close Brothers.

CBAM monitors the environmental, social and governance credentials for all investments managed by it for St Richard's which enables the investment committee to review ethical matters regarding investments.

Since 1 April 2023, St Richard's has split the investment portfolio 50:50 and has appointed Rathbones Group Plc to manage half the portfolio with Close Brothers managing the other half. Both firms operate on a discretionary basis whilst operating within the boundaries set out above.

Statement as to disclosure of information to auditors

Insofar as each of the Governors of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Governor has taken all of the steps that he/she should have taken as a Governor in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Statement of Governors' responsibilities

The Governors (who are also directors of St Richard's Hospice Foundation for the purposes of

Report of the Governors for the year ended 31 March 2023

company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards). Company law requires the Governors to prepare financial statements for each financial year.

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution.

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

The Governors 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. The Governors support the principles of good governance set out in the Charity Governance Code and uses the Code to evaluate its effectiveness.

Auditor

The auditor, Crowe U.K. LLP, will be invited to take part in a tender process during the autumn of 2023 which will determine who conducts the audit for the 2023/24 accounts.

The report of the Governors (incorporating the directors' report and the strategic report) was approved by the Board of Governors on 25th September 2023 and signed on its behalf by:-

J P Cowpe – Chair of Governors
19th October, 2023

Independent Auditor's Report to the Members of St Richard's Hospice Foundation

Opinion

We have audited the financial statements of St Richard's Hospice Foundation ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 the charitable company's affairs as at 31 March 2023 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement [set out on page 35 & 36], 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements.

The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also

considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically Non-NHS grant and legacy income) and the override of controls by management.

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards.

For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

Guy Biggin
Senior Statutory Auditor
For and on behalf of Crowe U.K. LLP
Statutory Auditor

4th Floor, St James House
St James Square
Cheltenham
GL50 3PR

Date: 17 November 2023

Consolidated statement of financial activities incorporating an income and expenditure account for the year ended 31 March 2023

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2023	Total Funds 2022
Income from:		£	£	£	£
Donations and Legacies	2	3,601,708	123,299	3,725,007	4,196,609
Charitable Activities	3	2,249,076	54,244	2,303,320	2,897,307
Other Trading Activities	4	4,119,713	35,468	4,155,181	4,826,681
Investments	5	161,697	0	161,697	104,257
Other					
Share of net income of Joint Venture	16	67,367	0	67,367	106,434
Profit on sale of assets		0	0	0	17,030
Total Income		10,199,561	213,011	10,412,572	12,148,318
Expenditure on:					
Raising funds	6	3,240,328	37,573	3,277,901	3,382,056
Charitable activities	7	6,837,855	165,430	7,003,285	6,341,801
Total expenditure		10,078,183	203,003	10,281,186	9,723,857
Net income before gains/(losses) on investments		121,378	10,008	131,386	2,424,461
Net gains/(losses) on investments	13	(134,797)	0	(134,797)	173,544
Net income/(expenditure)		(13,419)	10,008	(3,411)	2,598,005
Transfer between funds		49,260	(49,260)	0	0
Net movement in funds	26	35,841	(39,252)	(3,411)	2,598,005
Total funds brought forward	26	21,130,265	78,780	21,209,045	18,611,040
Total funds carried forward		21,166,106	39,528	21,205,634	21,209,045

The notes form part of these financial statements

Consolidated financial statements company number 01850502
Group and charity balance sheet as at 31 March 2023

	Notes	Group 2023	Group 2022	Charity 2023	Charity 2022
Fixed assets		£	£	£	£
Tangible assets	12	**12,112,939**	12,411,256	**12,112,939**	12,411,256
Investments	13	**3,841,663**	3,899,301	**3,841,763**	3,899,401
		15,954,602	16,310,557	**15,954,702**	16,310,657
Current assets					
Stock	17	**68,877**	70,100	**0**	0
Debtors	18	**2,571,224**	3,340,507	**2,642,732**	3,405,935
Cash at bank		**3,795,604**	2,323,260	**3,611,442**	2,161,018
		6,435,705	5,733,867	**6,254,174**	5,566,953
Liabilities					
Creditors: amounts falling due before one year	19	**1,184,673**	835,379	**1,003,242**	668,565
Net current assets		**5,251,032**	4,898,488	**5,250,932**	4,898,388
Total net assets		**21,205,634**	21,209,045	**21,205,634**	21,209,045

The funds of the charity					
Restricted funds	26	**39,528**	78,780	**39,528**	78,780
Unrestricted fund					
General fund	26	**8,369,404**	7,809,482	**8,369,404**	7,809,482
- Investment Fair Value Reserve	26	**683,763**	909,527	**683,763**	909,527
Designated funds	26	**12,112,939**	12,411,256	**12,112,939**	12,411,256
		21,205,634	21,209,045	**21,205,634**	21,209,045

The charity net expenditure for the year was £3,411 (2022 - net income £2,598,005) before group consolidation.

The financial statements were approved and authorised for issue by the Board on 25 September 2023 and signed on its behalf by

J P Cowpe - Chair of Governors on 19th October 2023

Consolidated statement of cash flows for the year ended 31st March 2023

	Notes	2023	2022
Cash flows from operating activities:		£	£
Net cash used in operating activities	1	1,442,031	(373,526)
Cash flows from investing activities:		-	-
Dividends, interest and rents from investments		160,618	105,576
Purchase of property and equipment		(144,456)	(213,713)
Proceeds from sale of investments		241,155	186,320
Purchase of investments		(396,948)	(532,957)
Joint Venture Distributions		91,309	79,293
Increase in funds held by investment manager		78,635	282,815
Net cash from investing activities		30,313	(92,660)
Change in cash and cash equivalents in the reporting period:		1,472,344	(466,192)
Cash and cash equivalents at the beginning of the reporting period:		2,323,260	2,789,452
Cash and cash equivalents at the end of the reporting period:	2	3,795,604	2,323,260

The notes form part of these financial statements

Notes to the consolidated statement of cash flows for the year ended 31 March 2023

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

		2023	2022
		£	£
Net income for the reporting period (as per the Statement of Financial Activities):		(3,411)	2,598,005
Adjustments for:		-	-
Depreciation charges		442,773	476,622
(Gains)/losses on investments/assets		134,797	(173,544)
Dividends, interest and rents from investments		(161,697)	(104,257)
(Increase)/decrease in stocks		1,223	(9,628)
(Increase)/decrease in debtors		746,419	(1,039,300)
Increase/(decrease) in creditors		349,294	(2,014,990)
Income from Joint Venture		(67,367	(106,434)
Net cash used in operating activities		1,442,031	(373,526)

2. Analysis of cash and cash equivalents

	£	£
Cash at bank and in hand	3,795,604	2,323,260

The notes form part of these financial statements

Notes to the consolidated financial statements for the year ended 31 March 2023

1. Accounting policies

Charitable company information
St Richard's Hospice Foundation is a private charitable company limited by guarantee, incorporated in England and Wales.

The registered office of St Richard's Hospice Foundation and St Richard's Hospice Foundation Trading Company Limited is Wildwood Drive, Worcester, WR5 2QT.

Basis of preparation
The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Companies Act 2006 and the Charities Act 2011.

The charitable company meets the definition of a public benefit entity under FRS 102.

The financial statements are presented in sterling (£) and are rounded to the nearest £.

Going concern
The group has cash resources and no requirement for external funding to fund normal operating activities. The Governors believe that there are no material uncertainties about the group's ability to continue in operating existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. All intergroup transactions are eliminated on consolidation. Investments in joint ventures are included in the group financial statements using the "equity method".

No separate Charity SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The Charity has taken advantage of the exemptions in FRS 102 from the requirement to present a charity only Cash Flow Statement and certain disclosures about its own financial instruments within the consolidated financial statements.

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that income will be received and the amount can be measured reliably.

Income from voluntary sources is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax reclaims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received, and residuary legacies recognised when amounts are distributed or when a statement of assets and liabilities of the estate is received. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period, being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period. Where legacies have been notified to the

charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material in note 20.

Income received in advance of an event or provision of other specific service is deferred until the criteria for income recognition are met.

Grants from government bodies and other sources are received for specific projects/costs and are recognised in accordance with their individual terms and conditions. Income is recognised when the charity has entitlement to the funds which is when any performance conditions attached are met, it is probable that the income will be received and the amount can be reliably measured. Grant income will be deferred if received in advance of meeting performance conditions or if the funder specifically states that the income must be spent in a future accounting period.

Expenditure
The cost of raising funds includes costs of generating voluntary income and costs of fundraising trading, shops and investment manager's fees. Charitable activities costs include expenditure on delivering palliative care and education. Governance costs include costs of meeting the charity's statutory and constitutional objectives.

Support costs are allocated to all cost centres on a basis calculated in proportion to the estimated usage of facilities. Expenditure is accounted for on an accrual basis.

Gifts in kind
Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable. The contribution of volunteers is not included in the Statement of Financial Activities, but is disclosed in the Governors' Report in accordance with the SORP.

Donated assets given for use by the charity are recognised at their market value as income and within the relevant fixed asset category on the balance sheet when receivable. During the year to 31 March 2023 personal protective equipment was donated to the Hospice by the NHS. These donations were not valued as their value was not possible to quantify.

Liabilities
Liabilities are recognised in the accounts as soon as a present obligation arises from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Fund accounting
General funds are expendable at the discretion of the Governors in furtherance of the charity's objectives and which have not been designated for other purposes. It is the policy of the hospice to look to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs

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

Restricted funds contain income which has been received for specific purposes, less the related expenditure against these. The aim and use of each material restricted fund is set out in the notes to the financial statements.

Leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities over the term of the lease.

Pensions
The pension costs represent amounts payable by the group during the year (see note 21).

Stocks
Stocks are valued at the lower of cost and net

realisable value, after making due allowance for obsolete and slow moving items.

Tangible fixed assets

Tangible fixed assets are initially included at cost.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property (including commercial property)	- 2-40% on cost of buildings
Freehold property – solar panels	- 5% on cost
Leasehold land	- Over life of lease (125 years)
Assets under construction	- 0%
Shop refurbishment	- 20% - 33% on cost
Medical equipment	- 20% - 50% on cost
Furniture and fittings	- 10% - 50% on cost
Motor vehicles	- 20% - 33% on cost
Office equipment	- 20% - 50% on cost

Items of medical equipment, office equipment and furniture and fittings, having an initial cost of less than £1,000, are written off to revenue in the year of acquisition. Freehold land is not depreciated.

Investments

Listed fixed asset investments are included at fair value (quoted market price in an active market). Gains or losses on investments are included in the Statement of Financial Activities and Income and Expenditure Account.

The Charity owns investment properties that are treated as own use, depreciated, tangible fixed assets in the group and charity financial statements in accordance with FRS 102 as they are let by the parent to its wholly owned subsidiary. The investment in the subsidiary and joint venture are included at cost.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Significant estimates and judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of fixed assets

The annual depreciation and amortisation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

Impairment of debtors

The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Accrued legacy income

For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

Taxation

The charity is exempt from Corporation Tax on its charitable activities. The charity and its subsidiary company are registered for Value Added Tax. Irrecoverable VAT is allocated to the areas in which it is incurred.

2. Donations and legacies

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
Income from:	£	£	£	£
Donations	146,018	2,105	148,123	133,575
Donations in memory	365,866	0	365,866	439,341
Legacies	2,584,044	0	2,584,044	2,974,593
Collections	22,002	0	22,002	23,545
Regular giving	173,664	0	173,664	173,565
Corporate including payroll giving	118,234	0	118,234	90,903
Grants	191,880	121,194	313,074	360,073
Job retention scheme income (charity)	0	0	0	1,014
	3,601,708	123,299	3,725,007	4,196,609

3. Charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
Income from:	£	£	£	£
NHS Grant	2,234,691	0	2,234,691	2,147,815
Government Covid support grant	0	54,244	54,244	701,748
Education	14,385	0	14,385	47,744
	2,249,076	54,244	2,303,320	2,897,307

The Government Covid support grant relates to support from the NHSE awarded to help the charity provide bed capacity and community support in the year to 31 March 2022. The amount received was higher than had been accrued as at 31 March 2022.

4. Other trading activities

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	£	£	£	£
SRH Events and campaigns	664,261	35,468	699,729	1,404,778
Assisted events fundraising	88,117	0	88,117	70,367
Raffles	30,521	0	30,521	89,465
Other	55,824	0	55,824	27,909
Chaplain	4,713	0	4,713	6,710
Trading company Income	2,176,558	0	2,176,558	2,029,873
Gift aided sales	1,095,618	0	1,095,618	794,354
Government Covid 19 retail support grants	4,101	0	4,101	122,717
Business Interruption insurance receipts	0	0	0	260,777
Job Retention Scheme	0	0	0	19,731
	4,119,713	35,468	4,155,181	4,826,681

5. Investments

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	£	£	£	£
Interest	68,716	0	68,716	27,547
Dividends	85,601	0	85,601	69,550
Rent received	7,380	0	7,380	7,160
	161,697	0	161,697	104,257

6. Cost of raising funds

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	£	£	£	£
Shops & Commercial Activities	2,211,059	0	2,211,059	2,025,717
Support costs re above (Note 8)	121,735	0	121,735	108,279
Fundraising	648,646	37,573	686,219	1,008,064
Support costs re above (Note 8)	227,689	0	227,689	206,857
Cost of managing investments	31,199	0	31,199	33,139
	3,240,328	37,573	3,277,901	3,382,056

7. Charitable activities expenditure

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	£	£	£	£
Patient and Family Services costs	4,794,874	165,430	4,960,304	4,509,095
Support costs re above (Note 8)	1,744,599	0	1,744,599	1,541,214
Education and Study Centre	157,274	0	157,274	165,299
Support costs re above (Note 8)	141,108	0	141,108	126,193
	6,837,855	165,430	7,003,285	6,341,801

8. Support costs allocated to activities

	Raising Funds shops and Commercial Activities	Raising Funds Fundraising	Charitable Activities Education and Study Centre	Charitable Activities Patient and Family Services	Total Funds 2023	Total Funds 2022
Unrestricted	£	£	£	£	£	£
Property related costs	9,416	11,300	18,832	148,796	188,344	176,850
Telephone and fax	68	165	97	639	969	1,286
Postage, printing and stationery	1,202	3,006	3,006	4,809	12,023	14,396
Insurance	0	2,491	2,491	44,832	49,814	50,503
Depreciation	0	7,686	38,429	338,173	384,288	383,631
Miscellaneous	6,248	1,973	329	49,021	57,571	59,081
Human resources	35,369	11,169	1,862	137,752	186,152	160,022
Computer expenses	30,971	30,971	30,971	216,797	309,710	268,272
Salaries and other costs	34,997	102,849	40,204	643,838	821,888	666,703
Catering supplies	0	0	4,704	89,383	94,087	47,655
Transport and minibus	0	0	0	2,086	2,086	2,491
Goverance costs	3,449	1,089	182	13,431	18,151	17,437
Communications and Marketing	0	54,985	0	54,985	109,970	121,714
Irrecoverable VAT	15	5	1	57	77	12,502
Total	121,735	227,689	141,108	1,744,599	2,235,131	1,982,543

Support costs are allocated to cost centres by applying percentages based on the estimated usage of facilities.

9. Staff costs

	2023	2022
	£	£
Wages & Salaries	6,543,150	5,846,303
Social Security costs	577,738	483,085
Pension costs	451,552	438,090
	7,572,440	6,767,478

The wages and salaries cost above includes salaried employees' costs of £6,214,142 (2022 - £5,608,405) with the remaining £329,008 (2022 - £237,898) being agency staff paid via invoice. Staff can receive a benefit by being a member of a private health insurance scheme and the cost of this for the year ended 31st March 2023 was £22,267 (2022 - £22,940). There were no redundancy costs in the years to 31 March 2022 or 31 March 2023. The average monthly number of salaried employees during the year by the group was as follows:

	2023	2022
Patient and Family Services staff	144	141
Education staff	6	5
Fundraising staff	15	16
Shops and commercial	58	56
Support staff	30	29
	253	247

The number of employees whose emoluments as defined for tax purpose amounted to over £60,000 in the year as follows:-

	2023	2022
£60,000 - £70,000	3	2
£70,001 -£80,000	1	1
£90,001 - £100,000	-	-
£100,101 - £110,000	-	1

The total amount of employee benefits (inclusive of national insurance contributions) received by the key management personnel was £491,985 (2022 - £502,054 - six employees) There were no expenses for travel and subsistance repaid to Governors.

10. Net income

	2023	2022
The net income is stated after charging:	**£**	£
Depreciation	**442,773**	476,622
Operating lease charges :	-	-
Buildings	**456,124**	414,047
Other	**1,440**	3,760

Auditor's remuneration:		
- Charity Audit	**13,750**	12,500
- Subsidiary Audit	**4,400**	4,000
- Charity other services	**2,943**	**2,675**
Pension costs	**451,552**	434,418
Governor's emoluments and other benefits etc	**0**	0

11. Taxation

The company is a registered charity and is not liable to corporation tax. No liability to UK corporation tax arose on ordinary activities of the subsidiary company for the year ended 31 March 2023.

12. Tangible fixed assets - group and charity

	Commercial Properties	Freehold Land and Buildings	Long Leasehold Land	Refurbishment of Short Leasehold Shops and Warehouse	Medical Equipment
Cost:	£	£	£	£	£
As at 1 April 2022	524,202	13,584,889	100,000	941,278	103,305
Additions	-	10,340	-	30,215	66,160
Transfers	-	(38,956)	-	-	-
Disposals	-		-	-	-
At 31 March 2023	**524,202**	**13,556,273**	**100,000**	**971,493**	**169,465**
Depreciation:					
As at 1 April 2022	57,746	2,201,311	13,867	889,782	75,597
Charge for year	10,484	301,883	800	37,150	21,336
Disposals	-	-	-	-	-
At 31 March 2023	68,230	2,503,194	14,667	926,932	96,933
Net book value:					
As at 31 March 2023	455,972	11,053,079	85,333	44,561	72,532
As at 31 March 2022	466,456	11,383,578	86,133	51,496	27,708

	Furniture and Fittings	Motor Vehicles	Office Equipment	Totals
As at 1 April 2022	497,882	39,643	264,000	16,055,199
Additions	37,741	-	-	144,456
Transfers	38,956	-	-	0
Disposals	-	-	-	0
At 31 March 2023	**574,579**	**39,643**	**264,000**	**16,199,655**
Depreciation:				
As at 1 April 2022	177,201	39,643	188,796	3,643,943
Charge for year	36,359		34,761	442,773
Disposals	-	-	-	-
At 31 March 2023	213,560	39,643	223,557	4,086,716
Net book value:				
As at 31 March 2023	361,019	0	40,443	12,112,939
As at 31 March 2022	320,681	0	75,204	12,411,256

The value of intangible fixed assets was immaterial and as such has not been disclosed in a separate category. The net book value at 31 March 2023 was £5,273 (2022 - £11,129)

13. Fixed assets investments

The charity manages its investments risk by retaining the services of expert advisors and operating a comprehensive investment policy as detailed in the report of the governors.

	Group 2023	Group 2022	Charity 2023	Charity 2022
Valuation	£	£	£	£
At 1 April excluding cash	3,767,841	3,247,659	3,767,941	3,247,759
Additions at cost	396,948	532,957	396,948	532,957
Disposal proceeds	(241,155)	(186,320)	(241,155)	(186,320)
Net (loss)/gain on investments	(134,797)	173,544	(134,797)	173,544
At 31 March 2023	3,788,837	3,767,840	3,788,937	3,767,940
Cash held by investment manager pending re-investment	52,826	131,461	52,826	131,461
Fair value at 31 March	3,841,663	3,899,301	3,841,763	3,899,401
Fixed asset investments by type				
Cash on interest deposit	52,826	131,461	52,826	131,461
British Government Stocks	160,501	122,289	160,501	122,289
Fixed Interest	660,216	660,023	660,216	660,023
Overseas Equities	1,434,070	1,398,628	1,434,070	1,398,628
UK Equities	812,287	840,087	812,287	840,087
Infrastructure	410,259	506,320	410,259	506,320
Absolute Return	111,312	0	111,312	0
Commodities	61,184	102,838	61,184	102,838
Multi Asset/Property Funds	138,908	137,555	138,908	137,555
United shares in joint venture/subsidiary at cost (see notes 15&16)	100	100	200	200
	3,841,663	3,899,301	3,841,763	3,899,401
Valuation at 31 March is represented by:				
Cost	3,157,900	2,989,774	3,158,000	2,989,874
Revaluation at 31 March	683,763	909,527	683,763	909,527
	3,841,663	3,899,301	3,841,763	3,899,401

14. Investment property

The accounting treatment of this class of asset is to depreciate it as a fixed asset in both group and charity accounts.

15. Subsidiary company

The charity has the following subsidiary company whose results have been consolidated in these accounts :-

St Richard's Hospice Trading Company Limited (Company No : 04805373)

Nature of business: Shop and commercial retailing.

	2023	2022
	£	£
Aggregate Assets	374,544	360,048
Aggregate liabilities	(374,444)	(359,948)
Aggregate capital and reserves	100	100

The company had income of £2,944,304 (2022 -£2,950,791) and expenditure of £2,265,103 (2022 £2,078,884) leaving a profit of £679,201 (2022 £871,907) which was distibuted as a gift aid payment to this charity.

16. Investment in joint ventures

Worcestershire Hospices Lottery Limited (Company no. 03689508)
Nature of business: Fundraising

Class of shares:	holding %
Ordinary 'B'	33.33

The charity's interest in the 12 months to 31 March 2023 of Worcestershire Hospices Lottery Limited are as follows:

	2023	2022
	£	£
Turnover	143,526	152,266
Other Income	-	-
Expenditure excluding audit fee	(74,639)	(44,632)
Audit Fee	(1,520)	(1,200)
Profit for the year	67,367	106,434
Gift Aid distribution to charity	(67,367)	(106,434)
Retained profit for the year	-	-
Current Assets	46,013	63,960
Current Liabilities	(46,013)	(63,860)
Total assets less current liabilities	100	100
Share capital	100	100

At March 2023 St Richard's Hospice Foundation was owed £10,994 (2022 - £34,886) relating to trading balances by Worcestershire Hospices Lottery Limited. The carrying value of this company in the Group Balance Sheet is £100 and forms part of the investments balance.

17. Stock

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Goods for resale	68,877	70,100	0	0

18. Debtors: amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
Unrestricted:	£	£	£	£
Trade debtors	25,405	17,354	21,524	13,751
Other debtors	113,149	80,658	113,150	80,658
VAT	81,629	59,952	61,316	40,335
Prepayments and accrued income	2,340,097	3,147,657	2,242,784	3,043,171
Amounts due from joint venture	10,944	34,886	10,944	34,886
Amounts due from subsidiary undertakings	0	0	193,014	193,134
	2,571,224	3,340,507	2,642,732	3,405,935
Restricted:				
Prepayments and accrued income	-	-	-	-
	2,571,224	3,340,507	2,642,732	3,405,935

19. Creditors: amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
Unrestricted:	£	£	£	£
Trade creditors	256,252	112,632	74,821	41,454
Other creditors	145,559	157,983	145,559	157,983
Social Security and other tax	144,957	120,944	144,957	120,944
Accruals and deferred income	637,905	432,381	637,905	336,745
	1,184,673	823,940	1,003,242	657,126
Restricted:				
Other creditors	0	11,439	0	11,439
	1,184,673	835,379	1,003,242	668,565

Included in accruals and deferred income is deferred income of £307,059 (2022 - £74,972) for the group and the charity and this is analysed below.

	For Events Post Year End	Grants and Donations	NHS Grant	Total For Group and Charity
	£	£	£	£
Deferred income brought forward	29,305	20,000	25,667	74,972
Released in year	(29,305)	(20,000)	(25,667)	(74,972)
Deferred during year	307,059	-	-	307,059
Deferred income carried forward	307,059	-	-	307,059

The amounts have only been deferred when the group does not have unconditional entitlement to the income or when the income relates to delivery of a service and is therefore only recognised to the extent that the charity has provided the service.

20. Contingent assets

As at 31 March 2023 the charity has been notified of 2 legacies, the values of which are unknown, or cannot be reliably measured. As at the approval date of the financial statements no further information has been received and therefore this legacy income has not been accrued.

21. Pension commitments

The company contributes to a defined benefit pension scheme operated by the NHS. Net NHS pension costs of £241,929 (2022 - £256,927) were charged in the Statement of Financial Activities during the year. The company also contributed £194,440 (2022 - £166,159) to some employees' occupational pension schemes, and £15,182 (2022- £16,684) to employees' private pension schemes. Included in other creditors at 31 March 2023 was £34,296 (2022 - £35,533) in relation to the NHS scheme and £2,563 (2022 - £2,488) in relation to the work place pension scheme. The cost and liability is allocated between activities by reference to the area the employee is working in. The cost and liability is allocated against unrestricted funds unless a restricted fund allowed the expenditure.

The NHS scheme is a defined benefit scheme which is unfunded. This is a multi-employer pension scheme based on final pensionable pay, contributions being charged to profit and loss account so as to spread the cost of pensions over employees' working lives with the company. The company accounts for the scheme as a defined contribution scheme and is not required to account for any share of assets or liabilities of the scheme in accordance with FRS 102. This is deemed appropriate as the company has no ongoing liability once the contributions to the scheme are made.

22. Related party transactions

The charity owned 33.33% of Worcestershire Hospices Lottery Limited, ownership and control is split equally between St Richard's Hospice, Acorns and the Primrose Hospice Limited. D Corns (Commercial Director), Tricia Cavell (Fundraising Director) and Mike Wilkerson (CEO) were also directors of Worcestershire Hospices Lottery Limited during the period. St Richard's Hospice received £67,367 (2022 - £106,434) gift aid from Worcestershire Hospices Lottery Limited. As at March 2023 Worcestershire Hospices Lottery Limited owed St Richard's Hospice £10,944 (2022 - £34,886)

St Richard's Hospice Foundation was charged £755,622 (2022 - £510,533) by St Richard's Trading Company Limited for administering the sale of goods gifted to the hospice and for which a gift aid claim was made.

St Richard's Trading Company Limited owed £193,013 to St Richard's Hospice Foundation as at 31st March 2023 (2022 - £193,134).

23. Capital commitment

There were no capital commitments at 31 March 2023 or 31 March 2022.

24. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are shown below.

	Land and Buildings 2023	Other 2023	Land and Buildings 2022	Other 2022
Group	£	£	£	£
Within one year	251,996	804	279,830	3,612
Between two and five years	561,554	2,010	357,916	4,785
Over five years	198,833	-	149,041	-
	1,012,383	2,814	786,787	8,397
Charity				
Within one year	251,996	804	279,830	3,612
Between two and five years	561,554	2,010	357,916	4,785
Over five years	198,833	0	149,041	-
	1,012,383	2,814	786,787	8,397

The group has off balance sheet arrangements in the form of operating leases, which means that neither the liability under the lease nor the related assets appears on the Balance Sheet. The group uses operating leases so it has the benefit of leasing over a defined period and the risks are retained by the lessor.

25. Prior year statement of financial activities

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2022
Income from:		£	£	£
Donations and Legacies		4,073,776	122,833	4,196,609
Charitable Activities		2,195,559	701,748	2,897,307
Other Trading A ctivities		4,552,300	274,381	4,826,681
Investments		104,257		104,257
Other				
- Share of net income of Joint Venture		106,434	-	106,434
- Profit on sale of fixed assets		17,030	-	17,030
Total income		11,049,356	1,098,962	12,148,318
Expenditure on:				
Raising Funds		3,107,675	274,381	3,382,056
Charitable Activities		5,498,999	842,802	6,341,801
Total expenditure		8,606,674	1,117,183	9,723,857
Net income and Net movement in funds before Gains/(losses) on investments		2,442,682	(18,221)	2,424,461
Net gains/losses on investments		173,544	-	173,544
Net income/(expenditure)		2,616,226	(18,221)	2,598,005
Transfer between funds		10,382	(10,382)	0
Net movement in funds		2,626,608	28,603)	2,598,005
Total funds brought forward		18,503,657	107,383	18,611,040
Total funds carried forward		21,130,265	78,780	21,209,045

26. Restricted/unrestricted funds

The general fund represents the free funds of the hospice which are not designated for particular purposes. The investment fair value reserve represents the excess of fair value over the historic cost of the investments.

The designated fixed asset fund has been set up to assist in identifying those funds that are not free funds. It represents the net book value of tangible fixed assets.

The transfer from other funds to the designated fixed asset fund of £144,456 (2022 - £ 213,713) for the group and charity represents unrestricted tangible fixed asset additions in the year.

When funds subject to a restriction are used to purchase a fixed asset, the restriction is deemed satisfied. This treatment applies to all funds, where they have been used to purchase an asset.

Restricted other funds represent amounts held from many smaller grant trusts and others for various restricted purposes which, due to their individual size, are not to be disclosed separately in these accounts.

	At 1 April 2022	Income	Expenditure	Investment Gains/ (Losses)	Transfers	At 31 March 2023
Group	£	£	£	£	£	£
General fund	7,809,482	10,199,561	(9,635,410)	(4,125)	(104)	8,369,404
Investment fair value reserve	909,527	-	-	(130,672)	(95,092)	683,763
Designated funds						
Fixed asset fund	12,411,256	-	(442,773)	-	144,456	12,112,939
Total unrestricted funds	21,130,265	10,199,561	(10,078,183)	(134,797	49,260	21,166,106
Restricted funds						
Hospice UK Covid grant	-	54,244	(54,244)	-	-	-
Other Funds	78,780	158,767	(148,759)	-	(49,260)	39,528
Total restricted funds	78,780	213,011	(203,003)	-	(49,260)	39,528
Total funds	21,209,045	10,412,572	(10,281,186)	(134,797)	0	21,205,634

Should St Richard's ever want to sell Wildwood Drive , it will need permission from the Big Lottery as this was a condition of funding, registered at Land Registry.

27. Restricted/unrestricted funds (continued)

Assets and liabilities representing unrestricted funds.

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2023	Total Unrestricted Funds 2022
Fixed assets	£	£	£	£	£
Tangible Assets	-	-	12,112,939	12,112,939	12,411,256
Investments	3,157,800	683,763	-	3,841,563	3,899,201
Investments in joint venture	100	-	-	100	100
Current assets					
Stock	68,877	-	-	68,877	70,100
Debtors (Note 18)	2,571,224	-	-	2,571,224	3,340,507
Cash at bank	3,756,076	-	-	3,756,076	2,233,041
Creditors: Amounts falling due within one year (Note 19)	(1,184,673)	-	-	(1,184,673)	-823,940
Total funds	8,369,404	683,763	12,112,939	21,166,106	21,130,265

Assets and liabilities representing restricted funds.

	Total Restricted Funds 2023	Total Restricted Funds 2022
Fixed assets	£	£
Tangible assets	-	-
Investments	-	-
Investments in joint venture	-	-
Current assets		
Stock	-	-
Debtors (Note 18)	-	-
Cash at bank	39,528	90,219
Creditors: Amounts falling due within over one year (Note 19)	-	(11,439)
Total funds	39,528	78,780

28. Comparative unrestricted funds/restricted funds

	At 1 April 2021	Income	Expenditure	Investment Gains	Transfers	At 31 March 2022
Group	£	£	£	£	£	£
General fund	5,080,350	11,049,356	(8,130,052)	(6,289)	(183,883)	7,809,482
Investment fair value reserve	749,142	-	-	179,833	(19,448)	909,527
Designated funds						
Fixed asset fund	12,674,165	-	(476,622)	-	213,713	12,411,256
Total unrestricted funds	18,503,657	11,049,356	(8,606,674)	173,544	10,382	21,130,265
Restricted funds						
Hospice UK Covid grant	-	701,748	(701,748)	-	-	0
Other funds	107,383	397,214	(415,435)	-	(10,382)	78,780
	107,383	1,098,962	(1,117,183)	-	(10,382)	-
Total funds	18,611,040	12,148,318	(9,723,857)	173,544	0	21,209,045

Comparative assets and liabilities representing unrestricted funds.

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2022
Fixed assets	£	£	£	£
Tangible assets	-	-	12,411,256	12,411,256
Investments	2,989,674	909,527	-	3,899,201
Investments in joint venture	100	-	-	100
Current assets				
Stock	70,100	-	-	70,100
Debtors (Note 19)	3,340,507	--	-	3,340,507
Cash at bank	2,233,041	-	-	2,233,041
Creditors: Amounts falling due within one year (Note 20)	(823,940)	-	-	(823,940)
Creditors: Amounts falling due over one year. (Note 21)	0	-	-	0
Total funds	7,809,482	909,527	12,411,256	21,130,265

29. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

The liability of each member in the event of winding up is limited to £10.

30. Controlling party

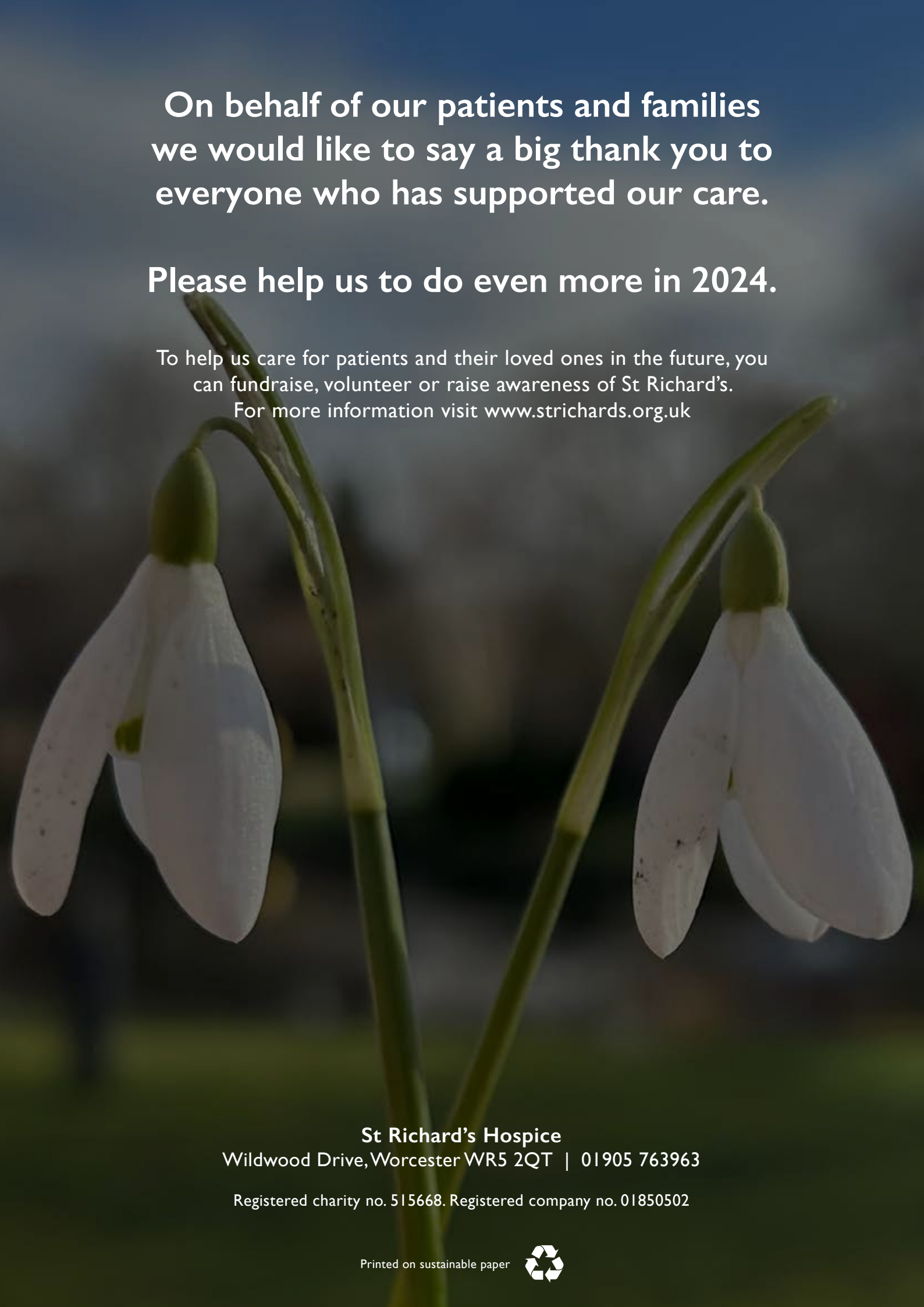
The charity is under the control of its Governors.

31. Agency note

St Richard's Hospice Trading Company Limited acts as an agent to St Richard's Hospice on selling second hand goods for which Gift Aid is claimed. Total Gift Aid sales were £1,095,618 (£794,354 - 2022) and the management charge for this service was £755,622 (£510,358 - 2022).

£93,015 (£106,335 - 2022) is held in other creditors on behalf of the Worcester Acute Trust to pay for the training of speciality palliative registrars.

We are so happy to say that a huddle of huggable penguins will waddle their way into the city in summer 2024.



On behalf of our patients and families we would like to say a big thank you to everyone who has supported our care.

Please help us to do even more in 2024.

To help us care for patients and their loved ones in the future, you can fundraise, volunteer or raise awareness of St Richard's.
For more information visit www.strichards.org.uk

St Richard's Hospice
Wildwood Drive, Worcester WR5 2QT | 01905 763963

Registered charity no. 515668. Registered company no. 01850502

Printed on sustainable paper

ST RICHARDS HOSPICE FOUNDATION

England & Wales - Charity number 515668

Accounts

Annual Review and Consolidated Financial Statements

for the year ended 31st March, 2022

St Richard's Hospice Foundation
Registered charity no. 515668. Registered company no. 01850502

What we do

St Richard's Hospice is an independent charity caring for adults with a serious progressive illness, improving their quality of life from diagnosis, during treatment and to their last days and supporting their loved ones.

Last year we gave co-ordinated care and support to 3,181 patients, loved ones and the bereaved.

We aim to improve patients' quality of life, helping them to live as fully as they can to the end of their lives, however long that may be. We work with other health-care partners to prevent crisis intervention and hospital admissions where possible.

We care for patients in South Worcestershire including Worcester, Droitwich, Pershore, Evesham, Malvern, Tewkesbury, Broadway, Martley and surrounding areas. This includes in-patient and community care, Living Well services and a range of further support. Patients from the Wyre Forest, Kidderminster, Redditch and Bromsgrove areas can access in-patient care.

Everything we do is made possible thanks to the wonderful generosity of our donors, supporters and volunteers.

Our year in numbers

We supported 3,181 patients, their loved ones and the bereaved

938 patients supported by our Community Nursing Team

247 patients cared for in our In-patient Unit.

425 individuals supported by Living Well Services.

2,024 individuals helped by the Family Support Team.

Our CQC inspection report in 2016 gave us an overall rating of good.

CareQuality Commission

Our values

Caring

Caring is at the heart of what we do

We are inclusive and treat everyone as an individual who we respect and value

We take time to listen and respond to the needs of each person

Compassionate

We work with empathy, sensitivity and understanding

We are considerate, kind and fair

We support and empower individual choice

Committed

We are dedicated, reliable and hard working

We continuously strive to deliver high-quality services

We support each other and work together for the benefit of our patients and loved ones

Professional

We aspire to be the best in everything we do

We are innovative and develop our skills through continuous learning and evaluation

We take responsibility for our actions and are accountable.

The care and support we offer

Every day, the team at St Richard's Hospice has more than 1,100 people under our care – at the hospice, in people's own homes or in the community.

(These activities satisfy our purpose as per our governing document.)

Reflections from the Chair

As the new Chair of St Richard's, I am delighted to give my reflections on the life of the hospice in 2021/22, another extraordinary year in our history!

It also provides the opportunity for me to thank all our staff and volunteers for their outstanding contribution to the care and support of our patients and their loved ones, and to pay tribute to the amazing generosity of our donors, supporters and the Worcestershire community, without whom we could not continue our work.

After the very challenging events of the previous year, we had all hoped, along with the rest of the nation, that we would see a return to some kind of normality in 2021/22.

Sadly, the pandemic had other ideas and the year was again disrupted by lockdowns and restrictions, requiring a continued careful response from everyone at St Richard's, in order to keep our patients, their loved ones, staff and volunteers as safe as possible from Covid-19.

So lateral flow tests and Personal Protective Equipment (PPE) for clinical staff continued to dominate our lives, bringing with them a sense of on-going pressure and weariness, when it would have been all too easy to make less effort.

Instead, everyone showed remarkable professionalism and resilience and I am very proud to say that we were able to maintain the high standards of care and support to which we always aspire.

As the year progressed, we began to see a very gradual return to what may well become the "new normal".

Day patients began to return to Wildwood Drive, in small numbers at first, and were able to start using the magnificent new Living Well facilities in The Green, our spacious new, purpose-built, therapeutic and social space.

Staff who had been working entirely from home began to come back to their departments and offices, creating new patterns of flexible working which will have benefits for developing a better work/life balance in the future.

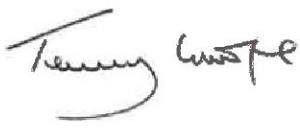
Many volunteers returned to their roles within the hospice itself, and in our shops and warehouse, dedicating an incredible 69,892 hours of time and energy during the year. Inevitably, however, some volunteers decided to retire and so we began the search for new supporters, which continues this year (could you be one of them?).

As the majority of our funding comes from non-statutory sources, our fundraising and commercial divisions are vital to our on-going success, and 2021/22 saw a focus on new income generation opportunities, particularly in the fields of digital and e-commerce.

A major highlight of the year was the magnificent "Worcester's Big Parade" of colourful elephants, who brought morale-boosting cheer to the streets of Worcester in the summer, and whose auction provided an astounding £368,800 for our patients' care.

Also astonishing, given the impact of the pandemic on shopping habits, was the rapid return of customers to our shops, with numbers topping 300,000 for the year. We are very grateful to everyone who donated to us and who shopped with us; you made a vital difference to the services we could provide.

Thanks to everyone's hard work in generating income, and to success in bidding for government business support grants, as well as to the amazing generosity of our community, we ended the financial year in a strong position. St Richard's exists to provide care and support to adults with a serious, progressive illness, and to their loved ones; it is due to the extraordinary efforts, kindness and compassion of so many people that we can report another successful year in 2021/22. On behalf of our patients, I send my heartfelt thanks to you all.



Jenny Cowpe
Chair of Governors

Linda's story

"The difference here is you are given ways you can progress."

These are the words of Linda Woodhams, who was pictured using techniques to improve her mobility with physio Gill Jubb in the newly created exercise studio.

The studio is one of the new therapy rooms which surround The Green – a beautiful, communal space at the heart of the hospice. Linda, from Worcester, attended Living Well therapeutic day sessions at the hospice once a week.

During her visits, Linda accessed support from hospice doctors, took part in tai chi sessions, and learned techniques to manage symptoms of her illness at home.

Speaking about her experience of physiotherapy at St Richard's, Linda said: "The biggest thing this has given me is some sort of control in what is going on. It gives me something to build on and targets to work towards."

The Living Well Team's vision is for patients and their families to feel empowered to live well with their illness, and have the best quality of life possible.

The Gateway Service

The Gateway Service acts as a 'gateway to hospice care' for patients, families and professionals.

The Gateway Team is staffed with three Community Clinical Nurse Specialists and a Social Worker. This team of highly skilled professionals makes telephone contact with every new referral into the hospice and for Bereavement Support South Worcestershire.

They undertake a telephone triage assessment and ensure that the patient gets the right support, from the right person or team, at the right time. As the first point of contact we explain all about hospice services and offer patient/family choice about access to care.

The nurses field calls for the Community Nursing Team when they are out visiting and can manage complex symptoms and provide emotional support as needed.

The Gateway Team manages all of the helpline calls for people requiring immediate assistance and advice to get urgent help when needed, signposting to other services as appropriate.

The team also supports the planned and unplanned admissions and transfers to the hospice from the community and hospitals, co-ordinating with professionals to provide admission for end of life care or expert symptoms' management.

"It is so good to know that you are at the end of the phone if I need you. You are always there for me."

"I call you because I know you will hear my worries and respond to them."

"Thank you for putting everything into place. Since we called you, we have received so much support from all the right people."

Members of the Gateway Service

The Gateway Team regularly calls patients and families to provide compassionate support at the end of the telephone.

The team's emotional support continued to guide families through difficult times with the pandemic, when restrictions prevented physical contact. Their telephone support has been pivotal in helping people cope with the challenging times everyone has faced.

Gateway have also been able to support health care professionals with their distress and with the challenges of managing care remotely.

"I think you and all of your colleagues throughout the hospice are absolutely wonderful. Even on the other end of the telephone you are all so supportive. Thank you all."

1,530 referrals into Gateway

8,797 telephone calls

253 IPU admissions supported

629 people supported by telephone calls only

Our nursing team in the community

Most of our patients tell us that they would prefer to spend their last days in their own homes. This is where they feel safe and comfortable, and can spend precious time with their loved ones.

Our highly experienced Clinical Nurse Specialists (CNSs), supported by Senior Staff Nurses (SSNs), use their skills and knowledge to help manage patients' symptoms, support them, their families and carers in making informed choices and will also refer onto appropriate additional services.

How they are supported is determined by what the patient prefers: this can be through face-to-face meetings at the patient's home or via telephone or digital consultation.

Often the patient will choose a combination of face-to-face, telephone, text and email contact. The team continues to deliver high-quality care and responds to the ever-increasing complex dynamics of social and psychological needs of patients as well as addressing their physical symptoms.

The CNSs will work alongside other health care professionals, social service departments and voluntary/charity organisations to ensure the patient has the access to the services which may be needed to support their care.

The hospice Secondary Breast Cancer Nurse Specialist works flexibly across the acute hospital, oncology clinics, wards and St Richard's Hospice responding to the changing needs and support for the patients.

While there has been a return to normality within the wider community, the team remains committed to protecting our patients from contact with Covid-19 as much as possible. With this in mind, when a home visit is required the team continues to employ the Covid screening tool first implemented in March 2020.

This ensures the risk for patients, relatives and staff is minimised. It also allows the CNS to use and advise the appropriate level of PPE to be worn.

The excellent access to appropriate PPE provided by the hospice remains essential for staff conducting face-to-face contacts. Patients and families are reassured by the diligence of the team when conducting home visits.

All staff adhere to the government guidance around lateral flow testing and PCR testing, adapting practice following government recommendations. As part of the wider primary care community team, the CNSs and SSNs continue their close links with GPs and Neighbourhood Teams to enhance the care given.

In this review year the Clinical Nurse Specialist team had 42,538 contacts via face-to- face, telephone, text, email or digital platforms.

Hospice at Home

Our Hospice at Home service provides critical 24-hour care and support to enable people to remain in their own home for their end of life care.

During the year the team
- cared for 373 patients
- carried out 1,941 face-to-face visits
- made 2,242 telephone calls to plan support or provide telephone support

Referrals are received from multiple sources such as the St Richard's Community Nurses, GPs, the NHS Neighbourhood Teams and acute and community hospitals.

Referrals are individually assessed to meet the needs of the family and patient.

Referrals are for:
Crisis care: where a patient's situation is changing rapidly and there is a high risk of unnecessary admission to hospital.

Hospice at Home is able to provide urgent physical nursing care and emotional support at short notice to allow the crisis to be addressed or on-going care needs to be assessed. This care reacts to need at the time of request and coordinators work closely with health care providers to ensure families' needs can be met.

Packages of care: are time-limited and are an interim measure whilst a longer-term provider of care is identified. This nursing care allows the Hospice at Home Team to provide personal hygiene care and support to enable patients to achieve their activities of daily living with dignity and respect.

Carer support: is a crucial part of Hospice at Home service provision. By supporting the carer, we are able to increase the likelihood of the patient remaining at home (if that is their wish). This also includes where patients are supported whilst their carer may attend support at St Richard's Hospice, their own appointments, or have the opportunity for some uninterrupted rest.

The Hospice at Home Team can expertly assess care requirements and liaise with other organisations to ensure patients' needs are met. This support for carers continues to be a significant part of the work for the team and can often prevent crisis and subsequent admission to the hospice In-patient Unit or acute care. The team developed creative ways of sharing care during the pandemic and continue to work closely with the wider health economy to support patient care in their own home. Liaising closely with the NHS Continuing Healthcare (CHC) and Neighbourhood Teams they continue to identify patients who need support (care packages or one-off visits) to allow discharge from acute beds.

Members of the Hospice at Home Team

The Living Well Centre

The Living Well Centre at St Richard's Hospice in its simplest terms supports patients to live well until they die. Our overall goal is to empower our patients to live with challenging conditions with a range of complex symptoms.

Our team consists of Nurses, Living Well Assistant Practitioners, Doctors, Physiotherapists, Occupational Therapists, a Creative/Diversional Therapist, and Complementary Therapists.

We have also been ably supported by a core team of volunteers who have committed to providing support to patients through these difficult times – we would not be able to do what we do without their unwavering support and input. During this last year, we have been able to invite patients back into the Living Well Centre to support them in the Therapeutic Programme. Patients are invited to attend a hybrid service whereby they are supported face-to-face one week and virtually the next. We have found that some patients make the choice to continue virtual only support via telephone or video call. The team provides short term intensive support to empower patients to self-manage complex symptoms.

The goals of the programme remain consistent – holistic, rehabilitative, palliative care delivered by a wide range of professionals that aims to support the patient to set achievable goals. The achievement of these goals impacts positively on their quality of life. This care also impacts on a person's spirituality and sense of self. We continue to offer a range of online courses that support complex symptom management. Patients and carers continue to benefit from the expert knowledge that our team members possess and feedback is positive about these interventions.

St Richard's Living Well team wins the Palliative or End of Life Care Award

The care that we deliver remains patient-centred whilst engaging with families, carers, and also the wider healthcare community within our county. We signpost patients to other resources available within their local communities so that they are empowered to make their own choices. We continue to support carers and connect with them via our groups, and also connect them with other hospice services as required. The year has continued to prove challenging with the decision made in December 2021 to suspend our face-to-face service due to rising Covid cases in the UK. The ability to do this is testament to the adaptability of the staff.

The team continues to have a thirst to evolve the service to be the best that we can be for our patients. As we look to the future we are continuing to plan the restoration of further face-to-face services, including our Living Well Courses.

425 individuals supported by Living Well Services.

"In doing the Tai Chi course it has given me the skills and knowledge to maintain my condition, not necessarily improve it and now I need to practice my exercises in order to maintain my strength."

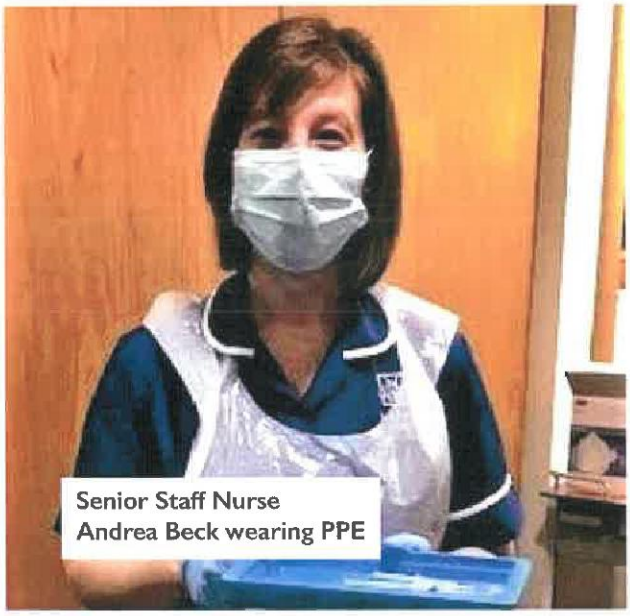
Out-patient Clinics

The Living Well Centre continues to host joint supportive palliative clinics for individuals affected by Parkinson's Disease, respiratory conditions, heart failure and renal failure. Patients continue to be supported by telephone or video call.

The clinics aim to support patients to manage their complex symptoms proactively to improve quality of life. They also support them to plan for the future with those people that are important to them.

The In-patient Unit

The In-patient Unit (IPU) continues to provide specialist, individualised palliative and end of life care that is totally focused around the needs of the patient and those who are important to them.



Senior Staff Nurse Andrea Beck wearing PPE

We aim to respond to all of the needs that a patient or family may have – including pain and symptom control issues, physical problems or spiritual, social or psychological concerns.

This care is provided by a team that includes Specialist Doctors, Nurses, Chaplaincy, Physiotherapists, Occupational Therapists and Complementary Therapists.

IPU staff were awarded the prestigious Cavell Star for their care

We continue to follow government guidance and stringent infection control measures including the wearing of PPE, maintaining effective hand washing and we also restricted face-to-face visiting to keep people as safe as possible.

Where face-to-face contact is not a safe option, we encourage families to stay in touch using technology such as video calls and apps and provide portable technology in patient rooms to enable virtual visiting where appropriate.

This year on IPU has been exceptionally challenging including embedding an enhanced Infection Prevention and Control programme, co-ordinating shift patterns around shielding, self-isolation and sickness plus introducing regular staff, patient and visitor testing regimes, all helping to keep everyone safe.

Patient safety, equity, treatment and comfort have been our priorities throughout the pandemic and it's a real testament to all involved that we have been able to maintain our high clinical and holistic standards throughout.

Thank you all so very much for caring for my father during the final week of this life, to his passing on Monday.

I could not have been more reassured that he was in the best possible place with the right medical care, but more importantly with kind and compassionate people.

Visiting every day he was there, I found it to be a friendly and calming experience, with the warmth and friendliness of both the team in reception, and the nurses and doctors.

Carl's story

Carl Thompson was delighted to hold the newly won Premiership Rugby Cup by Worcester Warriors when he was cared for in the In-patient Unit.

"This special moment illustrates just how caring the staff are and how much they listen to you as an individual person.

"Being a Warriors fan and enjoying rugby was something they picked up on and followed through. The staff are very intuitive, predicting what my needs are which is really helpful," said Carl.

"I just wanted to say a huge thank you for taking such good care of my husband over the past two days. Although he was with you for a short time before he passed, my family and I felt very comforted knowing how caring you were and took such care of him in his final hours. We thank you from the bottom of our hearts."

Supporting the family

The Family Support Service provides a wide range of help to patients, their families and carers including counselling, bereavement support, social work, community volunteer support, citizens advice and group support. Bereavement Support South Worcestershire (BSSW) is hosted by St Richard's Hospice and supports individuals and families who are bereaved unexpectedly.

Some Family Support services switched to virtual services and telephone support during this review year. Face-to-face support has been offered where possible and when safe to do so. The team also shared their expertise on bereavement with other organisations and schools to benefit even more people during the pandemic.

Face-to-face work is slowly being re-introduced alongside virtual services.

Sharing examples of family support with Worcestershire Children's First

Social work referrals: adult: 71 child: 103

18,174 contacts by telephone/virtual/online

268 visits to patients on the In-patient Unit

109 Safeguarding incidents, **177** Safeguarding discussions

2,024 individuals helped by the Family Support Team

£335,252 obtained for patients and families in benefits and trust fund grants by the Citizens Advice team

John and Ros' story

"In a way, our love for each other came from previous sadness and heartache."

These words are from John, 77, who met his new wife Ros, 75, at our walking group for bereaved adults last year. The group offers a space for people to meet others in a similar situation, and support one another.

After first meeting, the pair slowly began to spend more time with each other.

"From day one, it was obvious we were comfortable with each other," says John, who we supported with counselling after his wife died in 2019. "I could talk to Ros about anything.

"We were both still grieving. It was still too early for us to even consider a relationship and we both respected each other."
Over time, they grew closer and married earlier this year.

Ros, whose husband was cared for by St Richard's before he died, explains: "John and I can talk to each other about bereavement.

"We can respect each other's feelings if the other one is having a sad moment."

bereavementsupport SOUTHWORCESTERSHIRE

Bereavement Support South Worcestershire

This service, BSSW, is hosted by St Richard's Hospice. Counselling, support for children and families, telephone support, and group support are available for individuals and families who are bereaved through sudden and unexpected death. During this review year, the team supported families bereaved by Covid.

276 adults and children referred into BSSW

Supporting each other in groups

We run a wide range of groups to support people with different needs including pre-death support, bereavement social groups and therapeutic bereavement groups for adults and children. Some groups have met virtually and others face-to-face with all Covid precautions in place.

Groups: 540 attendances and 109 sessions

Family Support Volunteers

Due to Covid restrictions our Community Volunteer service has only been able to offer shopping support. The team is currently reviewing the service and planning to relaunch as the Covid restrictions lift.

Members of the Bereavement Walking Group met Worcester's Big Parade elephants

Therapies

Physiotherapy

The Physiotherapy Team has continued to support patients in IPU and Living Well Services. Staffing has been restricted at times but the service has been well supported by the team and Bank staff. Patients are offered a comprehensive assessment, and from this, person-centred goals are formulated.

Treatments are provided in line with the patient's goals and are reviewed regularly. The physiotherapy service has continued to lead on the Living Well Adapted Tai Chi course which is well attended, and the Living Well Managing Breathlessness course, both via Zoom. The team is ably supported by our Therapy Support Assistants.

282 individuals were referred for physiotherapy

Occupational Therapy

The Occupational Therapy service support patients in IPU and in the Living Well Centre. Patients are assessed holistically and person-centred goals are agreed with the patient.

The team supports discharges from IPU and complete home assessments as required. They are then able to advise appropriate aids and equipment that will support the patient to achieve their goals.

The team continues to contribute to the Living Well Fatigue Management Course and the Living Well Creative courses – both are led via Zoom.

The team is ably supported by our Therapy Support Assistants.

138 occupational therapy referrals

Complementary Therapies

Referrals to the service have increased significantly during the pandemic with more emphasis on Relaxation Therapy rather than hands-on therapies. We have continued to support patients, carers and bereaved virtually and face-to-face. After running the Relaxation Therapy course in its current format since 2016, we felt that it needed to be reviewed and updated. A working party was formed to completely revamp the content, bringing lots of new ideas and inspiration to the table. We hope to launch the "new look" Relaxation for Wellbeing course, initially online and then face-to-face in 2023.

"I really have appreciated being able to participate in your online sessions. Your warm, measured, empathetic, and caring manner is a mark of your professionalism. Whilst the enemy within has seemed to make a point of reminding me of its presence during sessions, I feel that each session has proved beneficial and has helped me develop strategies to deal with pain, as well as help reduce anxiety and stress."

253 complementary therapy treatments

Creative Therapy

Creative Therapy continues to be offered to all patients in Living Well and also patients in IPU via the Occupational Therapy service. Living Well creative courses continue via Zoom. Topics have

Volunteer Jenny preparing craft packs

included journaling, painting, Christmas crafts and zen-doodling. Patients are also supported via Virtual Drop In groups to increase social contact – art appreciation and 'love books' are two examples. Patients who have particular interests are supported and have materials sent out to them at home. The Living Well online resource pages are also rotated and refreshed so that there are always activities that patients can participate in.

"I now realise I can be creative in different ways and my confidence has grown so much. Thank you, Living Well for your creative Zoom courses and all your support for the last very difficult 18 months."

"Thank you for the folder of Sharing Stories, so beautifully done, with lovely memories. We enjoyed this course immensely. The folder is a good reminder not only of the past but of the happy times we had attending the course. Thank you for your wonderful support, it means so much to us."

Spiritual care and chaplaincy

The Chaplaincy Team has continued to be available to patients and families on IPU, in Living Well and in the community.

A chaplaincy volunteer supports the weekly Men's Space group.

A mindfulness group, run by the Community Chaplain and a volunteer, has enabled specific tailored support to be offered to a group of patients, largely those who have experienced bereavement. Face-to-face work has gradually increased as restrictions have lifted.

Lead Chaplain Clare Griffiths with John Whiting and the Thoughts and Prayers Tree which he designed and crafted.

The Snowdrop Celebration in April 2021 was offered virtually via social media, however it was a delight to be able to return to Worcester Cathedral for Lights of Love in December 21.

The WhatsApp prayer group has 17 staff participants who regularly pray for the hospice and each other and Morning Prayer is held twice weekly by the Lead and Community Chaplains.

Staff support is offered individually and via reflections in online staff meetings and in times of corporate distress, for example on the death of a much-loved staff member. Staff thoughts, poems and photographs were gathered and displayed in The Green for the National Day of Reflection and a service offered.

A virtual memorial service was held for care home staff during Dying Matters Week.

Education and learning

The Education Team manages the planning and delivery of high-quality learning and development for our volunteers and staff.

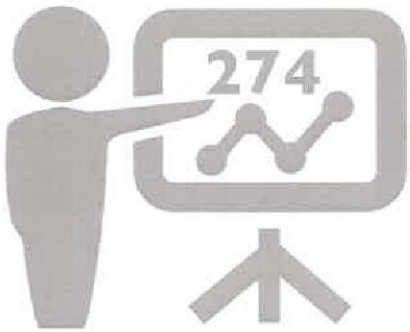
We are able to support staff and volunteers to access e-learning, deliver face-to-face training, or present via a video link.

Whilst continuing to follow Covid guidelines, we have embraced the opportunity to return to classroom-based teaching, but value the 'virtual' option when needed.

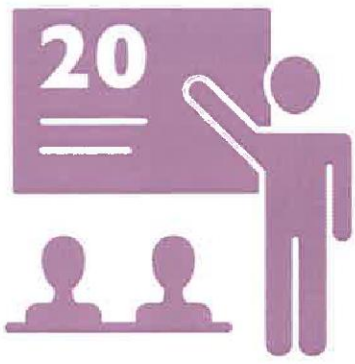
As well as providing our own staff and volunteers with both mandatory and non-mandatory training, we have also provided specialist palliative care courses to external organisations such as local care homes and prisons.

Staff and volunteer attendances at training sessions

External study days, courses and conferences



External staff given training



Medical students received training on the In-patient Unit

Involving our community

The Community Engagement Officer left in the review year and the role has been re-assessed.

There will be a new focus on the role on engagement with a view to increasing access to services and broader focus on equality, diversity and inclusion.

The Living Well team has been engaging with the community of patients and families living with Parkinson's disease to co-design the service - this has led to the setting up of a bespoke Parkinson's support group with the topics being determined by the community who attend.

As Covid restrictions have begun to ease and public activities resumed, we have been raising awareness of our services, for example at events in the county.

Raising awareness of our services at the Worcester Show

Our volunteers are superheroes!

Our volunteers are at the heart of the hospice dedicating their time, energy and compassion throughout the year.

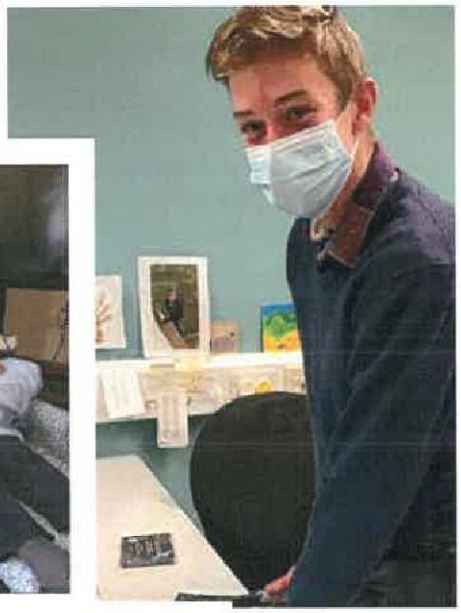
The last 12 months have provided a chance to reset and recharge with volunteers providing their support to a cause that is close to their hearts, and making such a difference as we move forward to different ways of working.

Volunteers are in all types of roles within the hospice (family support, reception/admin, The Green) and across Worcestershire within our shops and the warehouse. They never cease to amaze us with their passion, willingness and kindness in supporting our staff, patients and their families. We couldn't make the difference to lives within Worcestershire that we do, and keep our shops open without their commitment and devotion to St Richard's. Each volunteer is integral to our care.

Volunteers contributed a total of 69,892 hours

Volunteers involved in patient services worked for 1,923 hours

Volunteers supporting our support services and trading company worked 67,969 hours



Our volunteers are at the heart of the hospice dedicating their time, energy and compassion throughout the year.

Income Generation

St Richard's is developing a robust strategy in order to increase income from new and emerging opportunities. The fundraising and trading divisions are working more closely and collaboratively to enable the sharing of skills, knowledge, ideas and opportunities to maximise non-statutory income sources, to optimise every pound for the hospice.

This will ensure income generation for St Richard's is sustained and identify areas for growth through business development. At a time of financial pressure St Richard's is looking for collaborative opportunities beyond their boundaries and comfort zones, particularly in the emerging fields of digital and e-commerce.

Fundraising

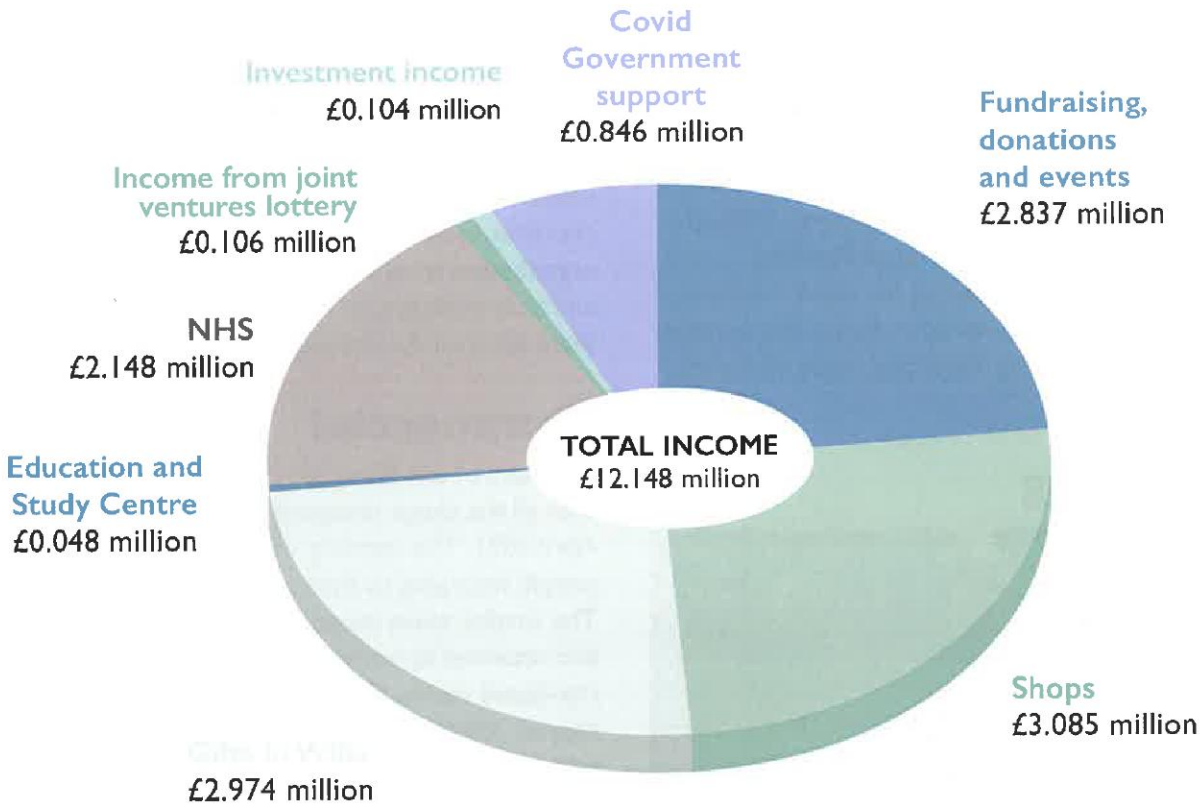
Post pandemic, it is clear most income sources are under pressure. Austerity measures and ramifications of the pandemic mean there will be less disposable income funding available and the emergency funds have come and gone. Diversity in income is always important for the hospice and we continually review income streams and try to react accordingly to trends in the economic environment. We are exploring new and emerging business development opportunities to grow income streams and maximise on emerging digital opportunities. To meet the shift in giving trends, and to meet the needs of the five-year strategy, the fundraising department has been reshaped and resourced accordingly, introducing a new skill mix into the workforce.

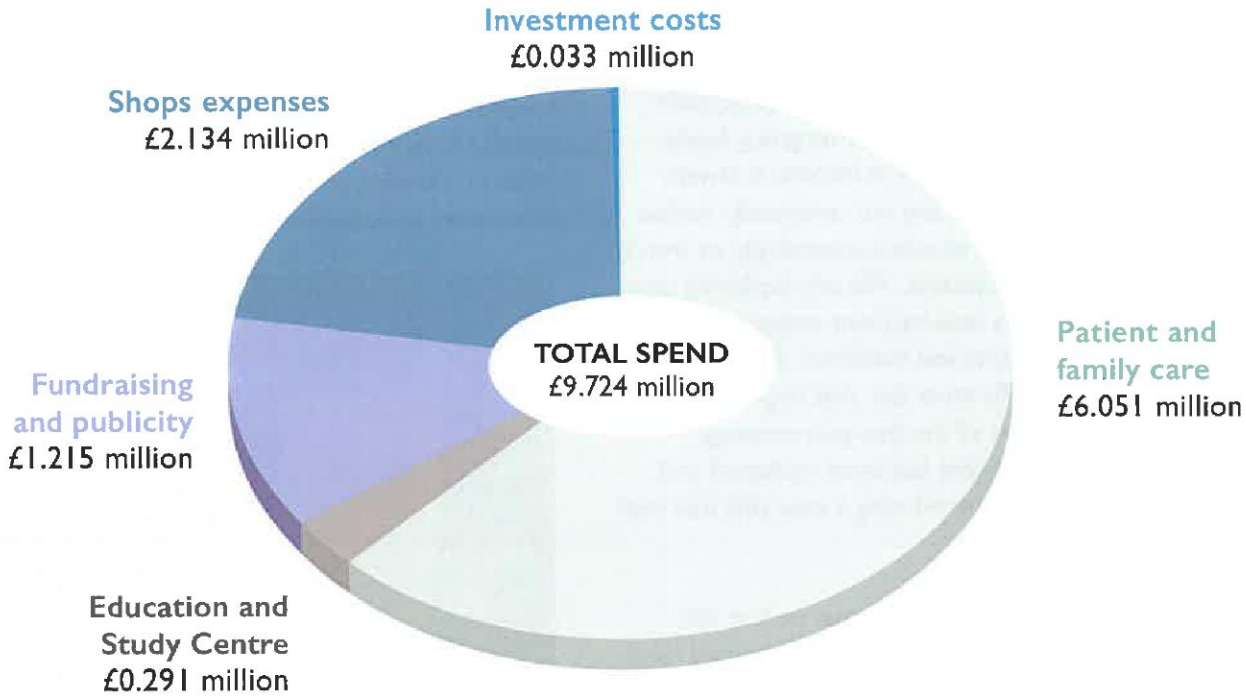
Worcester's Big Parade played a great part in the success of our fundraising in 2021, it also helped raise the profile of St Richard's within the county and across the globe! The continued increase in income from Gifts in Wills is also significant and continues to help us provide core services. More recent work with Bequeathed, an online Will writing service, has allowed the hospice to develop its strategies for attracting gifts and increasing the values. We are grateful to everyone who leaves a bequest to St Richard's. Regular gifts are also important as they provide sustainable, predictable income and we are working hard to encourage support in this way too. The hospice is dependent on the on-going support from the community and the involvement of many, whether they be individuals, groups, clubs, schools, churches, local businesses or a trust and grant making organisation is very much appreciated. We are grateful, and truly indebted, to all our supporters and thank them for their fundraising and contributions.

Commercial

The start of this financial year was impacted by Covid with all the shops re-opening after lockdown on 12th April 2021. The opening was very positive with many people returning to their previous shopping habits. The smaller town shops seemed to be more popular and returned to normal trading much faster than the city-based stores. Customer numbers for the year topped 300,000 across our shops. We were able to take advantage of the government re-start grants which covered for this initial loss in takings. We are still dealing with a volunteer shortage, mainly due to changing attitudes and lifestyle of volunteers during and after Covid. This has put added pressure on our whole team of volunteers and paid staff. However, due to their commitment and resilience we have performed extremely well and they are a credit to the hospice. We continue to be overwhelmed and truly grateful to our loyal donors and customers for their support, allowing us to deliver a much-needed profit to support patient care across the community.

Financial review - in brief





Report of the Governors and Consolidated Financial Statements for the year ended 31 March 2022

For St Richard's Hospice Foundation

Registered Charity Limited
By Guarantee

Contents of the consolidated financial statements for the year ended 31 March 2022

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Report of the Governors for the year ended 31 March 2022

The Governors present their annual report, strategic report and audited financial statements of the parent charity and its subsidiary undertaking for the year ended 31 March 2022. The accounts comply with current statutory requirements, the charity's governing document and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Reference and administration details of the charity, its trustees and advisers

The name of the charity is St Richard's Hospice Foundation ("St Richard's Hospice"), a company limited by guarantee. The company was incorporated on 24 September 1984. The Articles of Association were updated and filed with Companies House on 22 November 2021.

In accordance with Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include 'Limited' as part of its name. The company's registered number is 01850502. The company is also a registered charity, number 515668.

The principal address and registered office of the company: St Richard's Hospice, Wildwood Drive, Worcester, WR5 2QT

Trustees

Governors in office during the year:

John Bawden	(Chair – retired 5 April 2021)
Jennifer Cowpe	(Chair – appointed 6 April 2021)
Galen Bartholomew	(Vice Chair – appointed 6 April 2021)
Professor Richard Lewis	(Vice-Chair)
David Annetts	
Rachel Dunne	
Hannah Edwards	
Peter Flagg	
Anthony Glossop	
Simon Hyslop	(retired 20 September 2021)
Dr Ian Laws	
Jan Matthews	(appointed 24 May 2021)
Andrea Palmer	
Dr James Rankin	
Cllr Andy Roberts	
Helen Serrano	(appointed 24 May 2021)
Richard Shaw	(Treasurer – retired 5 April 2021)

The Governors delegate the day to day management of the charity to the Chief Executive, June Patel.

Report of the Governors for the year ended 31 March 2022

Key Management Personnel

Chief Executive	June Patel
Care Director	Debbie Westwood
Commercial Director	Daniel Corns
Director of Finance and Information	Daniel Haigh
Fundraising Director	Tricia Cavell
Medical Director	Dr Nicola Wilderspin

Principal Advisers

The company's independent auditors:

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

The company's solicitors:

Hallmark Hulme,
Solicitors,
3, 4 & 5 Sansome Place,
Worcester,
WR1 1UQ

The company's bankers:

National Westminster Bank Plc
1 The Cross
Worcester
WR1 3PR

Barclays Bank Plc
54 High Street
Worcester
WR1 2QQ

The company's investment advisers:

Close Brothers Asset Management Limited
10 Exchange Square
Primrose Street
London EC2A 2BY

Report of the Governors for the year ended 31 March 2022

Structure, governance and management

The company is governed by its Articles of Association.

Council of Governors

In accordance with the company's Articles of Association, the company has a council whose Governors are members. Such Governors constitute directors of the company for Companies Act purposes and trustees of the charity for Charity Act purposes.

The company is limited by guarantee and therefore the Governors have no beneficial interest to disclose. The appointment of new Governors is undertaken by the current Governors and approved by the members at the AGM. One Governor is nominated by Worcester City Council, who volunteers within the Council. St Richard's Hospice Governors are expected to be pro-active and actively involved in supporting the hospice.

Potential Governors are identified by the skills and expertise they will bring, as well as their motivation and support for the mission. They are interviewed by the Chair and at least two other Governors. They are required to attend the volunteer induction training programme and receive formal induction by the Chair. The Chair works with other Governors to review their performance and contribution to the work of the hospice.

Organisation

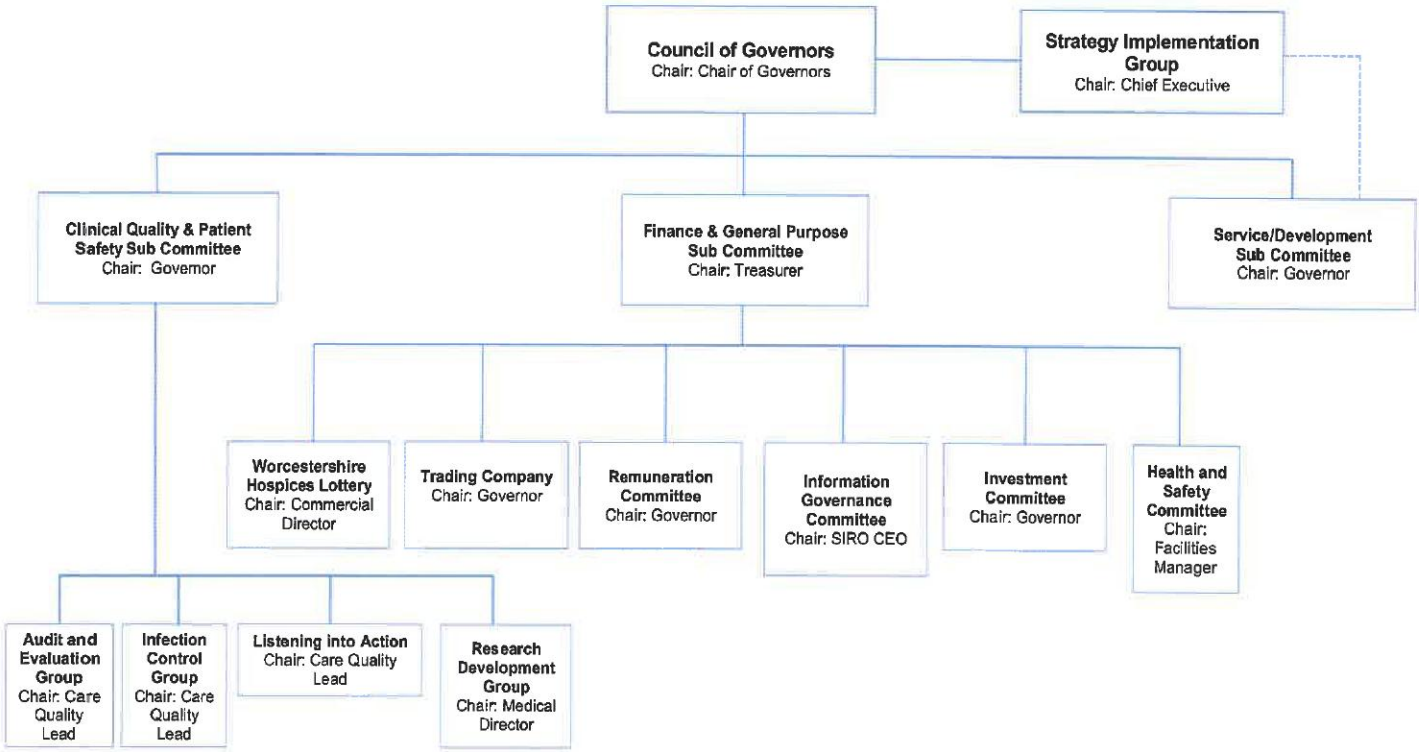
Strategic decisions are made by the Council of Governors in regular meetings, delegating operating responsibilities to appropriate sub-committees.

Day to day management is conducted by the Chief Executive Officer, who reports regularly to the Council of Governors.

The Governing Committee structure at the start of the financial year was:

Report of the Governors for the year ended 31 March 2022

St Richard's Hospice Governance Structure

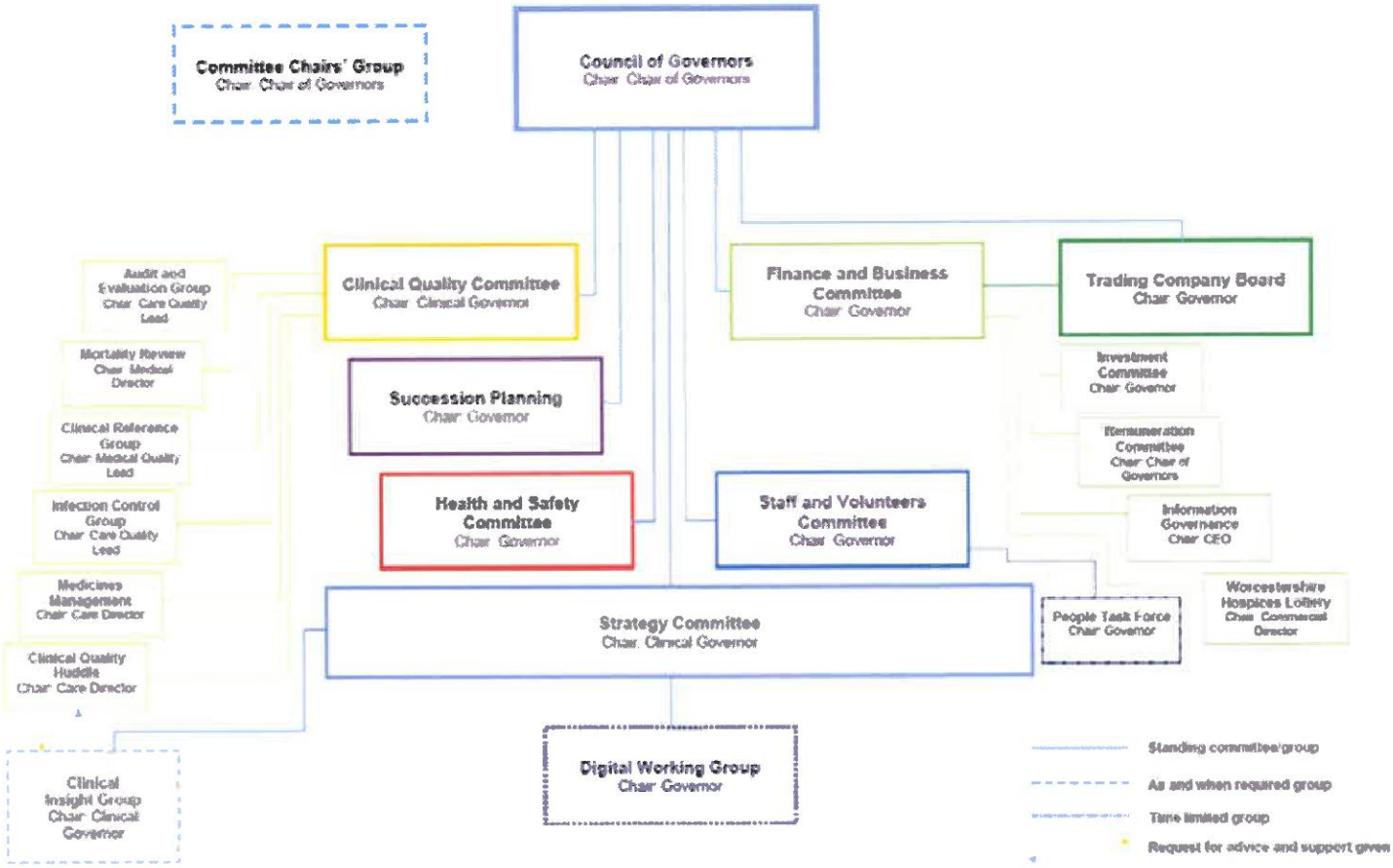


In addition to the above and in response to the pandemic the following temporary sub-groups operated:

Financial Viability
Patient Care
Staff and Volunteers
Commercial
The Green. (Phase 2 of Build 2020)

Report of the Governors for the year ended 31 March 2022

Governance Committee Structure - June 2021



In June 2021, the Council approved a revised Governance committee structure, which included, for the first time, a staff and volunteers workforce standing committee, and which elevated the previous succession planning and health and safety groups to standing committees of the Council.

It also included groups which only meet as and when required, some of which are time limited. Governors chair most committees, they meet regularly and report to the quarterly Council of Governors meetings. The hospice has a full suite of policies and procedures which clearly outline the demarcation of levels of responsibilities.

St Richard's Hospice is affiliated to the National Council of Palliative Care, is a member of Hospice UK and is a member of the Herefordshire and Worcestershire Chamber of Commerce.

Report of the Governors for the year ended 31 March 2022

Subsidiary and associated companies and collaborations

The charity has a wholly owned subsidiary company – St Richard's Hospice Trading Company Limited. The object of St Richard's Hospice Trading Company Limited, which sells new and second hand donated goods, is to raise funds for St Richard's Hospice Foundation.

The charity owns 33.33% of Worcestershire Hospices Lottery Limited. It shares equal ownership with Primrose Hospice Limited and Acorns Children's Hospice. For the purposes of these consolidated accounts, the wholly owned subsidiary has been consolidated on a line by line basis and the holding in Worcestershire Hospices Lottery Limited included using the equity method applicable to joint ventures.

From 1 January 2022 the charity entered into an agreement with St Luke's Hospice Plymouth and Rowcroft Hospice to share the costs of a team of I.T. professionals called the "I.T. One Team". Each hospice employs its own staff who then engage in a collaborative effort to address the I.T. needs of the three hospices. The synergy achieved is based on the common needs of the hospices whilst recognising the hospice sector faces a unique range of demands.

Each of the members of the I.T. One Team has agreed to abide by the policies of the three hospices and regular meetings are had between CEOs, Finance Directors and the Head of the I.T. One Team to monitor progress, and discuss current and future operational matters. It is St Richard's intention to formalise this arrangement as a joint venture in due course.

Employees and volunteers

St Richard's Hospice has a Remuneration Committee chaired by the Chair of Governors with three additional Governors and attended by the CEO, HR Manager and Director of Finance and Information. Each year it reviews the salaries of all members of staff. Salaries for senior management are benchmarked against the Croner Hospice Rewards and Charities Rewards reports with consideration being given to the regional, West Midlands, median. Additionally, consideration is given to NHS and private sector comparators.

This process is applied to setting the remuneration of key management personnel.

It is charity policy to give full and fair consideration to applications for employment made by disabled persons, having regard to the particular abilities and aptitudes of each applicant and to the requirements of vacant posts available.

Employees who become disabled in service are retained where possible either in their own or more suitable posts. Staff are kept up to date with hospice matters through a weekly newsletter and the "In Touch" newsletter sent to all volunteers.

The charity is reliant upon its 800+ volunteers who work across the full breadth of its patient services, in the shops, and fundraising. During the Covid-19 pandemic, informed by national guidance and where it has been safe to do so our volunteers have continued to support us in many ways - shopping for and delivering food to vulnerable patients at home, collecting PPE, and helping on reception are a few examples of this.

Report of the Governors for the year ended 31 March 2022

Strategic Report

STRATEGY 2019-2023

St Richard's Hospice

Looking to the future 2019-2023:Strategy map and matrix

St Richard's Strategy Map

Our purpose:	To care for adults with a serious progressive illness, improving their quality of life from diagnosis, during treatment and to their last days. We also support their loved ones.
Our vision:	That people affected by a serious progressive illness and their loved ones have access to a range of free, excellent care and support to enable them to live life to the full.
Developing exceptional patient care How?	Clinical and family support teams deliver exceptional care to meet the holistic needs of patients and their loved ones and provide care in a conducive environment to enhance comfort and wellbeing.
Sustaining and growing our income How?	Sustainable income streams are in place to deliver clinical and support services enhanced by creative income generation innovations.
Nurturing partnership and collaboration How?	Partnership and collaboration with donors, supporters, communities, Hospices, other charities and the NHS are nurtured and sustained to achieve effective joint working and the creation of beneficial outcomes for patients and their loved ones
Supporting our workforce How?	Reputation as a good employer is sustained by recruitment and retention of high calibre staff/volunteers. Staff and volunteers have the required skills and competencies to meet the demands of their role to ensure exceptional patient care.
Creating our digital future How?	Staff have the skills to utilise innovative information technology, artificial intelligence and digital solutions to enable different ways of working to deliver business functions and exceptional care.
Values:	Caring Compassionate Committed Professional

Report of the Governors for the year ended 31 March 2022

Strategic Objectives & Activities

The strategic objectives set for the period 2019- 2023 are:

- Develop patient services to meet the specialist, rehabilitative, palliative and end of life care needs of patients with a serious progressive illness in the In-patient Unit and the community 24/7.
- Develop and maintain a flexible, multi-skilled work force who will be equipped to meet the challenges of developing specialist palliative and end of life care.
- Maintain Free Reserves at the level set by our Reserves policy.
- Sustain good relations with all appropriate NHS, civic, private, and voluntary and community sector partners.
- Deliver high quality palliative and end of life care in Worcestershire by the better integration of the provision of care with partners and most efficient use of all assets and organisations.
- Nurture staff and volunteer loyalty and retention by a proactive HR policy that encourages job satisfaction through good personnel management, training and personal development planning, while offering realistic financial remuneration.
- Obtain long term contracts with NHS Commissioners, or other statutory bodies that provide St Richard's Hospice with statutory funding and service support that conforms to national tariffs, Department of Health guidelines, and Strategic Transformation plans for Worcestershire and Herefordshire and ensure that the financial allocation compares favourably with the average national contribution to independent hospices.
- Sustain an achievable annual increase in income from fundraising and all commercial activities to cover increases in services, inflation and any reduction in statutory funding that may impact upon St Richard's Hospice.
- Develop and maintain St Richard's Hospice profile across Worcestershire, and other areas from which patients come, as the first choice charity to support.
- Broaden the recruitment of new volunteers to take into account local demographics and modern cultural attitudes towards volunteering and increase in volunteering roles.

Activity - Clinical

If you would like to view details of clinical performance please see relevant pages earlier in this annual report.

Plans For Future Periods

PRIORITIES FOR IMPROVEMENT 2019-2023

Improvement Priority 1:
Develop a Clinical Strategy that outlines a clear clinical vision for St Richard's clinical teams which considers our local Integrated Care System's ("ICS") priorities, widening access to end of life care, the delivery of exceptional person-centred specialist end of life care through continuous service improvement confirmed by positive feedback from patients and loved ones.

Partially completed. Engagement has taken place with staff, partner organisations and patients to determine the strategy going forwards. This work continues in the context of the global Covid-19 pandemic.

Improvement Priority 2:
Aspire to an Outstanding rating by CQC following the next unannounced visit.

Partially completed. Although no CQC visit in the year, St Richard's has been acknowledged by the CQC as an exemplar in its response to Covid-19.

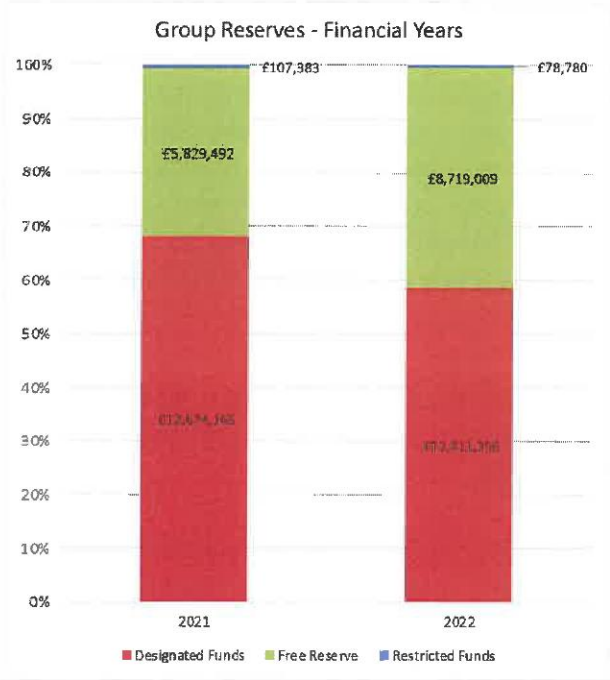
Improvement Priority 3:
To establish a collaborative income generation environment with a view to increasing income from new and emerging opportunities.

Activity – Non Clinical

Achievements and performance including plans for future periods.

Financial review

Report of the Governors for the year ended 31 March 2022



At 31 March 2022 the charity's unrestricted fund balances were £21,130,265 (2021 - £18,503,657) of which £12,411,256 (2021 - £12,674,165) represented designated tangible fixed assets. Restricted funds are only a small proportion of the Group's total reserves details of which can be found on pages 43.

Net income for the Group was £2,424,461 (2021 - £2,006,171) and after including net gains on investments and fixed asset revaluations of £173,544 (2021 – £434,938), the net movement in funds was £2,598,005 (2021 - £2,441,109).

The hospice activities, which are provided free of charge, are primarily funded by public donations, fundraising activities and income generated by the shops operated through St Richard's Hospice Trading Co Limited, supported by a service contract with the NHS.

Material Fundraising Targets and Activity

Fundraising targets are set as part of the annual budgeting process. The three main sources of income for the hospice are grouped as follows:

1: NHS
2: Donations, legacies and fundraising events
3: Income from Shops

NHS

The budget for this stream of income was set at a zero uplift on actual funds received in 20/21. St Richard's managed to achieve a 0.2% uplift in the level of its block grant from the local CCG. In response to the Covid-19 pandemic the charity received additional grants totalling £701,748 from NHS England which was administered by Hospice UK.

The funding from St Richard's local Clinical Commissioning Group is not expected to materially increase in 2022/23, a 2.4% increase on income for 21/22 is already agreed for 22/23. Where available further funding will be applied for.

Donations, legacies and fundraising events

The Covid-19 pandemic continued to have a significant impact on our fundraising activities with numbers of participants in face-to-face fundraising activities not returning to pre-pandemic levels. One hugely successful event in 21/22 was Worcester's Big Parade, an art trail

Report of the Governors for the year ended 31 March 2022

featuring painted elephant sculptures placed around the city of Worcester.

Despite the challenges presented, fundraising income finished the year significantly above budget with the largest single contributor being increased legacy income with legacies notifications for the year reaching £2,975k.

Legacy income is projected to remain strong in 2022/23 and various new fundraising initiatives are being planned and steered by St Richard's new Income Generation Steering Group.

Income From Shops

St Richard's Hospice Trading Company Limited had its best year ever distributing £872k to the charity which was significantly higher than the amount budgeted. Income was enhanced with the completion of a successful business interruption claim of which £261k was recognised in this year's income.

Unlike the previous financial year, the company experienced only a short period of time when government restrictions meant it could not trade.

Once again government retail grants and receipts pursuant to the government's job retention scheme helped mitigate any losses from closure.

The Trading Subsidiary is investing in eCommerce to increase profit in 2022/23 and beyond which can be passed to the charity.

Public Benefit

The Governors consider that they have complied with the duty in Section 17 of the Charities Act 2011 and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities.

Fundraising Disclosures – Charities (Protection and Social Investment) Act 2016

This report covers the requirements charities must follow as set out in the Charities Act 2016.

We uphold the highest standards in how we communicate with supporters and ensure that our fundraising practices meet the requirements of the recommended Codes of Practice. We are registered with the Fundraising Regulator, which maintains the standards for charitable fundraising and we ensure that our fundraising is respectful, open, honest and accountable to the public.

Donors to St Richard's Hospice can be assured that we comply with the regulatory standards for fundraising. Evidence of membership can be found here:

www.fundraisingregulator.org.uk/directory?name=515668

We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us.

Report of the Governors for the year ended 31 March 2022

You will find St Richard's fundraising promise on the hospice website https://www.strichards.org.uk/donate/have-a-question-about-donating/our-fundraising-promise/ along with our Guide to Successful Fundraising for those wishing to fundraise on St Richard's behalf. This includes a statement about monies being due to the charity to be paid within 6 weeks of the event. We monitor the activity through our CRM system using the pledge system where possible. We encourage any fundraising service providers we work with, to also be signed up to the code. We have no reports of any failure by the charity, or by any person acting on its behalf, to comply with fundraising standards or scheme for fundraising regulation that the charity or the person acting on its behalf has voluntarily subscribed to.

It has cost us £6,342k to provide our hospice services this year. Approximately, £2,850k of this came from statutory funding and we need to raise the balance through fundraising.

Our fundraising effort involves encouraging donations and Gifts In Wills, running campaigns and events and seeking funding from Trust & grant making organisations. In the 21-22 financial year, income was impacted by the Covid-19 pandemic, particularly from funds normally raised through challenge events and hospitality, community events and corporate donations.

Several of our in-house fundraising team are members of the Institute of Fundraising and continue with their professional development to ensure compliance with all the relevant standards set out in the Fundraising Regulator's Code of Fundraising Practice. We have a Governor designated to fundraising activity who uses the CC20 checklist to help monitor and 'sense check' our income generation activity. The designated Governor attends appropriate training and meets with the SMT to help ensure compliance.

Our in-house fundraising team sometimes engage with third party suppliers to help us deliver fundraising initiatives such as direct mailing or generate trust income. We aim to ensure those agencies and personnel we employ also observe the highest standards in terms of fundraising practice and have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity.

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We received 12 complaints in the 2021-22 financial year, these were predominantly around data inaccuracies. Complaints are dealt with in-line with our fundraising complaints policy. Most serious complaints are escalated to our Senior Management Team (SMT) and Governors so they can consider lessons learnt. Governors also receive a regular report about complaints and we report to the Fundraising Regulator on the totality.

A full report is provided to the board annually and for the financial year this was sent to all board members with the March papers.

We do not carry out any telephone, face-to-face or door-to-door fundraising.

All fundraising activity complies with EU General Data Protection Regulation (GDPR) introduced in May 2018. Promotional goods sent out for

fundraising purposes and use of our logo on external fundraising materials is subject to approval.

We hold a full gambling licence issued by the Gambling Commission and adhere to its rules and regulations,

We have an Ethical Policy on the Acceptance and Refusal of Donations which states that we will do our utmost to solicit and accept funds with the presumption that donations are given in good faith and that refusal must be only on the strongest grounds. The policy sets out the parameters in which donations can and should be refused and how the charity goes about making such decisions.

All staff at the hospice, including fundraisers are NHS compliant and this includes training on safeguarding for vulnerable adults and for safeguarding children. The Fundraising Director is level 2 compliant and all others involved with fundraising are trained to level 1. This can be evidenced against every individual training record. We have published our vulnerable persons policy on our website.

Principal risks and uncertainties

St Richard's has a comprehensive on-going system for risk assessment and management. Every week the Senior Management Team meeting will consider any risk to the charity. These, and any necessary remedial action taken, will be reported to either the Finance and Business Committee or Clinical Quality Committee that meet regularly, as appropriate.

This presents an opportunity to:

- Talk about principal risks
- Give a summary of plans
- Explain factors affecting future performance

A Risk Register is managed by the Chief Executive and is reviewed at the Finance and Business Committee and Council of Governors meetings, as appropriate.

One of the principal risks and uncertainties facing the hospice relates to the funding of the charity, particularly the impact of constraints, or reductions, on statutory funding, a significant reduction in grant making, trust or legacy income, and a downturn in income from the trading subsidiary company.

The hospice mitigates these risks by focusing on the following:

- Taking advantage of opportunities to reduce costs where this can be done without compromising other hospice objectives
- To continue to pursue the objective of diversifying income streams so that the impact of a reduction in any one income stream is less significant to the hospice's ability to achieve its goals
- Hold sufficient reserves to allow it time to address financial challenges as they present themselves

Report of the Governors for the year ended 31 March 2022

Reserves policy

The Governors of St Richard's Hospice Foundation have undertaken a review of its reserves policy in accordance with their duty to do this regularly.

The current policy looks to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs in the event of an insolvency procedure

Following this review, it was calculated that the amount to be held in free reserves from 31 March 2022 and for the coming financial year should be £5,778k. The balance sheet at the year ended 31 March 2022 shows a free reserve position of £8,719k which is £2,941k over target reserves set using St Richard's reserve policy.

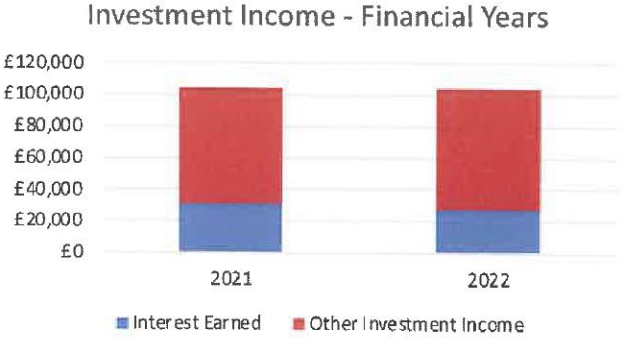
Governors are committed to remain cautious in view of the uncertain economic environment in which we find ourselves, whilst also recognising the need to invest in clinical services and infrastructure beyond the capital projects included in the new reserve policy.

They are also focussed on ensuring that sufficient resource is available to the organisation to enable it to capitalise on a maturing digital strategy. As such, the charity is planning to hold reserves above its current target while global uncertainty remains. These are unprecedented times, as a result of which our reserve policy will be a matter subject to frequent Governor review for the foreseeable future.

Investment policy

The majority of the Financial Investments held by the Group are managed by Close Brothers Asset Management (CBAM) which was appointed as adviser in April 2014. The investment return target is CPI + 4% for both income and capital with actual performance as follows:

Income from these investments in the period are included in note 5. Total income can be shown as:



Report of the Governors for the year ended 31 March 2022

The hospice's investments are a means to earning revenue to fund activities which further the charity's purpose. The time horizon for these investments is 10+ years; the portfolio being low to medium risk. Investments are not made in companies with turnover from the sale or production of tobacco. The performance of investments held by the charity are reviewed regularly by St Richard's investment committee which is attended by governors, staff and an investment manager from Close Brothers.

CBAM monitors the environmental, social and governance credentials for all investments managed by it for St Richard's which enables the investment committee to review ethical matters regarding investments.

Statement as to disclosure of information to auditors

Insofar as each of the Governors of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Governor has taken all of the steps that he/she should have taken as a Governor in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Statement of Governors' responsibilities

The Governors (who are also directors of St Richard's Hospice Foundation for the purposes of company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).
Company law requires the Governors to prepare financial statements for each financial year.

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient

Report of the Governors for the year ended 31 March 2022

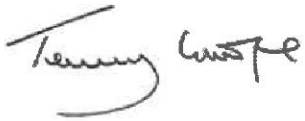
to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Governors 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. The Governors support the principles of good governance set out in the Charity Governance Code and uses the Code to evaluate its effectiveness.

Auditor

The auditor, Crowe U.K. LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

The report of the Governors (incorporating the directors' report and the strategic report) was approved by Governors on 20 October, 2022 and signed on its behalf by:-



J P Cowpe – Chair of Governors

20th October, 2022

The financial statements were approved and authorised for issue by the board on 20th October, 2022 and signed on its behalf by: **JP Cowpe, Chair of Governors**

Independent Auditor's Report to the Members of St Richard's Hospice Foundation

Opinion

We have audited the financial statements of St Richard's Hospice Foundation ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 the charitable company's affairs as at 31 March 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information contained within the annual report.

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

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement [set out on page 36], 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud.

The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Income Generation Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

H. C. Drew

Helen Drew
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
B69 2DG

Consolidated statement of financial activities incorporating an income and expenditure account for the year ended 31 March 2022

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2022	Total Funds 2021
Income from:		£	£	£	£
Donations and Legacies	2	4,073,776	122,833	4,196,609	3,102,346
Charitable Activities	3	2,195,559	701,748	2,897,307	4,208,787
Other Trading Activities	4	4,552,300	274,381	4,826,681	3,189,315
Investments	5	104,257	-	104,257	104,210
Other					
- Share of net income of Joint Venture	17	106,434	-	106,434	117,302
- Coronavirus Business Interruption Loan Interest		-	-	-	40,600
- Profit on sale of fixed assets	6	17,030	-	17,030	-
Total Income		11,049,356	1,098,962	12,148,318	10,762,560

Expenditure on:					
Raising funds	7	3,107,675	274,381	3,382,056	2,716,432
Charitable activities	8	5,498,999	842,802	6,341,801	6,039,957
Total expenditure		8,606,674	1,117,183	9,723,857	8,756,389
Net income and Net movement in funds before Gains/(losses) on investments		2,442,682	(18,221)	2,424,461	2,006,171
Net gains on investments	14	173,544	-	173,544	434,938
Net income/(expenditure)		2,616,226	(18,221)	2,598,005	2,441,109
Transfer between funds	28	10,382	(10,382)	-	
Net movement in funds		2,626,608	(28,603)	2,598,005	2,441,109
Total funds brought forward	28	18,503,657	107,383	18,611,040	16,169,931
Total funds carried forward	28	21,130,265	78,780	21,209,045	18,611,040

The notes form part of these financial statements

Consolidated financial statements company number 01850502
Group and charity balance sheet as at 31 March 2022

	Notes	Group 2022	Group 2021	Charity 2022	Charity 2021
Fixed assets		£	£	£	£
Tangible assets	13	**12,411,256**	12,674,165	**12,411,256**	12,674,165
Investments	14	**3,899,301**	3,661,935	**3,899,401**	3,662,035
		16,310,557	16,336,100	**16,310,657**	16,336,200
Current assets					
Stock	18	**70,100**	60,472	**-**	-
Debtors	19	**3,340,507**	2,275,385	**3,405,935**	2,266,628
Cash at bank		**2,323,260**	2,789,452	**2,161,018**	2,691,671
		5,733,867	5,125,309	**5,566,953**	4,958,299
Liabilities					
Creditors: amounts falling due before one year	20	**835,379**	1,083,703	**668,565**	916,793
Net current assets		**4,898,488**	4,041,606	**4,898,338**	4,041,506
Total assets less current liabilities		**21,209,045**	20,377,706	**21,210,045**	20,377,706
Liabilities Creditors: amounts falling due after one year	21	**-**	1,766,666	**-**	1,766,666
Total net assets		**21,209,045**	18,611,040	**21,209,045**	18,611,040

The funds of the charity					
Restricted funds	28	**78,780**	107,383	**78,780**	107,383
Unrestricted fund					
General fund	28	**7,809,482**	5,080,350	**7,809,482**	5,080,350
- Investment Fair Value Reserve	28	**909,527**	749,142	**909,527**	749,142
Designated funds	28	**12,411,256**	12,674,165	**12,411,256**	12,674,165
		21,209,045	18,611,040	**21,209,045**	18,611,040

The notes form part of these financial statements.
The charity net income for the year was £2,599,014 (2021 - £2,441,106) before group consolidation.

The financial statements were approved and authorised for issue by the board on 20 October 2022 and signed on its behalf by:

J P Cowpe – Chair of Governors

Consolidated statement of cash flows for the year ended 31st March 2022

	Notes	2022	2021
Cash flows from operating activities:		£	£
Net cash used in operating activities	1	**(373,526)**	3,190,239
Cash flows from investing activities:			
Dividends, interest and rents from investments		**105,576**	105,032
Purchase of property and equipment		**(213,713)**	(2,124,207)
Proceeds from sale of investments		**186,320**	239,739
Purchase of investments		**(250,142)**	(305,734)
Joint Venture Distributions		**79,293**	117,978
Net cash used in investing activities		(92,666)	(1,967,192)
Change in cash and cash equivalents in the reporting period:		**(466,192)**	**1,223,047**
Cash and cash equivalents at the beginning of the reporting period:		**2,789,452**	1,566,405
Cash and cash equivalents at the end of the reporting period	2	**2,323,260**	2,789,452

The notes form part of these financial statements

Notes to the consolidated statement of cash flows for the year ended 31 March 2022

1. Reconciliation of net income to net cash flow from operating activities

		2022	2021
		£	£
Net income for the reporting period (as per the Statement of Financial Activities):		2,598,005	2,441,109
Adjustments for:			
Depreciation charges		476,622	466,303
Gains on investments/assets		(173,544)	(434,938)
Dividends, interest and rents from investments		(104,257)	(104,210)
(Increase)/Decrease in stocks		(9,628)	14,447
Increase in debtors		(1,039,300)	(447,579)
Increase/(Decrease) in creditors		(2,014,990)	1,372,409
Income from Joint Venture		(106,434)	(117,302)
Net cash used in operating activities:		(373,526)	3,190,239

The decrease in creditors of £2,014,990 includes the full repayment of the £2,000,000 coronavirus business interruption loan in September 2021.

2. Analysis of cash and cash equivalents

	£	£
Cash at bank and in hand	2,323,260	2,789,452

The notes form part of these financial statements

Notes to the consolidated financial statements for the year ended 31 March 2022

1. Accounting policies

Charitable company information
St Richard's Hospice Foundation is a private charitable company limited by guarantee, incorporated in England and Wales. The registered office of St Richard's Hospice Foundation and St Richard's Hospice Foundation Trading Company Limited is Wildwood Drive, Worcester, WR5 2QT.

Basis of preparation
The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Companies Act 2006 and the Charities Act 2011.

The charitable company meets the definition of a public benefit entity under FRS 102.

The financial statements are presented in sterling (£) and are rounded to the nearest £.

Going concern
The group has cash resources and no requirement for external funding to fund normal operating activities. The Governors believe that there are no material uncertainties about the group's ability to continue in operating existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. All intergroup transactions are eliminated on consolidation. Investments in joint ventures are included in the group financial statements using the "equity method".
No separate Charity SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The Charity has taken advantage of the exemptions in FRS 102 from the requirement to present a charity only Cash Flow Statement and certain disclosures about its own financial instruments within the consolidated financial statements.

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that income will be received and the amount can be measured reliably.

Income from voluntary sources is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax reclaims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received, and residuary legacies recognised when amounts are distributed or when a statement of assets and liabilities of the estate is received. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will.

The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period. Where legacies have been notified to the charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material in

note 22. Income received in advance of an event or provision of other specific service is deferred until the criteria for income recognition are met. Grants from government bodies and other sources are received for specific projects/costs and are recognised in accordance with their individual terms and conditions. Income is recognised when the charity has entitlement to the funds which is when any performance conditions attached are met, it is probable that the income will be received and the amount can be reliably measured. Grant income will be deferred if received in advance of meeting performance conditions or if the funder specifically states that the income must be spent in a future accounting period.

Expenditure
The cost of raising funds includes costs of generating voluntary income and costs of fundraising, trading, shops and investment manager's fees. Charitable activities costs include expenditure on delivering palliative care and education. Governance costs include costs of meeting the charity's statutory and constitutional objectives. Support costs are allocated to all cost centres on a basis calculated in proportion to the estimated usage of facilities. Expenditure is accounted for on an accrual basis.

Gifts in kind
Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable. The contribution of volunteers is not included in the Statement of Financial Activities, but is disclosed in the Governors' Report in accordance with the SORP.

Donated assets given for use by the charity are recognised at their market value as income and within the relevant fixed asset category on the balance sheet when receivable. During the year to 31 March 2022, significant quantities of Personal Protective Equipment (PPE) were donated to the hospice by the NHS and other sources. It was not possible to quantify the value of these donations under the difficult conditions created by the Covid-19 pandemic.

Liabilities
Liabilities are recognised in the accounts as soon as a present obligation arises from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Fund accounting
General funds are expendable at the discretion of the Governors in furtherance of the charity's objectives and which have not been designated for other purposes. It is the policy of the hospice to look to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs

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

Restricted funds contain income which has been received for specific purposes, less the related expenditure against these. The aim and use of each material restricted fund is set out in the notes to the financial statements.

Leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities over the term of the lease.

Pensions
The pension costs represent amounts payable by the group during the year (see note 23).

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Tangible fixed assets

Tangible fixed assets are initially included at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property (including commercial property)	- 2% on cost of buildings
Freehold property – solar panels	- 5% on cost
Leasehold land	- Over life of lease (125 years)
Assets under construction	- 0%
Shop refurbishment	- 20% - 33% on cost
Medical equipment	- 20% - 50% on cost
Furniture and fittings	- 10% - 50% on cost
Motor vehicles	- 20% - 33% on cost
Office equipment	- 20% - 50% on cost

Items of medical equipment, office equipment and furniture and fittings, having an initial cost of less than £1,000, are written off to revenue in the year of acquisition. Freehold land is not depreciated.

Investments

Listed fixed asset investments are included at fair value (quoted market price in an active market). Gains or losses on investments are included in the Statement of Financial Activities and Income and Expenditure Account.

The charity owns investment properties that are treated as own use, depreciated, tangible fixed asset in the group and charity financial statements in accordance with FRS 102 as it is let by the parent to its wholly owned subsidiary. The investment in the subsidiary and joint venture are included at cost.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Significant estimates and judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of tangible assets

The annual depreciation and amortisation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.
Impairment of debtors.

The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Accrued legacy income
For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the Will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

Taxation

The charity is exempt from Corporation Tax on its charitable activities. The charity and its subsidiary company are registered for Value Added Tax. Irrecoverable VAT is allocated to the areas in which it is incurred.

2. Donations and legacies

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
Income from:	£	£	£	£
Donations	132,625	950	133,575	327,993
Donations in memory	439,341	-	439,341	375,613
Legacies	2,974,593	-	2,974,593	1,566,445
Collections	23,545	-	23,545	12,365
Regular giving	173,565	-	173,565	170,713
Corporate including payroll giving	90,903	-	90,903	109,424
Grants and Capital Appeal	238,190	121,883	360,073	502,809
Job retention scheme income (charity)	1,014	-	1,014	36,984
	4,073,776	122,833	4,196,609	3,102,346

3. Charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
Income from:	£	£	£	£
NHS Grant	2,147,815	-	2,147,815	2,180,902
NHS Covid 19 additional grant	-	-	-	210,412
Government Covid support grant	-	701,748	701,748	1,717,091
Education	47,744	-	47,744	100,382
	2,195,559	701,748	2,897,307	4,208,787

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2021 to July 2021 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 December 2021 to March 2022 for the same purpose.

4. Other trading activities

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
SRH Events and campaigns	1,130,397	274,381	1,404,778	570,123
Assisted events fundraising	70,367	-	70,367	34,034
Raffles	89,465	-	89,465	165,594
Other	27,909	-	27,909	30,146
Chaplain	6,710	-	6,710	2,250
Trading company income	2,029,873	-	2,029,873	850,761
Gift aided sales	794,354	-	794,354	220,725
Government Covid-19 Retail support grants	122,717	-	122,717	554,662
Business Interruption insurance receipts	260,777	-	260,777	400,000
Job Retention Scheme	19,731	-	19,731	361,020
	4,552,300	274,381	4,826,681	3,189,315

5. UK investment income

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
Interest	27,547	-	27,547	30,526
Dividends	69,550	-	69,550	66,418
Rent received	7,160	-	7,160	7,266
	104,257	-	104,257	104,210

6. Other income

Fixed assets with a net book value of nil were sold in the year realising a profit of £17,030.

7. Cost of raising funds

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
Shops and commercial activities	2,025,717	-	2,025,717	1,743,994
Support costs re above (Note 9)	108,279	-	108,279	100,586
Fundraising	733,683	274,381	1,008,064	652,717
Support costs re above (Note 9)	206,857	-	206,857	189,744
Costs of managing investments	33,139	-	33,139	29,391
	3,107,675	274,381	3,382,056	2,716,432

8. Charitable activities expenditure

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
Patient and Family Service costs	3,666,293	842,802	4,509,095	4,365,765
Support costs re above (Note 9)	1,541,214	-	1,541,214	1,402,372
Education and Study Centre	165,299	-	165,299	155,080
Support Costs re above (Note 9)	126,193	-	126,193	116,740
	5,498,999	842,802	6,341,801	6,039,957

9. Support costs allocated to activities

	Raising Funds shops and Commercial Activities	Raising Funds Fundraising	Charitable Activities Education and Study Centre	Charitable Activities Patient and Family Services	Total Funds 2022	Total Funds 2021
Unrestricted	£	£	£	£	£	£
Property related costs	8,843	10,611	17,685	139,712	176,850	150,721
Telephone and fax	90	219	129	849	1,286	2,431
Postage, printing and stationery	1,440	3,599	3,599	5,758	14,396	15,935
Insurance	-	2,525	2,525	45,453	50,503	41,172
Depreciation	-	7,673	38,363	337,595	383,631	347,143
Miscellaneous	6,932	2,189	365	49,595	59,081	32,748
Human resources	30,404	9,601	1,600	118,417	160,022	126,269
Computer expenses	26,827	26,827	26,827	187,790	268,272	257,910
Salaries and other costs	28,055	80,960	32,418	525,270	666,703	639,296
Catering supplies	-	-	2,383	45,272	47,655	35,787
Transport and minibus	-	-	-	2,491	2,491	918
Governance costs	3,313	1,046	174	12,903	17,437	15,426
Communications and Marketing	-	60,857	-	60,857	121,714	103,086
CBILS loan interest	-	-	-	-	-	40,600
Irrecoverable VAT	2,375	750	125	9,252	12,502	-
Total	108,279	206,857	126,193	1,541,214	1,982,543	1,809,442

Support costs are allocated to all cost centres at various percentages based on the estimated usage of facilities.

10. Staff costs

	2022	2021
	£	£
Wages and salaries	5,846,303	5,599,606
Social Security costs	483,085	471,539
Pension Costs	438,090	434,790
	6,767,478	6,505,935

The wages and salaries cost above includes salaried employees' costs of £5,608,404 (2021 - £5,528,665) with the remaining £237,898 (2021 - £70,940) being staff paid via invoice, due to them being agency. Staff can receive a benefit by being a member of a private health insurer and the cost of this for the year ended 31 March 2022 was £22,940 (2021 - £22,336). There were no redundancy costs in the year (2021 - £3,819).

The average monthly number of salaried employees during the year by the group was as follows:

	2022	2021
Patient and Family Services staff	141	136
Education staff	5	5
Fundraising staff	16	15
Shops and commercial	56	51
Support staff	29	36
	247	243

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

	2022	2021
£60,000 - £70,000	2	2
£70,000 - £80,000	1	1
£90,000 - £100,000	-	1
£100,101 - £110,000	1	-

The total amount of employee benefits (inclusive of national insurance and pension contributions) received by the key management personnel was £502,054 (six employees) (2021 - £419,067- five employees).

There were no expenses for travel and subsistence repaid to Governors (2021: Paid to one governor £64).

No remuneration has been paid and no expenses have been reimbursed/accrued regarding any Governors other than: R G Shaw (as Richard G Shaw Ltd), a practising chartered accountant, accounting and taxation as follows:

	2022	2021
	£	£
St Richard's Hospice Trading Company Limited – R G Shaw	-	670

£0 (2021 - £680) is included in accruals in respect of amounts owed to Richard G Shaw Ltd at the year end.

The Governors are satisfied that the payment of these fees complies with the requirements of the Charities Act 2011.

11. Net income

	2022	2021
The net income is stated after charging:	£	£
Depreciation	**476,622**	466,303
Operating lease charges:		
- buildings	414,047	459,601
- other	3,760	804

Auditor's remuneration:		
- Charity audit	12,500	11,500
- Subsidiary audit	4,000	3,000
- Charity other services	2,675	-
Pension costs	434,418	434,790
Governors emoluments and other benefits etc	-	849

12. Taxation

The company is a registered charity and is not liable to corporation tax. No liability to UK corporation tax arose on ordinary activities of the subsidiary company for the year ended 31 March 2022 nor for the year ended 31 March 2021 as all profits are gift aided to the parent charity.

13. Tangible fixed assets - group and charity

	Commercial Properties	Freehold Land and Buildings	Long Leasehold Land	Refurbishment of Short Leasehold Shops and Warehouse	Medical Equipment
Cost:	£	£	£	£	£
At 1 April 2021	524,202	11,062,536	100,000	956,843	84,498
Additions	-	9,455	-	-	18,807
Transfers	-	2,512,898	-	-	-
Disposals	-	-	-	(15,565)	-
At 31 March 2022	**524,202**	**13,584,889**	**100,000**	**941,278**	**103,305**
Depreciation:					
At 1 April 2021	47,262	1,903,840	13,067	833,384	62,337
Charge for year	10,484	297,471	800	71,963	13,260
Disposals	-	-	-	(15,565)	-
At 31 March 2022	**57,746**	**2,201,311**	**13,867**	**889,782**	**75,597**
Net book value:					
At 31 March 2022	**466,456**	**11,383,578**	**86,133**	**51,496**	**27,708**
At 31 March 2021	476,940	9,158,696	86,933	123,459	22,161

	Build 2021	Furniture and Fittings	Motor Vehicles	Office Equipment	Totals
At 1 April 2021	2,454,138	381,084	39,643	341,794	15,944,738
Additions	58,760	122,180	-	4,511	213,713
Transfers	(2,512,898)	-	-	-	-
Disposals	-	(5,382)	-	(82,305)	(103,252)
At 31 March 2022	**-**	**497,882**	**39,643**	**264,000**	**16,055,199**
Depreciation:					
At 1 April 2021	-	150,932	36,821	222,930	3,270,573
Charge for year	-	31,651	2,822	48,171	476,622
Disposals	-	(5,382)	-	(82,305)	(103,252)
At 31 March 2022	**-**	**177,201**	**39,643**	**188,796**	**3,643,943**
Net book value:					
At 31 March 2022	**-**	**320,681**	**-**	**75,204**	**12,411,256**
At 31 March 2021	2,454,138	230,152	2,822	118,864	12,674,165

The value of intangible fixed assets was immaterial, as such has not been split from the figure within Office Equipment. The net book value of these items was £11,129.

14. Fixed assets investments

The charity manages its investments risk by retaining the services of expert advisers and operating a comprehensive investment policy as detailed in the report of the governors.

	Group 2022	Group 2021	Charity 2022	Charity 2021
Valuation	£	£	£	£
At 1 April excluding cash	3,247,659	2,963,023	3,247,759	2,963,123
Additions at cost	532,957	89,437	532,957	89,437
Disposal proceeds	(186,320)	(239,739)	(186,320)	(239,739)
Net gain on investments	173,544	434,938	173,544	434,938
	3,767,840	3,247,659	3,767,940	3,247,759
Cash held by investment manager pending re-investment	131,461	414,276	131,461	414,276
Fair value at 31 March	3,899,301	3,661,935	3,899,401	3,662,035
Fixed asset investments by type				
Cash on interest deposit	131,461	414,276	131,461	414,276
British Government Stocks	122,289	116,829	122,289	116,829
Fixed Interest	660,023	756,853	660,023	756,853
Hedge Funds	-	-	-	-
Overseas Equities	1,398,628	1,198,980	1,398,628	1,198,980
UK Equities	840,087	570,726	840,087	570,726
Infrastructure	506,320	476,087	506,320	476,087
Absolute Return	-	-	-	-
Commodities	102,838		102,838	-
Multi Asset/Property Funds	137,555	128,084	137,555	128,084
Unlisted shares in joint venture/subsidiary at cost (see notes 16 and 17)	100	100	200	200
	3,899,301	3,661,935	3,899,401	3,662,035
Valuation at 31 March is represented by:				
Cost	2,989,774	2,912,793	2,989,874	2,912,893
Revaluation at 31 March	909,527	749,142	909,527	749,142
	3,899,301	3,661,935	3,899,401	3,662,035

The charity manages its investments risk by retaining the services of expert advisers and operating a comprehensive investment policy as detailed in the report of the governors.

15. Investment property

The accounting treatment of this class of asset is to depreciate it as a fixed asset in both group and charity accounts.

16. Subsidiary companies

The charity has the following subsidiary company:
Subsidiary undertaking whose results have been consolidated in these accounts are:

St Richard's Hospice Trading Company Limited (Company No.: 04805373)
Nature of business: Shop and commercial retailing.

Class of shares:	holding %
Ordinary:	100

	2022	2021
	£	£
Aggregate assets	**360,048**	480,534
Aggregate liabilities	**(359,948)**	(480,434)
Aggregate capital and reserves	**100**	100

The company had income of £2,950,791(2021 - £2,303,182) and expenditure of £2,078,884 (2021 - £1,796,175) leaving a profit of £871,907 (2021 - £507,007) which was distributed as a gift aid payment to this charity.

17. Investment in joint ventures

Worcestershire Hospices Lottery Limited (Company no. 03689508)
Nature of business: Fundraising

Class of shares:	holding %
Ordinary 'B'	33.33

The charity's interest in the 12 months to 31 March 2022 of Worcestershire Hospices Lottery Limited are as follows:

	2022	2021
	£	£
Turnover	**152,266**	169,822
Other income	**-**	342
Expenditure excluding audit fee	**(44,632)**	(52,465)
Audit fee	**(1,200)**	(1,200)
Profit for the year	**106,434**	116,499
Prior year adjustment	**-**	803
Gift aid distribution to charity	**(106,434)**	(117,302)
Retained profit for the year	**-**	-
Fixed assets	**-**	-
Current assets	**63,960**	40,041
Current liabilities	**(63,860)**	(39,941)
Total assets less current liabilities	**100**	100
Share capital	**100**	100

20. Creditors: amounts falling due within one year

	Group 2022	Group 2021	Charity 2022	Charity 2021
Unrestricted:	£	£	£	£
Trade creditors	112,632	157,313	**41,454**	99,453
Other creditors	157,983	144,520	**157,983**	144,520
Social Security and other tax	120,944	112,504	**120,944**	112,504
Accruals and deferred income	432,381	425,483	**336,745**	316,433
Coronavirus business interruption loan	-	233,334	-	233,334
	823,940	1,073,154	**657,126**	906,244
Restricted:				
Other creditors	**11,439**	10,549	**11,439**	10,549
	835,379	1,083,703	**668,565**	916,793

Included in accruals and deferred income is deferred income of £74,972 (2021- £87,793) for the group and the charity and this is analysed below:

	For Events Post Year End	Grants and Donations	NHS Grant	Total For Group and Charity
	£	£	£	£
Deferred income brought forward	14,491	20,000	53,302	87,793
Released in year	(143,901)	(20,000)	(2,136,481)	(2,300,382)
Deferred during year	158,715	20,000	2,108,846	2,287,561
Deferred income carried forward	29,305	20,000	25,667	74,972

The amounts have only been deferred when the group does not have unconditional entitlement to the income or when the income relates to delivery of a service and is therefore only recognised to the extent that the charity has provided the service.

At 31 March 2022 St Richard's Hospice Foundation was owed £34,886 (2021- £7,745) and £600 (2021 - £1,165) relating to trading balances by Worcestershire Hospices Lottery Limited. The carrying value of this company in the Group Balance sheet is £100 and forms part of the investments balance.

18. Stock

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Goods for resale	70,100	60,472	-	-

19. Debtors: amounts falling due within one year

	Group 2022	Group 2021	Charity 2022	Charity 2021
Unrestricted:	£	£	£	£
Trade debtors	17,354	19,934	13,751	18,279
Other debtors	80,658	442,288	80,658	242,288
VAT	59,952	162,326	40,335	145,930
Prepayments and accrued income	3,147,657	1,640,697	3,043,171	1,536,465
Amounts due from joint venture	34,886	7,745	34,886	7,745
Amounts due from subsidiary undertakings	-	-	193,134	313,526
	3,340,507	2,272,990	3,405,935	2,264,233
Restricted:				
Prepayments and accrued income	-	2,395	-	2,395
	3,340,507	2,275,385	3,405,935	2,266,628

21. Creditors: amounts falling after one year

	Group 2022	Group 2021	Charity 2022	Charity 2021
Unrestricted:	£	£	£	£
Coronavirus business interruption loan	-	1,766,666	-	1,766,666

22. Contingent assets

As at 31 March 2022 the charity had been notified of 3 legacies, the values of which are unknown, or cannot be reliably measured. As at the approval date of the financial statements no further information had been received and therefore this legacy income has not been accrued.

23. Pension commitments

The company contributes to a defined benefit pension scheme operated by the NHS. Net NHS pension costs of £256,927 (2021 - £271,793) were charged in the Statement of Financial Activities during the year. The company also contributed £166,159 (2021 - £147,498) to some employees' occupational pension schemes, and £16,684 (2021 - £15,498) to employees 'private pension schemes. Included in other creditors at 31 March 2022 was £35,533 (2021 - £36,682) in relation to the NHS scheme and £2,488 (2021 - £4,999) in relation to the work place pension scheme. The cost and liability is allocated between activities by reference to the area the employee is working in. The cost and liability is allocated against unrestricted funds unless a restricted fund allowed the expenditure.

The NHS scheme is a defined benefit scheme which is unfunded. This is a multi-employer pension scheme based on final pensionable pay, contributions being charged to the profit and loss account so as to spread the cost of pensions over employees' working lives with the company. The company accounts for the scheme as a defined contribution scheme and is not required to account for any share of the assets or liabilities of the scheme in accordance with FRS 102. This is deemed appropriate as the company has no ongoing liability once the contributions to the scheme are made.

24. Related party transactions

The charity owned 33.33% of Worcestershire Hospices Lottery Limited, ownership and control is split equally between St Richard's Hospice, Acorns Children's Hospice Trading Limited and The Primrose Hospice Limited. D Corns (Senior Manager) and J Patel (Chief Executive)) are also directors of Worcestershire Hospices Lottery Limited. St Richard's Hospice received £106,434 (2021 - £117,302) gift aid from Worcestershire Hospices Lottery Limited. At 31 March 2022 Worcestershire Hospices Lottery Limited owed St Richard's Hospice £34,886 (2021 - £7,745).

St Richard's Hospice Foundation was charged £510,533 (2021-£168,305) by St Richard's Hospice Trading Company Limited for administering the sale of goods gifted to the hospice and for which a gift aid claim was made. St Richard's Trading Company Limited owed £193,134 to St Richard's Hospice Foundation as at 31st March 2022 (£313,526 – 2021).

25. Capital commitment

There were no capital commitments at 31 March 2022 (2021 £92,714).

26. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are shown below:

	Land and Buildings 2022	Other 2022	Land and Buildings 2021	Other 2021
Group	£	£	£	£
Within one year	**279,830**	**3,612**	330,058	3,792
Between two and five years	**357,916**	**4,785**	498,981	4,779
Over five years	**149,041**	**-**	181,833	-
	786,787	**8,397**	1,010,872	8,571
Charity				
Within one year	**-**	**3,612**	-	2,988
Between two and five years	**-**	**4,785**	-	4,779
Over five years	**-**	**-**	-	-
	-	**8,397**	-	7,767

The group has off balance sheet arrangements in the form of operating leases, which means that neither the liability under the lease nor the related assets appears on the Balance Sheet. The group uses operating leases so it has the benefit of leasing over a defined period and the risks are retained by the lessor.

27. Prior year statement of financial activities

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2021
Income from:		£	£	£
Donations and Legacies		2,849,476	252,870	3,102,346
Charitable Activities		2,491,696	1,717,091	4,208,787
Other Trading Activities		3,189,315	-	3,189,315
Investments		104,210	-	104,210
Other				
- Share of net income of Joint Venture		117,302	-	117,302
- Coronavirus Business Interruption Loan Interest		40,600	-	40,600
Total income		8,792,599	1,969,961	10,762,560
Expenditure on:				
Raising Funds		2,716,432	-	2,716,432
Charitable Activities		4,152,061	1,887,896	6,039,957
Total expenditure		6,868,493	1,887,896	8,756,389
Net income and Net movement in funds before Gains/(losses) on investments		1,924,106	82,065	2,006,171
Net gains/losses on investments		434,938	-	434,938
Net income		2,359,044	82,065	2,441,109
Transfer between funds		-	-	-
Net movement in funds		2,359,044	82,065	2,441,109
Total funds brought forward		16,144,613	25,318	16,169,931
Total funds carried forward		18,503,657	107,383	18,611,040

28. Restricted/unrestricted funds

The General Fund represents the free funds of the hospice which are not designated for particular purposes. The investment fair value reserve represents the excess of fair value over the historic cost of the investments.

The designated fixed asset fund has been set up to assist in identifying those funds that are not free funds. It represents the net book value of tangible fixed assets.

The transfer from other funds to the designated fixed asset fund of £213,713 (2021 - £2,124,207) for the group and charity represents unrestricted tangible fixed asset additions in the year.

When funds subject to a restriction are used to purchase a fixed asset, the restriction is deemed satisfied. This treatment applies to all funds, where they have been used to purchase an asset.

Restricted other funds represent amounts held from many smaller grant making trusts and others for various restricted purposes which, due to their individual size, are not to be disclosed separately in these accounts.

	At 1 April 2021	Income	Expenditure	Investment Gains/ (Losses)	Transfers	At 31 March 2022
Group	£	£	£	£	£	£
General fund	5,080,350	11,049,356	(8,130,052)	(6,289)	(183,883)	7,809,482
Investment fair value reserve	749,142	-	-	179,833	(19,448)	909,527
Designated funds						
Fixed asset fund	12,674,165	-	(476,622)	-	213,713	12,411,256
Total unrestricted funds	18,503,657	11,049,356	(8,606,674)	173,544	10,382	21,130,265
Restricted funds						
Hospice UK Covid grant	-	701,748	(701,748)	-	-	-
Other Funds	107,383	397,214	(415,435)	-	(10,382)	78,780
Total restricted funds	107,383	1,098,962	(1,117,183)	-	(10,382)	78,780
Total funds	18,611,040	12,148,318	(9,723,857)	173,544	-	21,209,045

Should St Richard's ever want to sell Wildwood Drive, it would need permission from the Big Lottery as this was a condition of funding, registered at Land Registry.

28. Restricted/unrestricted funds (continued)

Assets and liabilities representing unrestricted funds

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2022	Total Unrestricted Funds 2021
Fixed assets	£	£	£	£	£
General fund	-	-	12,411,256	12,411,256	12,674,165
Investments	2,989,674	909,527	-	3,899,201	3,661,835
Investments in joint venture	100	-	-	100	100
Current assets					
Stock	70,100	-	-	70,100	60,472
Debtors (Note 19)	3,340,507	-	-	3,340,507	2,272,990
Cash at bank	2,233,041	-	-	2,233,041	2,673,915
Creditors: Amounts falling due within one year (Note 20)	(823,940)	-	-	(823,940)	(1,073,154)
Creditors: Amounts falling due over one year. (Note 21)	-	-	-	-	(1,766,666)
Total funds	7,809,482	909,527	12,411,256	21,130,265	18,503,657

Assets and liabilities representing restricted funds

	Total Restricted Funds 2022	Total Restricted Funds 2021
Fixed assets	£	£
Tangible assets	-	-
Investments	-	-
Investments in joint venture	-	-
Current assets		
Stock	-	-
Debtors (Note 19)	-	2,395
Cash at bank	90,219	115,537
Creditors: Amounts falling due within one year (Note 20)	(11,439)	(10,549)
Total funds	78,780	107,383

29. Comparative unrestricted funds/restricted funds

	At 1 April 2020	Income	Expenditure	Investment Gains	Transfers	At 31 March 2021
Group	£	£	£	£	£	£
General fund	4,833,498	8,792,601	(6,402,192)	9,925	(2,153,482)	5,080,350
Investment fair value reserve	294,854	-	-	425,013	29,275	749,142
Designated funds						
Fixed asset fund	11,016,261	-	(466,303)	-	2,124,207	12,674,165
Total unrestricted funds	16,144,613	8,792,601	(6,868,495)	434,938	-	18,503,657
Restricted funds						
Other Funds	25,318	1,969,960	(1,887,895)	-	-	107,383
	25,318	1,969,960	(1,887,895)	-	-	107,383
Total funds	16,169,931	10,762,561	(8,756,390)	434,938	-	18,611,040

Comparative assets and liabilities representing unrestricted funds

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2021
Fixed assets	£	£	£	£
Tangible assets	-	-	12,674,165	12,674,165
Investments	2,912,693	749,142	-	3,661,835
Investments in joint venture	100	-	-	100
Current assets				
Stock	60,472	-	-	60,472
Debtors (Note 19)	2,272,990	-	-	2,272,990
Cash at bank	2,673,915	-	-	2,673,915
Creditors: Amounts falling due within one year (Note 20)	(1,073,154)	-	-	(1,073,154)
Creditors: Amounts falling due over one year. (Note 21)	(1,766,666)	-	-	(1,766,666)
Total funds	5,080,350	749,142	12,674,165	18,503,657

30. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

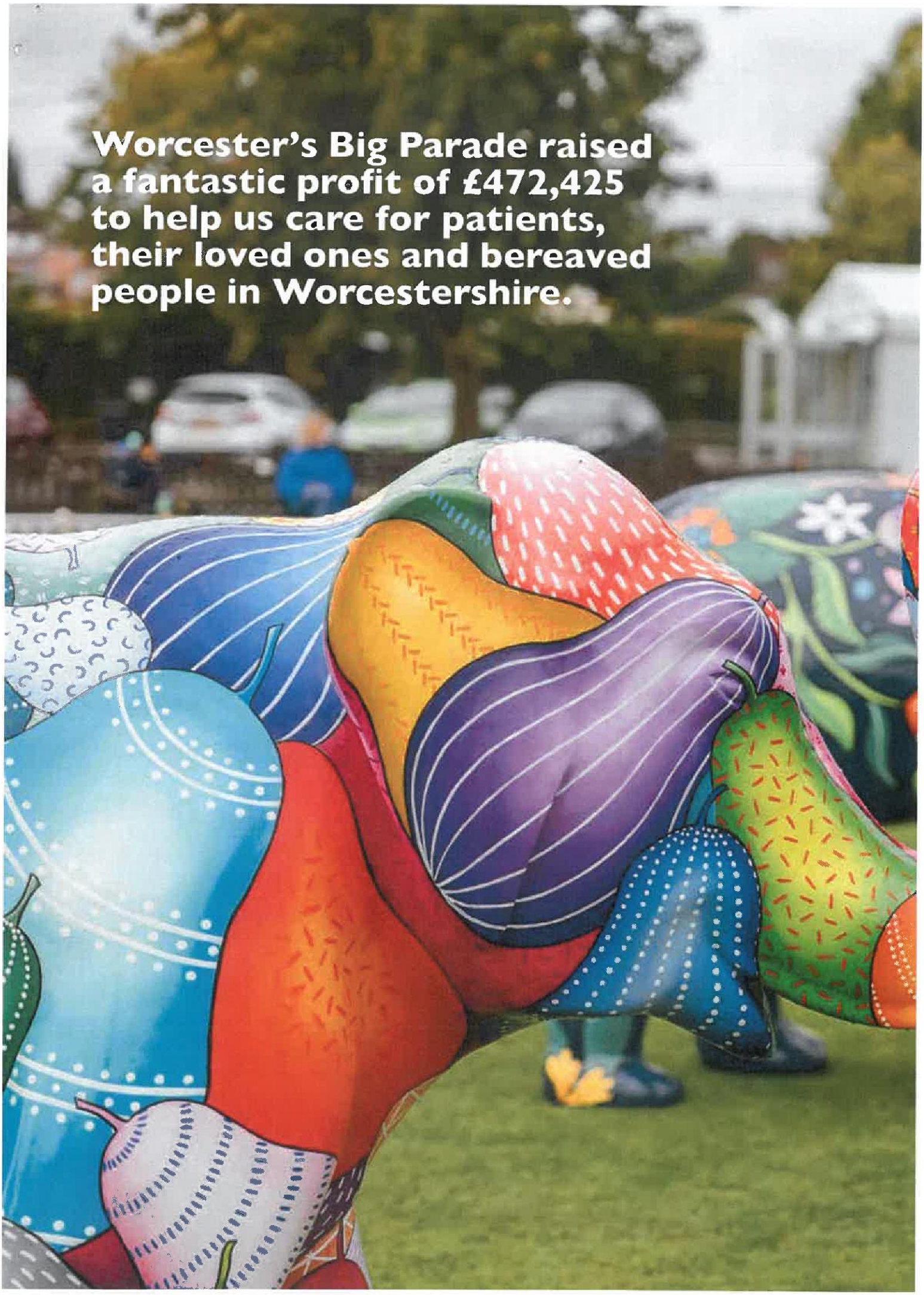
The liability of each member in the event of winding up is limited to £1.

31. Controlling party

The charity is under the control of its Governors.

32. Agency note

St Richard's Hospice Trading Company Limited acts as an agent to St Richard's Hospice on selling second hand goods for which Gift Aid is claimed. Total Gift Aid sales were £794,354 (£220,725 - 2021) and the management charge for this service was £510,387 (£168,305 – 2021). £106,335 (£93,761 – 2021) is held in other creditors on behalf of the Worcester Acute Trust to pay for the training of specialty palliative registrars.


Worcester's Big Parade raised
a fantastic profit of £472,425
to help us care for patients,
their loved ones and bereaved
people in Worcestershire.

On behalf of our patients and families we would like to say a big thank you to everyone who has supported our care.
Please help us to do even more in 2023.
To help us care for patients and their loved ones in the future, you can fundraise, volunteer or raise awareness of St Richard's. For more information visit www.strichards.org.uk
St Richard's Hospice
Wildwood Drive, Worcester WR5 2QT | 01905 763963
Registered charity no. 515668. Registered company no. 01850502
Printed on sustainable paper

ST RICHARDS HOSPICE FOUNDATION

England & Wales - Charity number 515668

Accounts

REGISTERED NUMBER:
COMPANY 01850502
CHARITY 515668

REPORT OF THE GOVERNORS

AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

FOR

ST RICHARD'S HOSPICE FOUNDATION

REGISTERED CHARITY LIMITED BY GUARANTEE

ST RICHARD'S HOSPICE FOUNDATION
REGISTERED CHARITY LIMITED BY GUARANTEE
CONSOLIDATED FINANCIAL STATEMENTS

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ST RICHARD'S HOSPICE FOUNDATION

REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 MARCH 2021

The Governors present their annual report, strategic report and audited financial statements of the parent charity and its subsidiary undertaking for the year ended 31 March 2021. The accounts comply with current statutory requirements, the charity's governing document and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Reference and administration details of the charity, its trustees and advisers

The name of the charity is St Richard's Hospice Foundation ("St Richard's Hospice"), a company limited by guarantee. The company was incorporated on 24 September 1984. Memorandum and Articles of Association were updated and filled with Companies House on 2nd February 2005. In accordance with Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include 'Limited' as part of its name. The company's registered number is 01850502. The company is also a registered charity, number 515668.

The principal address and registered office of the company:	St Richard's Hospice Wildwood Drive Worcester WR5 2QT

Trustees

Governors in office during the year:	J M Bawden	(Chairman – retired 5 April 2021)
	Mrs J P Cowpe	(Chairman – appointed 6 April 2021)
	J G Bartholomew	(Vice Chairman – appointed 6 April 2021)
	Professor R A Lewis	(Vice-Chairman)
	D C Annetts	
	R Dunne	
	Mrs H E Edwards	
	P L Flagg	
	CCA Glossop	
	S A Hyslop	(retired 20 September 2021)
	Dr I M Laws	
	Mrs J Matthews	(appointed 24 May 2021)
	Mrs A L Palmer	
	Dr J S Rankin	
	Cllr A Roberts	
	Mrs H Serrano	(appointed 24 May 2021)
	R G Shaw	(Treasurer – retired 5 April 2021)

The Governors delegated the day to day management of the charity to the Chief Executive, June Patel.

Key Management Personnel

Chief Executive	June Patel	
Director of Finance and Information	Daniel Haigh	(appointed 1 October 2020)
Medical Director	Dr Nicola Wilderspin	
Commercial Director	Daniel Corns	
Fundraising Director	Tricia Cavell	
Care Director	Debbie Westwood	

Principal Advisers

The company's independent auditors	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury B69 2DG	
The company's solicitors	Hallmark Hulme Solicitors 3, 4 & 5 Sansome Place Worcester WR1 1UQ	
The company's bankers	National Westminster Bank Plc 1 The Cross Worcester WR1 3PR	Barclays Bank Plc 54 High Street Worcester WR1 2QQ
The company's investment advisers	Close Brothers Asset Management Limited 10 Exchange Square Primrose Street London EC2A 2BY	

REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

Structure, governance and management

The company is governed by its Memorandum and Articles of Association.

Council of Governors

In accordance with the company's Articles of Association, the company has a council whose Governors are members. Such Governors constitute directors of the company for Companies Act purposes and trustees of the charity for Charity Act purposes.

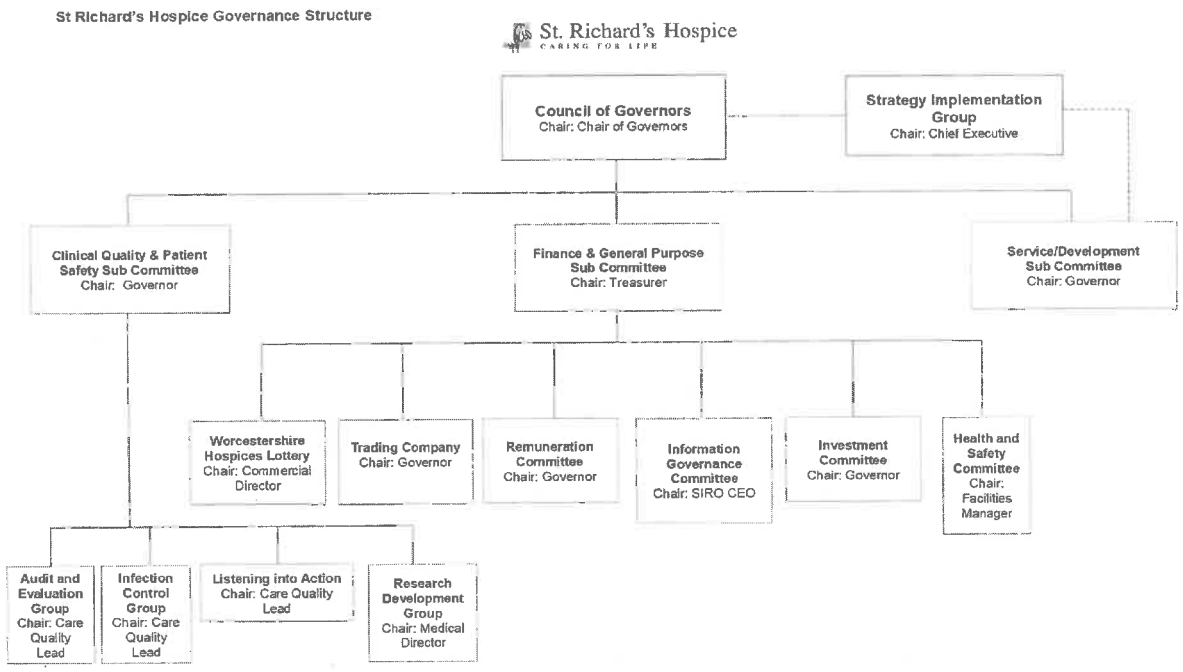
The company is limited by guarantee and therefore the Governors have no beneficial interest to disclose. The appointment of new Governors is undertaken by the current Governors and approved by the members at the AGM. Two Governors are nominated by Worcester City Council, who are volunteers within the Council.

St Richard's Hospice Governors are expected to be pro-active and actively involved in supporting the Hospice. Potential Governors are identified by the skills and expertise they will bring, as well as their motivation and support for the mission. They are interviewed by the Chairman and at least two other Governors. They are required to attend the volunteer induction training programme and receive formal induction by the Chairman. The Chairman works with other Governors to review their performance and contribution to the work of the Hospice.

Organisation

Strategic decisions are made by the Council of Governors in regular meetings, delegating operating responsibilities to appropriate sub-committees. Day to day management is conducted by the Chief Executive Officer, who reports regularly to the Council of Governors.

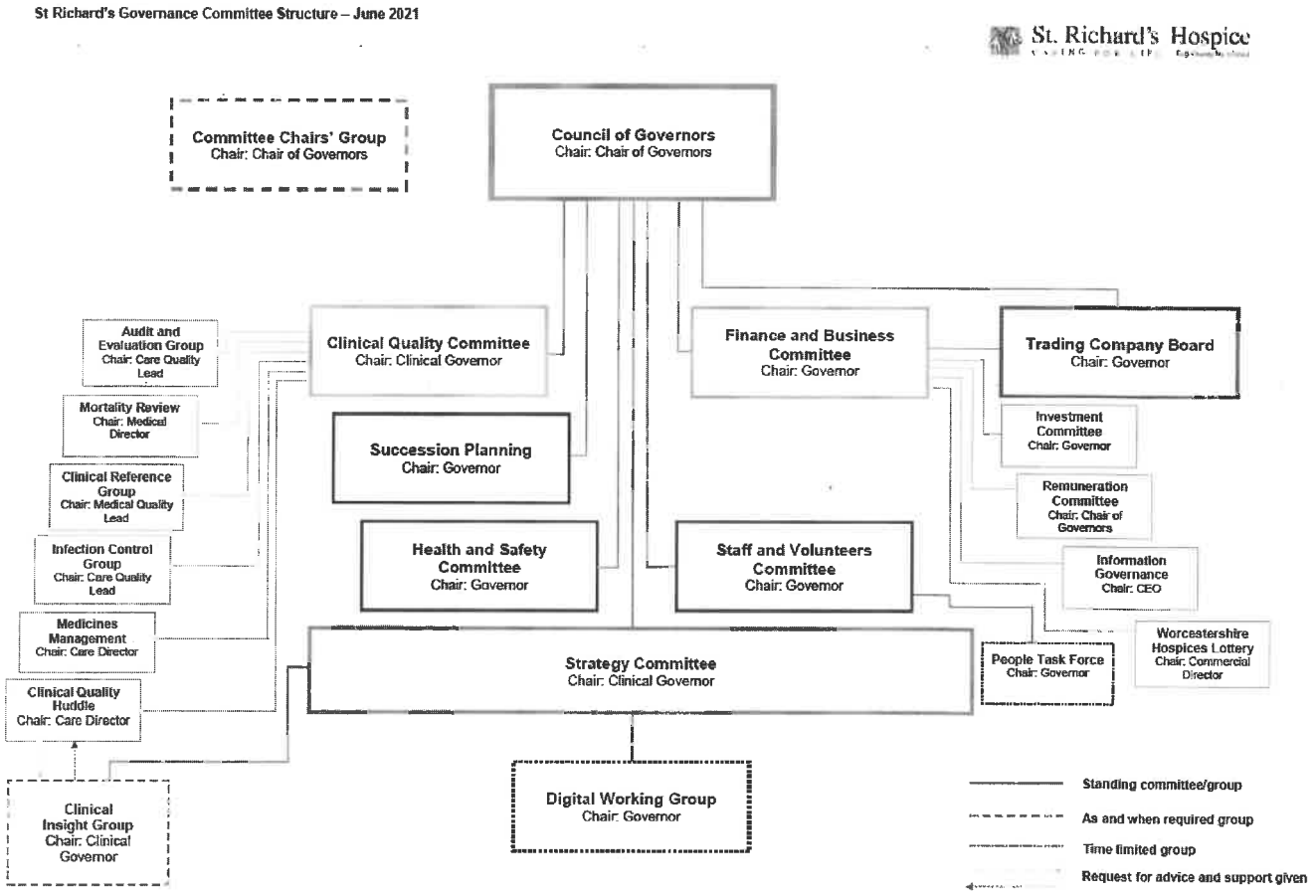
The management structure up to the start of the Covid 19 pandemic which emerged in early March 2020 was:.



In response to the pandemic the Council of Governors began working in the following temporary sub-groups:
Financial Viability
Patient Care
Staff and Volunteers
Commercial
Green. (Phase 2 of Build 2020)

The Financial Viability Group met monthly to review rolling forecasts which covered a period of up to 24 months. The requirement for and appropriateness of the sub groups have been kept under review with the financial committee structures now having been agreed:

REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)



The Financial Viability Group was stood down from May 2021, but meetings of the Finance and Business Committee will now take place bi-monthly instead of quarterly.

To support the flow of information for these various groups, an information HUB is to be created in the 2021/22 year being a group of staff dedicated to quick, accurate, meaningful and quality assured data to support decision making within the organisation.

Governors chair most committees, they meet regularly and report to the quarterly Council of Governors meetings. The Hospice has a full suite of policies and procedures which clearly outline the demarcation of levels of responsibilities.

St Richard's Hospice is affiliated to the National Council of Palliative Care, is a member of Hospice UK and is a member of the Herefordshire and Worcestershire Chamber of Commerce.

Subsidiary and associated companies

The charity has a wholly owned subsidiary company – St Richard's Hospice Trading Company Limited. The object of St Richard's Hospice Trading Company Limited, which sells new and second hand donated goods, is to raise funds for St Richard's Hospice Foundation.

The charity's owns 33.33% of Worcestershire Hospices Lottery Limited. It shares equal ownership with Primrose Hospice Limited and Acorns Children's Hospice.

For the purposes of these consolidated accounts, the wholly owned subsidiary has been consolidated on a line by line basis and the holding in Worcestershire Hospices Lottery Limited included using the equity method applicable to joint ventures.

Covid- 19

The Covid-19 pandemic had a material impact on the financial results of both St Richard's Hospice and St Richard's Hospice Trading Company Limited. However, many new income streams replaced what had been temporarily lost.

Income Streams Negatively Impacted

- Retail income from the closure of shops
- Fundraising events which required physical participation

New Income Streams

- An increase in virtual events
- A successful resilience appeal
- New campaigns
- Business interruption insurance claim
- Income from our local NHS CCG in the form of grants
- Income from NHS England administered by Hospice UK
- Receipts from the government furlough scheme, mostly benefiting shops
- Rates relief and retail grant schemes from local government
- Investment income and gains

At the same time, costs were reduced due to a focus on keeping costs low whilst there was a reduced level of activity for non-patient care activities.

The result of the above variables is a surplus which will bolster reserves to meet a new reserves policy which has a level currently set to help and protect the hospice from future potential uncertainty around future income streams and increased costs.

What other financial measures did we take?

When the pandemic caused the first national lockdown in late March 2020, St Richard's was is in a strong financial position but faced a very uncertain future like much of the rest of the country. With this potential threat to liquidity and a focus on the need for us to continue to support patients we approached our bank, Barclays, with which we have an excellent working relationship, to secure a £2m Coronavirus Business Interruption Loan (CBILs loan) which we have repaid following the year end.

The interest on the loan was to be paid by the government. The accounting for this in the accounts is to show the interest as a cost and an equal and opposite income stream in the form of a grant from the government.

The senior management team also reassessed the need to invest in small capital items (below £250k of spend) in the year which reduced our requirement for cash.

How has patient care changed during the pandemic?

A number of our services have experienced a reduction in the number of referrals in the last year. However, the activity for each service has increased reflecting the complexity of patient's need, i.e. there are more interventions, interactions and care needed to support each patient. Despite the additional demands of redesigning services in a pandemic and the additional PPE burden, services have coped well. The prediction is that the numbers of referrals will increase dramatically in 2021/22. We will continue to monitor the impact of this increased complexity of patient needs combined with the expected increase in referrals.

What changes do we want to keep?

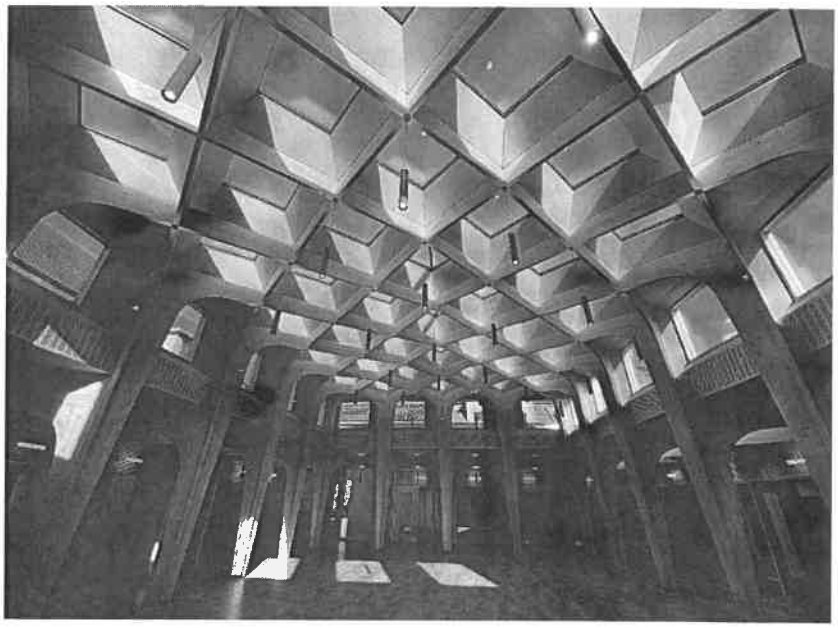
The virtual model employed by many of our services has come with some benefits which we will look to hold onto. A blended model of physical and virtual engagement with patients to suit their care needs which enables us to best deliver the support we have to offer is our focus in the coming period as we look to respond to the predicted increase in referrals.

REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

The future

The Green

Work to finish our Build 2020 project had started before the pandemic struck. The final part to be constructed was The Green the main section of which is shown below:



The Green and associated rooms connected to the main section will provide a beautiful, therapeutic and supportive environment for patients, loved ones, volunteers and staff.

The adjoining art studio, exercise studio, music and film therapy room, complementary therapy room and hair salon (picture below before being furnished) will provide many opportunities to care and engage with our community.

Covid restriction still had an effect on how we could deliver services at the start of the financial year. A restoration plan for services was implemented to ensure when we introduce a service it is done so in a co-ordinated and safe way.

The deferral in spending on small capital items during the financial year will be restarted now we have sufficient reserves.

REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

Our Purpose, Vision and Values

Our purpose (in brief)

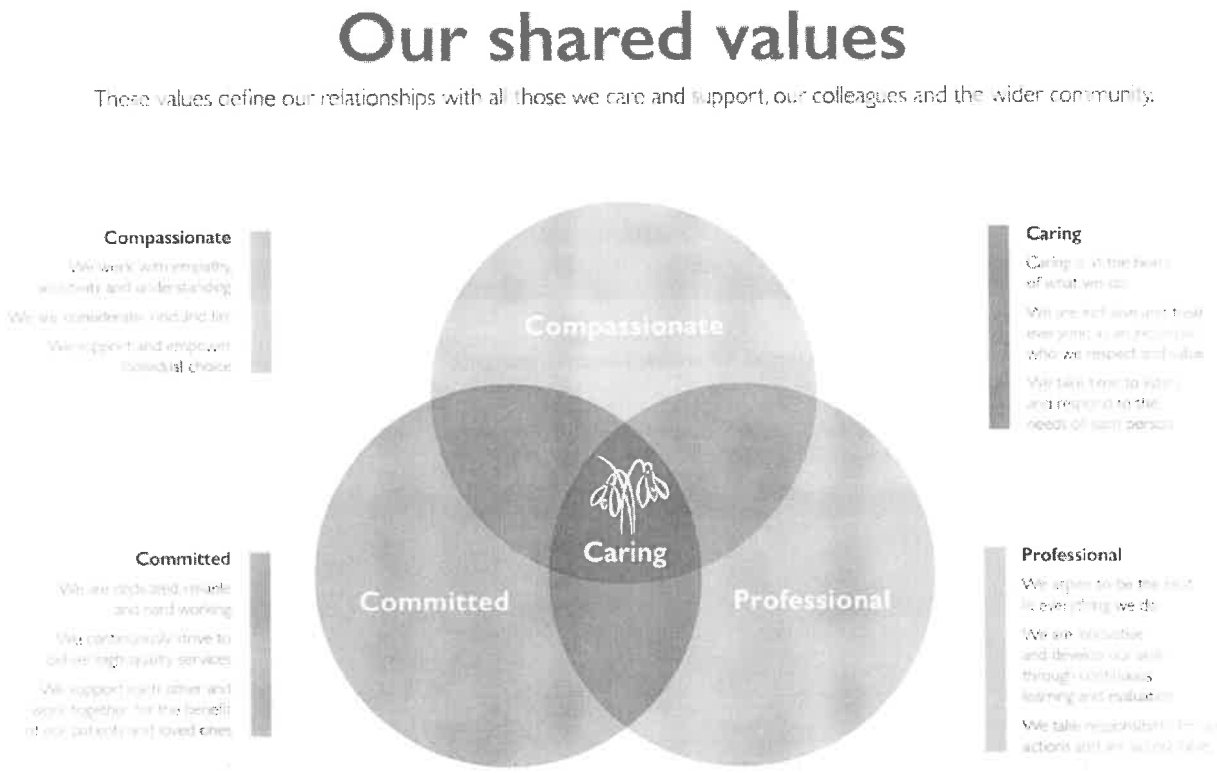
To care for adults with a serious progressive illness, improving their quality of life from diagnosis, during treatment and to their last days. We also support their loved ones.

Our vision

That people affected by a serious progressive illness and their loved ones have access to a range of free, excellent care and support to enable them to live life to the full.

For whom do we care?

We care for people with a serious progressive illness who have complex needs which cannot be met by other services. These include cancer and neurological, respiratory, cardiac and renal conditions. All our services are available to people registered with a South Worcestershire GP. Our In-Patient Unit cares for people across Worcestershire.



Our services and how they meet our purpose in detail

- Care is provided by St Richard's Hospice Clinical Nurse Specialists and Hospice at Home teams to patients with a life limiting illness and their loved ones, in their own home, where home is identified by the patient as the preferred place of care.
- Multi-disciplinary Day Services provide enabling, rehabilitative and psychological support for patients to live as well as possible with a life limiting illness. This is achieved by monitoring pain and other physical symptoms, providing advice and guidance to families and loved ones and other supporting therapies e.g. aromatherapy.
- Medical advice to General Practitioners is provided by St Richard's medical team as appropriate.
- Bereavement support and counselling is provided for family and loved ones of former patients both pre and post death. A bespoke bereavement service (commissioned by the NHS) is provided for sudden death e.g. suicide and road traffic accidents.
- Telephone access to information and signposting for the general public and health and social care professionals via our Gateway service, led by a team of Clinical Nurse Specialists.
- A 17 bed consultant led In-Patient Unit with full Multi-Disciplinary Team support, including a designated medical team.
- Chaplaincy and spiritual support to provide multi-faith spiritual help and guidance.
- 24/7 telephone advice is available via our Gateway service and Clinical Nurse Specialist (CNS) on call out of hours. The Gateway services provides a "triage" service in working hours (8.30am -5.00pm) and switches to a telephone advice line led by a CNS on call from 5.00pm - 8.30am.
- Volunteer services provide trained volunteers to support patients, families and carers at home, in Day Services and the In-Patient Unit.
- Education and training in specialist palliative and end of life care for health and social care staff, students, staff and volunteers is provided by our bespoke education team.
- Participation and engagement in appropriate research projects led by the National Institute for Health Research Clinical Research Network: West Midlands.

Strategic Objectives & Activities

The strategic objectives set for the period 2019- 2023 are:

- Develop patient services to meet the specialist, rehabilitative, palliative and end of life care needs of patients with a life limiting illness in the In-Patient Unit and the community 24/7.
- Develop and maintain a flexible, multi-skilled work force who will be equipped to meet the challenges of developing specialist palliative and end of life care.
- Maintain financial reserves of at least 6 months of the charitable foundation's expenditure.
- Sustain good relations with all appropriate NHS, civic, private, and voluntary and community sector partners.
- Deliver high quality palliative and end of life care in Worcestershire by the better integration of the provision of care with partners and most efficient use of all assets and organisations.
- Nurture staff and volunteer loyalty and retention by a proactive HR policy that encourages job satisfaction through good personnel management, training and personal development planning, while offering realistic financial remuneration.
- Obtain long term contracts with NHS Commissioners, or other statutory bodies that provide St Richard's Hospice with statutory funding and service support that conforms to national tariffs, Department of Health guidelines, and Strategic Transformation plans for Worcestershire and Herefordshire and ensure that the financial allocation compares favourably with the average national contribution to independent hospices.
- Sustain an achievable annual increase in income from fundraising and all commercial activities to cover increases in services, inflation and any reduction in statutory funding that may impact upon St Richard's Hospice.
- Develop and maintain St Richard's Hospice profile across Worcestershire, and other areas from which patients come, as the first choice charity to support.
- Broaden the recruitment of new volunteers to take into account local demographics and modern cultural attitudes towards volunteering and increase in volunteering roles.

Our method

Hospice is not a place, it is a philosophy of care. We provide free physical, social, psychological and spiritual palliative care in the form of specialist medical, nursing, counselling and care support to patients with cancer and other life-limiting illnesses, their families and carers. Patient care is provided at home, in nursing homes, in residential homes, in the community hospitals, in the Worcestershire Royal Hospitals Acute NHS Trust, at Wildwood Drive, or wherever the patient is.

We work closely with our community and hospital colleagues from the NHS, Social Services, local nursing homes and other voluntary service providers. All our work enhances the care and support patients and their families receive from statutory services.

Our care is unconditional, non-judgemental and provided free of charge to all at the point of delivery, regardless of creed, gender, ethnic origin or social background.

Employees and Volunteers

St Richard's Hospice has a Remuneration Committee chaired by the Chairman of Governors with three additional Governors and attended by the CEO, HR Manager and Director of Finance and Information. Each year it reviews the salaries of all members of staff. Salaries for senior management are benchmarked against the Croner Hospice Rewards and Charities Rewards reports with consideration being given to the regional, West Midlands, median. Additionally, consideration is given to NHS and private sector comparators. This process is applied to setting the remuneration of key management personnel.

REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

Employees and Volunteers (Continued)

It is charity policy to give full and fair consideration to applications for employment made by disabled persons, having regard to the particular abilities and aptitudes of each applicant and to the requirements of vacant posts available. Employees who become disabled in service are retained where possible either in their own or more suitable posts. Staff and volunteers are kept up to date with hospice matters through a weekly newsletter and the "In Touch" news sheet sent to all volunteers.

The charity is reliant upon its 800+ volunteers who work across the full breadth of its patient services, in the shops, and fundraise. During the COVID 19 pandemic, informed by national guidance and where it has been safe to do so our volunteers have continued to support us in many ways - shopping for and delivering food to vulnerable patients at home, collecting PPE, and manning reception are a few examples of this.

	2021 Annual Hours	2020 Annual Hours
Patient Services		
Education Administrator	0	4
Family Support Administrator	0	43
HR Administrator	0	285
Volunteer Services Administrator	0	517
Living Well Administrator	0	10
Chaplain	6	1029
Community Sitter	0	432
Community Social	205	502
Hospitality Assistant	0	1054
Counsellor	10	1324
Family Support Volunteer	139	1229
Telephone Bereavement Support	0	15
Bath Nurse	0	11
Clinical Support	0	827
Living Well Volunteer	184	5650
Hairdresser	0	4
Misc activities	0	15
In-Patient Unit Helper	6	2267
Complementary Therapist	6	487
Creative Diversional	449	4
Physiotherapist	0	19
Driver-Minibus	0	373
Escort-Minibus	0	336
Driver-Own Car	0	478
	1005	16915
Support Services and Trading Company		
Community Engagement	0	2
Gardener	102	168
Kitchen Assistant	0	108
Maintenance	69	475
Reception Main Building	1714	5675
Governor Trustee	0	524
Finance Administrator	172	858
Fundraising Administrator	19	1013
Tin Collector	0	322
Shop volunteers	21344	80404
Administration	296	1077
Trading Board Member	34	34
Warehouse Volunteer	0	10352
	23750	101012
Grand Total	24755	117927

Strategic Report

STRATEGY 2019-2023

St Richard's Hospice

Looking to the future 2019-2023:Strategy map and matrix

St Richard's Strategy Map

Our purpose:	To care for adults with a serious progressive illness, improving their quality of life from diagnosis, during treatment and to their last days. We also support their loved ones.
Our vision:	That people affected by a serious progressive illness and their loved ones have access to a range of free, excellent care and support to enable them to live life to the full.

Providing exceptional patient care	How?	Clinical and family support teams deliver exceptional care to meet the holistic needs of patients and their loved ones and provide care in a conducive environment to enhance comfort and wellbeing.
Sustaining and growing our income	How?	Sustainable income streams are in place to deliver clinical and support services enhanced by creative income generation innovations.
Nurturing partnership and collaboration	How?	Partnership and collaboration with donors, supporters, communities, Hospices, other charities and the NHS are nurtured and sustained to achieve effective joint working and the creation of beneficial outcomes for patients and their loved ones
Supporting our workforce	How?	Reputation as a good employer is sustained by recruitment and retention of high calibre staff/volunteers. Staff and volunteers have the required skills and competencies to meet the demands of their role to ensure exceptional patient care.
Creating our digital future	How?	Staff have the skills to utilise innovative information technology, artificial intelligence and digital solutions to enable different ways of working to deliver business functions and exceptional care.

Values:	Caring	Compassionate	Committed	Professional

Strategy – Non Clinical

Achievements and performance including plans for future periods

Financial review

Following material fundraising targets and activity on the previous page our financial review is as follows:

St Richard's Hospice Foundation

Total income for the year was £9,563,667 (2020- £7,946,778). Total expenditure was £7,122,561 (2020 - £7,191,607).

At 31 March 2021 the charity's unrestricted fund balances were £18,503,657 (2020 - £16,144,613) of which £12,674,165 (2020 - £11,016,261) represented designated tangible fixed assets.

The Hospice activities, which are provided free of charge, are primarily funded by public donations, fundraising activities and income generated by the shops operated through St Richard's Hospice Trading Co Limited, supported by a service contract with the NHS.

The restricted funds are detailed on pages 36 to 37. Total restricted funds were £107,383 (2020 - £25,318). The main factor which influenced the financial results in the year was the Government's response to the Covid 19 pandemic, in the form of additional financial support for Hospices.

St Richard's Hospice Trading Company Limited

The company generated sufficient funds, net of gift aided sales, to be able to distribute £507,007 (2020 - £517,462) from operations in its shops and warehouse to the parent charity. Total income, including income from the sale of gift aided donated goods, which is recorded in the Charity accounts, was £2,134,877 (2020 - £2,946,591) and total direct expenditure was £1,743,994 (2020 - £2,179,285).

The Group

The Group's results show total income (including the joint venture) of £10,762,560 (2020 - £9,981,124). Net income was £2,006,171 (2020 - £755,171) and after including net gains on investments and fixed asset revaluations of £434,938 (2020 - loss £157,180), the net movement in funds was £2,441,109 (2020 - £597,991). Total reserves figure amounted to £18,611,040 (2020 - £16,169,931) and represents unrestricted reserves of £18,503,657 (2020 - £16,144,613) and restricted reserves of £107,383 (2020 - £25,318).

PRIORITIES FOR IMPROVEMENT 2019-2023

PLANS FOR FUTURE PERIODS

Material Fundraising Targets and Activity

Fundraising targets are set as part of the annual budgeting process. The three main sources of income for the hospice are grouped as follows:

1: NHS
2: Donations, legacies and fundraising events
3: Income from Shops

NHS
The budget for this stream of income was set at a zero uplift on actual funds received in 19/20. St Richard's managed to achieve a 2.803% uplift in the level of NHS support in the period. In response to the COVID 19 epidemic the charity received additional grants totalling £357,912 from the Hereford and Worcestershire CCG, and a central government grant administered by Hospice UK of £1,726,921.

DONATIONS, LEGACIES AND FUNDRAISING EVENTS
In early March 2020 the emergence of the COVID 19 epidemic had a significant impact on our fundraising activities. Restrictions on social interaction and travel meant that all face to face fundraising activities were curtailed from March 2020 and all shops were closed. Alternative means of fundraising and hosting events were initiated, including several successful online and virtual events. A resilience fund was set up and a successful appeal sent out to supporters. When COVID 19 funding was made available by some private Trusts, the funds were fully explored and applications made with a good degree of success. Total income for these sources exceeded budget by over £199k in the year. Although events and challenges achieved results significantly below budget due to the impacts of Covid 19, this was more than offset by legacy and Trust income being significantly higher than budget.

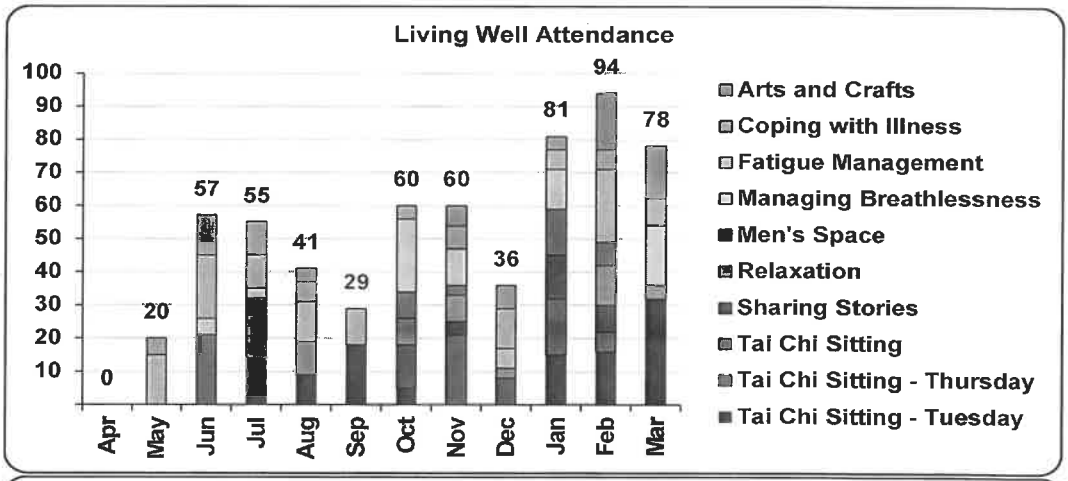
INCOME FROM SHOPS
St Richard's Hospice Trading Company Limited had a distribution target of £840k set for the financial year 20/21, made up of net profit for the organisation and gift aid income on second hand goods. Total amounts raised against this target was £559k. This target will not agree to the audited accounts as this is an internal measure created using a separate method of measuring performance. The company experienced long periods of closure within the financial year due to Covid 19 the effect of which was mitigated by government retail grants a successful business interruption insurance claim and rates relief.

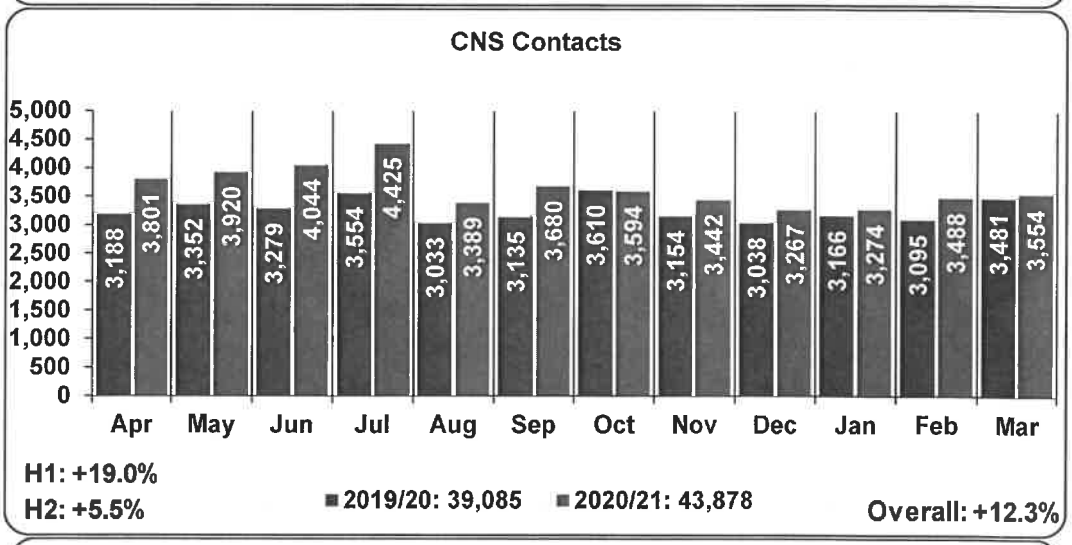
The cost of fundraising activities in the period was reduced to £2,716,432 (2020 - £3,186,454) being a consequence of not running physical fundraising events.

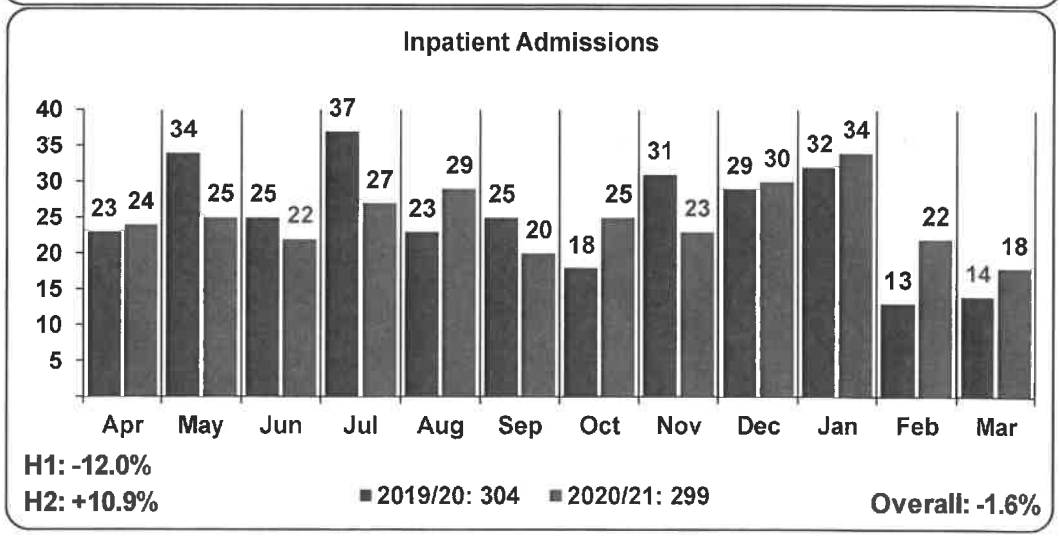
Strategy – Clinical

Clinical performance

A summary of the effects of Covid-19 has been given above. Activity outputs for some of our services are as follows:







Activity for some services were affected more than others during the lockdowns with Living well attendances at 0 for the first month which was followed by a strong rebound in activity as services activity was restored.

Comments from service users and their families continued to be received which gives an indication of the how we performed during these challenging times:

"Listening to other people saying they are very frightened when they cannot get their breath helped me to know I am not the only one who feels like this. It is very frightening, but I am learning that if others are scared too and are ok, I can be ok. Sometimes doctors are busy and do not always have time to explain things to me about my breathlessness. In the group there is more time and it is easier to understand. We all have different illnesses, but we are all breathless in the group so can help each other." (Patient February 2021)

"When Mom became terminally ill, and the GP suggested that she spent the rest of her time in St Richards Hospital, I had my doubts, but she needed the specialist end of life care package, that we could no longer could provide. So reluctantly, I agreed, with everyone else, and it turned out to be the best decision we could have made for her. The staff were excellent, the care, amazing, the building, great, and it's set in the most beautiful grounds, too. It made her end time, and the inevitable passing, certainly that bit more special, and I wouldn't hesitate, in agreeing, the next time, anyone asks me the same question, as St Richard's is the most remarkable place, and we'll forever be in their debt." (October 2020)

"My beloved dad spent his last 2 days at St Richard's before Christmas. We are so immensely grateful for the wonderful care and compassion he (and we) received. The staff we met were so lovely and kind and it gave us great comfort at such a difficult time. We thank all the amazing staff from the bottom of our hearts - we could not have wished for any more for our amazing dad in his final days." (January 2021)

Quality standards and clinical quality

The clinical work of St Richard's Hospice is subject to audit, registration and compliance by the Care Quality Commission "Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 part 3" and "CQC (Registration) regulations 2009". Following registration, there is on-going monitoring of St Richard's clinical quality via a variety of sources of information and accessible data. On 9 June 2016, the CQC rated St Richard's services overall as good.

CQC inspection area ratings
(Latest report published on 9 June 2016)

Safe	Good
Effective	Good
Caring	Good
Responsive	Outstanding ☆
Well-led	Good

The Hospice holds its own quarterly Clinical Quality & Patient Safety Sub-Committee meetings which are attended by two Governors, where quality matters are reviewed. The Minutes of these meetings are submitted to the Service/Development Sub-Committee and the Council of Governors. Additionally, annual Clinical Quality Reviews are carried out with NHS Commissioners.

PRIORITIES FOR IMPROVEMENT 2019-2023

Summary of achievements:

Improvement Priority 1: Develop a Clinical Strategy that outlines a clear clinical vision for St Richard's clinical teams in line with Sustainability and Transformation Partnership (STP) priorities, widening access to end of life care, the delivery of exceptional person-centred specialist end of life care through continuous service improvement confirmed by positive feedback from patients and loved ones. **Partially completed. Engagement has taken place with staff, partner organisations and patients to determine the strategy going forwards. This work continues in the context of the global COVID 19 pandemic.**

Improvement Priority 2:
Aspire to an Outstanding rating by CQC following the next unannounced visit. **Partially completed. Although no CQC visit in the year, St Richards has been acknowledged by the CQC as an exemplar in its response to COVID-19.**

Public Benefit
The Governors consider that they have complied with the duty in Section 17 of the Charities Act 2011 and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities.

St Richard's Hospice clinical services are free to all; death does not discriminate and neither does St Richard's in offering a level of specialist palliative care that the NHS cannot. The only real limit upon our services is the ability to raise funds. Knowing that our resources are not limitless, the health community refers patients to the hospice who are in greatest need of its care. The number of patients that St Richard's has been able to help in 2020/21 is as follows:

Category	2020/21	2019/20
Number of Admissions to the In-Patient Unit	299	304
Monthly average of Day Hospice patients attendance	53	110
Number of Specialist Nurse new Referrals	894	1,025
Number of Family Support Client Contacts	13,385	10,733

Fundraising Disclosures – Charities (Protection and Social Investment) Act 2016

This report covers the requirements charities must follow as set out in the Charities Act 2016.

We uphold the highest standards in how we communicate with supporters and ensure that our fundraising practices meet the requirements of the recommended Codes of Practice. We are registered with the Fundraising Regulator, which maintains the standards for charitable fundraising and we ensure that our fundraising is respectful, open, honest and accountable to the public. Donors to St Richard's hospice can be assured that we comply with the regulatory standards for fundraising. Evidence of membership can be found here:

https://www.fundraisingregulator.org.uk/directory?name=515668

We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us.

You will find St Richard's fundraising promise on the hospice website www.strichards.org.uk/donate/have-a-question-about-donating/our-fundraising-promise/ along with our Guide to Successful Fundraising for those wishing to fundraise on St Richard's behalf. This includes a statement about monies being due to the charity to be paid within 6 weeks of the event. We monitor the activity through our CRM system using the pledge system where possible.

We encourage any fundraising service providers we work with, to also be signed up to the code.

We have no reports of any failure by the charity, or by any person acting on its behalf, to comply with fundraising standards or scheme for fundraising regulation that the charity or the person acting on its behalf has voluntarily subscribed to.

It has cost us £8.7m to provide our hospice services this year. Approximately 47% of this came from statutory funding and we need to raise the balance through fundraising. This unusually high proportion of funding from statutory funding was due to government support relating to Covid 19, and is not anticipated to be repeated.

Our fundraising effort involves encouraging donations and gifts in wills, running campaigns and events and seeking funding from Trust & grant making organisations. In the 20-21 financial year, income was impacted by the Covid 19 pandemic, particularly from funds normally raised through challenge events and hospitality, community events and corporate donations.
Several of our in-house fundraising team are members of the Institute of Fundraising and continue with their professional development to ensure compliance with all the relevant standards set out in the Fundraising Regulator's Code of Fundraising Practice. We have a Governor designated to fundraising activity who uses the CC20 checklist to help monitor and 'sense check' our income generation activity. The designated Governor attends appropriate training and meets with the SMT to help ensure compliance.

Our in-house fundraising team sometimes engage with third party suppliers to help us deliver fundraising initiatives such as direct mailing or generate Trust income. We aim to ensure those agencies and personnel we employ also observe the highest standards in terms of fundraising practice and have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity.
Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We received 12 complaints in the 2020-21 financial year, these were predominantly around data inaccuracies. Complaints are dealt with in line with our fundraising complaints policy. Most serious complaints are escalated to our Senior Management Team (SMT) and Governors so they can consider lessons learnt. Governors also receive a regular report about complaints and we report to the Fundraising Regulator on the totality. A full report is provided to the board annually and for the financial year this was sent to all board members with the March papers.

We do not carry out any telephone, face-to-face or door-to-door fundraising.

All fundraising activity complies with EU General Data Protection Regulation (GDPR) introduced in May 2018. Promotional goods sent out for fundraising purposes and use of our logo on external fundraising materials is subject to approval.

We hold a full gambling licence issued by the Gambling Commission and adhere to it's rules and regulations.

We have an Ethical Policy on the Acceptance and Refusal of Donations which states that we will do our utmost to solicit and accept funds with the presumption that donations are given in good faith and that refusal must be only on the strongest grounds. The policy sets out the parameters in which donations can and should be refused and how the Charity goes about making such decisions.

All staff at the hospice, including fundraisers are NHS compliant and this includes training on safeguarding for vulnerable adults and for safeguarding children, The Fundraising Director is level 2 compliant and all others involved with fundraising are trained to level 1. This can be evidenced against every individual training record. We have published our vulnerable persons policy on our website.

We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us. We actioned 2 requests from this service last year. In addition to our policy we have an agreed operating procedure to protect vulnerable.

Principal financial management policies

St Richard's prepares an annual budget, which is approved by the Governors. Monthly accounts are prepared and discussed with the Senior Management Team to ensure that variances from the budget are monitored and acted upon as appropriate. Copies of the monthly accounts are circulated to Governors. The accounts are discussed at the meetings of the Finance and Business Committee (formerly the Finance and General Purpose Committee) and Council of Governors. Cash balances in excess of St Richard's immediate requirements are placed in interest bearing deposit accounts and with Investment Advisers.

Principal risks and uncertainties

St Richard's has a comprehensive on-going system for risk assessment and management. Every week the Senior Management Team meeting will consider any risk to the charity. These, and any necessary remedial action taken, will be reported to either the Finance and Business Committee or Hospice Services Committee that meet regularly, as appropriate. This presents an opportunity to:

- Talk about principal risks
- Give a summary of plans
- Explain factors affecting future performance

A Risk Register is managed by the Chief Executive and is reviewed at the Finance and Business Committee and Council of Governors meetings, as appropriate.

One of the principal risks and uncertainties facing the Hospice relates to the funding of the charity, particularly the impact of constraints, or reductions, on statutory funding, a significant reduction in grant making, trust or legacy income, and a downturn in income from the trading subsidiary company. The Hospice mitigates these risks by focusing on the following:

- Taking advantage of opportunities to reduce costs where this can be done without compromising other hospice objectives
- To continue to pursue the objective of diversifying income streams so that the impact of a reduction in any one income stream is less significant to the hospice's ability to achieve its goals
- Hold sufficient reserves to allow it time to address financial challenges as they present themselves

Reserves policy

The Governors of St Richard's Hospice Foundation have undertaken a review of its reserve policy in accordance with their duty to do this regularly.

Up to the year ended 31 March 2020, the charity's policy required it to aim to have unrestricted reserves of 6 months of charity expenditure. Governors have agreed to revise this method of determining a target reserve level, with the latest review resulting in a policy that looks to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs in the event of an insolvency procedure

Following this review, it was calculated that the amount to be held in free reserves should be £3,818k. The balance sheet at the year ended 31 March 2021 shows a free reserve position of £5,829k which is £2,011k over the new reserve policy.

Governors are committed to remain cautious in view of the uncertain economic environment in which we find ourselves, whilst also recognising the need to invest in clinical services and infrastructure beyond the capital projects included in the new reserve policy. They are also focussed on ensuring that sufficient resource is available to the organisation to enable it to capitalise on a maturing digital strategy. As such, the charity is planning to hold reserves above its current target while global uncertainty remains..

These are unprecedented times, as a result of which our reserve policy will be a matter subject to frequent Governor review for the foreseeable future.

REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

Investment policy

The majority of the Financial Investments held by the Group are managed by Close Brothers Asset Management (CBAM) which was appointed as adviser in April 2014. The investment target is CPI + 4% which in March 2021 was 4.7% (March 2020: 5.5%). Actual performance of all investment classes i.e. those managed by CBAM and investment property in the year was 15.9% (2020: -2.6%).

The hospice's investments are a means to earning revenue to fund activities which further the Charity's purpose. The time horizon for these investments is 10+ years; the portfolio being low to medium risk. Investments are not made in companies with turnover from the sale or production of tobacco. Income from these investments in the period are included in note 5, total income shown in this note is £104,210 (2020: £116,931) of which £30,526 (2020: £39,656) was interest (note 5). The performance of investments held by the charity are reviewed regularly by St Richard's investment committee which is attended by governors, staff and an investment manager from Close Brothers.

Statement as to disclosure of information to auditors

Insofar as each of the Governors of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Governor has taken all of the steps that he/she should have taken as a Governor in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Statement of Governors' responsibilities

The Governors (who are also directors of St Richard's Hospice Foundation for the purposes of company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Governors 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. The Governors support the principles of good governance set out in the Charity Governance Code and uses the Code to evaluate its effectiveness.

Auditor

The auditor, Crowe U.K. LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

The report of the Governors (incorporating the directors' report and the strategic report) was approved by the Board of Governors on 20 September **2021 and signed on its behalf by:-**

J P Cowpe – Chairman

4/11/21

ST RICHARD'S HOSPICE FOUNDATION
Independent Auditor's Report to the Members of St Richard's Hospice Foundation

Opinion

We have audited the financial statements of St Richard's Hospice Foundation ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement [set out on page 15], 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Income Generation Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

H.C. Drew

Helen Drew
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
B69 2DG

Date: 26 November 2021

ST RICHARD'S HOSPICE FOUNDATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Total Unrestricted Fund	Total Restricted Funds	Total Funds 2021	Total Funds 2020
		£	£	£	£
INCOME FROM:					
Donations and Legacies	2	2,849,476	252,870	3,102,346	3,736,648
Charitable Activities	3	2,491,696	1,717,091	4,208,787	2,118,174
Other Trading Activities	4	3,189,315	-	3,189,315	3,901,602
Investments	5	104,210	-	104,210	116,931
Other					
- Share of net income of Joint Venture	17	117,302	-	117,302	107,769
- Coronavirus Business Interruption Loan Interest	6	40,600	-	40,600	-
TOTAL INCOME		8,792,599	1,969,961	10,762,560	9,981,124
EXPENDITURE ON:					
Raising Funds	7	2,716,432	-	2,716,432	3,186,454
Charitable Activities	8	4,152,061	1,887,896	6,039,957	6,039,499
TOTAL EXPENDITURE		6,868,493	1,887,896	8,756,389	9,225,953
NET INCOME AND NET MOVEMENT IN FUNDS BEFORE GAINS/(LOSSES) ON INVESTMENTS		1,924,106	82,065	2,006,171	755,171
Net gains/losses on investments	14	434,938	-	434,938	(157,180)
NET INCOME		2,359,044	82,065	2,441,109	597,991
Transfer between funds	28	-	-	-	-
NET MOVEMENT IN FUNDS		2,359,044	82,065	2,441,109	597,991
TOTAL FUNDS BROUGHT FORWARD	28	16,144,613	25,318	16,169,931	15,571,940
TOTAL FUNDS CARRIED FORWARD		18,503,657	107,383	18,611,040	16,169,931

The notes form part of these financial statements

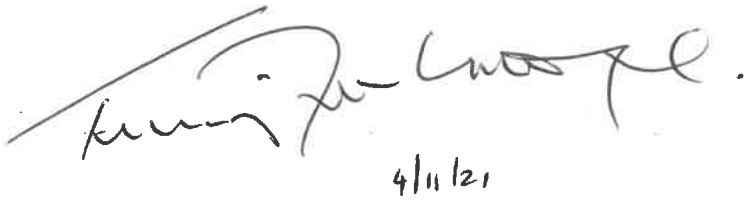
ST RICHARD'S HOSPICE FOUNDATION

CONSOLIDATED FINANCIAL STATEMENTS COMPANY NUMBER 01850502
GROUP AND CHARITY BALANCE SHEET AS AT 31 MARCH 2021

	Notes	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
FIXED ASSETS					
Tangible assets	13	**12,674,165**	11,016,261	**12,674,165**	11,016,261
Investments	14	**3,661,935**	3,161,002	**3,662,035**	3,161,102
		16,336,100	14,177,263	**16,336,200**	14,177,363
CURRENT ASSETS					
Stock	18	**60,472**	74,919	-	-
Debtors	19	**2,275,385**	1,829,304	**2,266,628**	1,832,302
Cash at bank		**2,789,452**	1,566,405	**2,691,671**	1,441,631
		5,125,309	3,470,628	**4,958,299**	3,273,933
LIABILITIES					
Creditors: amounts falling due within one year	20	**1,083,703**	1,477,960	**916,793**	1,281,365
NET CURRENT ASSETS		**4,041,606**	1,992,668	**4,041,506**	1,992,568
TOTAL ASSETS LESS CURRENT LIABILITIES		**20,377,706**	16,169,931	**20,377,706**	16,169,931
LIABILITIES					
Creditors: amounts falling due after one year	21	**1,766,666**	-	**1,766,666**	-
TOTAL NET ASSETS		**18,611,040**	16,169,931	**18,611,040**	16,169,931
THE FUNDS OF THE CHARITY					
Restricted Funds	28	**107,383**	25,318	**107,383**	25,318
Unrestricted Fund					
General Fund	28	**5,080,350**	4,833,498	**5,080,350**	4,833,498
- Investment Fair Value Reserve	28	**749,142**	294,854	**749,142**	294,854
Designated Funds	28	**12,674,165**	11,016,261	**12,674,165**	11,016,261
		18,611,040	16,169,931	**18,611,040**	16,169,931

The financial statements were approved and authorised for issue by the board on 20 September **and signed on its behalf by:**

J P Cowpe Governor



4/11/21

The notes form part of these financial statements

ST RICHARD'S HOSPICE FOUNDATION

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2021

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by operating activities	1	**3,190,239**	1,000,898
Cash flows from investing activities:			
Dividends, interest and rents from investments		**105,032**	120,076
Purchase of property and equipment		**(2,124,207)**	(1,779,498)
Proceeds from sale of investments		**239,739**	499,057
Purchase of investments		**(305,734)**	(574,399)
Joint Venture Distributions		**117,978**	109,983
Net cash used in investing activities		**(1,967,192)**	(1,624,781)
Change in cash and cash equivalents in the reporting period:		**1,223,047**	(623,883)
Cash and cash equivalents at the beginning of the reporting period:		**1,566,405**	2,190,288
Cash and cash equivalents at the end of the reporting period:	2	**2,789,452**	1,566,405

The notes form part of these financial statements

ST RICHARD'S HOSPICE FOUNDATION

NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2021

1. **Reconciliation of net income to net cash flow from operating activities**

	2021 £	2020 £
Net income for the reporting period (as per the Statement of Financial Activities):	**2,441,109**	597,991
Adjustments for:		
Depreciation charges	**466,303**	409,632
Losses on investments/assets	**(434,938)**	157,180
Dividends, interest and rents from investments	**(104,210)**	(116,931)
Decrease in stocks	**14,447**	17,053
Increase in debtors	**(447,579)**	(568,671)
Increase in creditors	**1,372,409**	612,413
Income from Joint Venture	**(117,302)**	(107,769)
Net cash provided by operating activities:	**3,190,239**	1,000,898

2. **Analysis of cash and cash equivalents**

Cash at bank and in hand	**2,789,452**	1,566,405

The notes form part of these financial statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

Charitable company information
St Richard's Hospice Foundation is a private charitable company limited by guarantee, incorporated in England and Wales. The registered office of St Richard's Hospice Foundation and St Richard's Hospice Foundation Trading Company Limited is Wildwood Drive, Worcester, WR5 2QT.

Basis of preparation
The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Companies Act 2006 and the Charities Act 2011.

The charitable company meets the definition of a public benefit entity under FRS 102.

The financial statements are presented in sterling (£) and are rounded to the nearest £.

Going concern

The group has cash resources and no requirement for external funding to fund normal operating activities. The Governors believe that there are no material uncertainties about the group's ability to continue in operating existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

Since the onset of restrictions following the Covid-19 outbreak, the Financial Viability Group has considered forecasts on a monthly basis, always looking ahead one year. These forecasts have not called into question the group's ability to remain a going concern. Further work to refine and increase the length of the forecast will be facilitated by the budgeting process for the 2021/22 financial year being brought forward.

Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. All intergroup transactions are eliminated on consolidation. Investments in joint ventures are included in the group financial statements using the "equity method".

No separate Charity SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The Charity has taken advantage of the exemptions in FRS 102 from the requirement to present a charity only Cash Flow Statement and certain disclosures about its own financial instruments within the consolidated financial statements

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that income will be received and the amount can be measured reliably.

Income from voluntary sources is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax reclaims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received, and residuary legacies recognised when amounts are distributed or when a statement of assets and liabilities of the estate is received. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period. Where legacies have been notified to the charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material in note 22.

Income received in advance of an event or provision of other specific service is deferred until the criteria for income recognition are met.

Grants from government bodies and other sources are received for specific projects/costs and are recognised in accordance with their individual terms and conditions. Income is recognised when the charity has entitlement to the funds which is when any performance conditions attached are met, it is probable that the income will be received and the amount can be reliably measured. Grant income will be deferred if received in advance of meeting performance conditions or if the funder specifically states that the income must be spent in a future accounting period.

Expenditure
The cost of raising funds includes costs of generating voluntary income and costs of fundraising trading, shops and investment manager's fees. Charitable activities costs include expenditure on delivering palliative care and education. Governance costs include costs of meeting the charity's statutory and constitutional objectives.

Support costs are allocated to all cost centres on a basis calculated in proportion to the estimated usage of facilities.
Expenditure is accounted for on an accrual basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

1. **ACCOUNTING POLICIES** (continued)

Gifts in kind
Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable. The contribution of volunteers is not included in the Statement of Financial Activities, but is disclosed in the Governors' Report in accordance with the SORP.

Donated assets given for use by the charity are recognised at their market value as income and within the relevant fixed asset category on the balance sheet when receivable. During the year to 31 March 2021, significant quantities of Personal Protective Equipment (PPE) were donated to the Hospice by the NHS and other sources. It was not possible to quantify the value of these donations under the difficult conditions created by the Covid 19 pandemic.

Liabilities
Liabilities are recognised in the accounts as soon as a present obligation arises from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Fund accounting
General funds are expendable at the discretion of the Governor's in furtherance of the charity's objectives and which have not been designated for other purposes. It is the policy of the hospice to look to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs

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

Restricted funds contain income which has been received for specific purposes, less the related expenditure against these. The aim and use of each material restricted fund is set out in the notes to the financial statements.

Leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities over the term of the lease.

Pensions
The pension costs represent amounts payable by the group during the year (see note 23).

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Tangible fixed assets

Tangible fixed assets are initially included at cost.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property (including commercial property)	-	2% on cost of buildings
Freehold property – solar panels	-	5% on cost
Leasehold land	-	Over life of lease (125 years)
Assets under construction	-	0%
Shop refurbishment	-	20% - 33% on cost
Medical equipment	-	20% - 50% on cost
Furniture and fittings	-	10% - 50% on cost
Motor vehicles	-	20% - 33% on cost
Office equipment	-	20% - 50% on cost

Items of medical equipment, office equipment and furniture and fittings, having an initial cost of less than £1,000, are written off to revenue in the year of acquisition. Freehold land is not depreciated.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

ACCOUNTING POLICIES (continued)

Investments
Listed fixed asset investments are included at fair value (quoted market price in an active market). Gains or losses on investments are included in the Statement of Financial Activities and Income and Expenditure Account.

The Charity owns investment properties that are treated as own use, depreciated, tangible fixed asset in the group and charity financial statements in accordance with FRS 102 as it is let by the parent to its wholly owned subsidiary. The investment in the subsidiary and joint venture are included at cost.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Significant estimates and judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of tangible assets
The annual depreciation and amortisation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

Impairment of debtors
The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Accrued legacy income
For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

Taxation

The charity is exempt from Corporation Tax on its charitable activities. The charity and its subsidiary company are registered for Value Added Tax. Irrecoverable VAT is allocated to the areas in which it is incurred.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

2. DONATIONS AND LEGACIES

	Unrestricted Funds	Restricted Fund	Total Funds 2021	Total Funds 2020
	£	£	£	£
Donations	325,163	2,830	327,993	299,921
Donations in memory	375,613	-	375,613	402,067
Legacies	1,566,445	-	1,566,445	1,136,009
Collections	12,365	-	12,365	34,765
Regular giving	170,713	-	170,713	138,720
Corporate including payroll giving	109,424	-	109,424	181,375
Grants and Capital Appeal	252,769	250,040	502,809	1,543,791
Job retention scheme income (charity)	36,984	-	36,984	-
	2,849,476	252,870	3,102,346	3,736,648

3. CHARITABLE ACTIVITIES

	Unrestricted Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
	£	£	£	£
NHS Grant	2,180,902	-	2,180,902	2,037,283
NHS Covid 19 additional grant	210,412	-	210,412	-
Government Covid support grant		1,717,091	1,717,091	-
Education	100,382	-	100,382	80,891
	2,491,696	1,717,091	4,208,787	2,118,174

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

4. OTHER TRADING ACTIVITIES

	Unrestricted Funds	Restricted Fund	Total Funds 2021	Total Funds 2020
	£	£	£	£
SRH Events and campaigns	570,123	-	570,123	761,410
Assisted events fundraising	34,034	-	34,034	117,165
Raffles	165,594	-	165,594	45,189
Other	30,146	-	30,146	26,351
Chaplain	2,250	-	2,250	4,896
Trading company income	850,761	-	850,761	2,082,306
Gift aided sales	220,725	-	220,725	864,285
Government Covid-19 Retail support grants	554,662	-	554,662	-
Business Interruption insurance receipts	400,000	-	400,000	-
Job Retention Scheme	361,020	-	361,020	-
	3,189,315	-	3,189,315	3,901,602

5. UK INVESTMENT INCOME

	Unrestricted Funds	Restricted Fund	Total Funds 2021	Total Funds 2020
	£	£	£	£
Interest	30,526	-	30,526	39,656
Dividends	66,418	-	66,418	69,085
Rent received	7,266	-	7,266	8,190
	104,210	-	104,210	116,931

6. OTHER INCOME

Nominal interest of £40,600 being the amount paid by the Government in the form of a Business Interruption Payment, on the £2,000,000 Coronavirus Business Interruption Loan taken out with Barclays Bank has been recorded as both Other Income and Other Expenditure. The loan bears interest at the rate of 2.84% above Base Rate.

7. COST OF RAISING FUNDS

	Unrestricted Funds	Restricted Fund	Total Funds 2021	Total Funds 2020
	£	£	£	£
Shops and commercial activities	1,743,994	-	1,743,994	2,179,285
Support costs re above (Note 9)	100,586	-	100,586	97,857
Fundraising	652,717	-	652,717	679,314
Support costs re above (Note 9)	189,744	-	189,744	200,903
Costs of managing investments	29,391	-	29,391	29,095
	2,716,432	-	2,716,432	3,186,454

8. CHARITABLE ACTIVITIES EXPENDITURE

	Unrestricted Funds	Restricted Fund	Total Funds 2021	Total Funds 2020
	£	£	£	£
Patient and Family Service costs	2,447,869	1,887,896	4,365,765	4,366,814
Support costs re above (Note 9)	1,402,372	-	1,402,372	1,373,367
Education and Study Centre	155,080	-	155,080	188,580
Support Costs re above (Note 9)	116,740	-	116,740	110,738
	4,152,061	1,887,896	6,039,957	6,039,499

9. SUPPORT COSTS ALLOCATED TO ACTIVITIES

	Raising Funds Shops and Commercial Activities	Raising Funds Fundraising	Charitable Activities Education and Study Centre	Charitable Activities Patient and Family Services	Total Funds 2021	Total Funds 2020
	£	£	£	£	£	£
Unrestricted						
Property related costs	7,536	9,043	15,072	119,070	150,721	208,993
Telephone and fax	170	413	243	1,605	2,431	11,263
Postage, printing and stationery	1,593	3,984	3,984	6,374	15,935	27,814
Insurance	-	2,059	2,059	37,054	41,172	28,281
Depreciation	-	6,943	34,714	305,486	347,143	251,064
Miscellaneous	3,763	1,188	198	27,599	32,748	12,150
Human resources	23,991	7,576	1,263	93,439	126,269	142,160
Computer expenses	25,791	25,791	25,792	180,536	257,910	175,722
Salaries and other costs	27,097	77,842	31,066	503,291	639,296	700,753
Catering supplies	-	-	1,789	33,998	35,787	78,344
Transport and minibus	-	-	-	918	918	1,469
Governance costs	2,931	926	154	11,415	15,426	15,276
Communications and Marketing	-	51,543	-	51,543	103,086	129,576
CBILS loan interest	7,714	2,436	406	30,044	40,600	-
Total	100,586	189,744	116,740	1,402,372	1,809,442	1,782,865

Support costs are allocated to all cost centres at various percentages based on the estimated usage of facilities.

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	**5,599,606**	**5,678,230**
Social Security costs	**471,539**	467,530
Pension Costs	**434,790**	417,785
	6,505,935	6,563,545

The wages and salaries cost above includes salaried employees' costs of £5,528,665 (2020 - £5,512,572) with the remaining £70,940 (2020 - £165,658) being staff paid via invoice, due to them being agency. Staff can receive a benefit by being a member of a private health insurer and the cost of this for the year ended 31 March 2021 was £22,336 (2020 - £22,660). There were £3,819 of redundancy costs in the year (2020 - £1,980).

The average monthly number of salaried employees during the year by the group was as follows:

	2021	2020
Patient and Family Services staff	**136**	146
Education staff	**5**	6
Fundraising staff	**15**	15
Shops and commercial	**51**	57
Support staff	**36**	35
	243	259

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

	2021	2020
£60,000 - £70,000	2	3
£70,000 - £80,000	1	-
£90,000 - £100,000	1	1

The total amount of employee benefits (inclusive of national insurance and pension contributions) received by key management personnel was £419,067 (2020 - £414,393).

No remuneration has been paid and no expenses have been reimbursed/accrued regarding any Governors other than:

There were expenses for travel and subsistence repaid to one Governor of £64 (2020: £311).

R G Shaw (as Richard G Shaw Ltd), a practising chartered accountant, accounting and taxation as follows:

	2021	2020
	£	£
St Richard's Hospice Trading Company Limited – R G Shaw :	**670**	750

£680 (2020 - £680) is included in accruals in respect of amounts owed to Richard G Shaw Ltd at the year end.

The Governors are satisfied that the payment of these fees complies with the requirements of the Charities Act 2011.

11. NET INCOME

	2021	2020
	£	£
The net income is stated after charging:		
Depreciation	**466,303**	409,632
Operating lease charges:		
- buildings	**459,601**	434,977
- other	**804**	4,884
Auditor's remuneration:		
- Charity audit	**11,500**	11,500
- Subsidiary audit	**3,000**	3,000
Pension costs	**434,790**	417,785
Governors emoluments and other benefits etc	**849**	1,061

12. TAXATION

The company is a registered charity and is not liable to corporation tax. No liability to UK corporation tax arose on ordinary activities of the subsidiary company for the year ended 31 March 2021 nor for the year ended 31 March 2020 as all profits are gift aided to the parent charity.

13. TANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Commercial Properties	Freehold Land and Buildings	Long Leasehold Land	Refurbishment of Short Leasehold Shops and Warehouse	Medical Equipment
	£	£	£	£	£
COST:					
At 1 April 2020	524,202	11,076,123	100,000	956,843	78,513
Additions	-	10,650	-	-	5,985
Disposals	-	(24,237)	-	-	-
At 31 March 2021	524,202	11,062,536	100,000	956,843	84,498
DEPRECIATION:					
At 1 April 2020	36,778	1,680,205	12,267	725,540	50,379
Charge for year	10,484	223,635	800	107,844	11,958
Disposals	-	-	-	-	-
At 31 March 2021	47,262	1,903,840	13,067	833,384	62,337
NET BOOK VALUE:					
At 31 March 2021	476,940	9,158,696	86,933	123,459	22,161
At 31 March 2020	487,424	9,395,918	87,733	231,303	28,134

	Build 2021	Furniture and Fittings	Motor Vehicles	Office Equipment	Totals
	£	£	£	£	£
COST:					
At 1 April 2020	347,602	381,084	39,643	316,522	13,820,532
Additions	2,106,536	-	-	25,272	2,148,443
Reclassification			-		(24,237)
Disposals	-	-	-	-	-
At 31 March 2021	2,454,138	381,084	39,643	341,794	15,944,738
DEPRECIATION:					
At 1 April 2021	-	113,862	30,684	154,556	2,804,271
Charge for year	-	37,070	6,137	68,374	466,302
Disposals	-	-	-	-	-
At 31 March 2021	-	150,932	36,821	222,930	3,270,573
NET BOOK VALUE					
At 31 March 2021	2,454,138	230,152	2,822	118,864	12,674,165
At 31 March 2020	347,602	267,222	8,959	161,966	11,016,261

The value of intangible fixed assets was immaterial, as such has not been split from the figure within Office Equipment. The net book value of these items was £25,192.

14. FIXED ASSETS INVESTMENTS

	Group		Charity	
	2021	2020	2021	2020
Valuation	£	£	£	£
At 1 April 2020	**3,161,002**	3,242,840	**3,161,102**	3,242,940
Additions at cost	**305,734**	574,399	**305,734**	574,399
Disposal proceeds	**(239,739)**	(499,057)	**(239,739)**	(499,057)
Net gain/(loss) on investments	**434,938**	(157,180)	**434,938**	(157,180)
At 31 March 2021	**3,661,935**	3,161,002	**3,662,035**	3,161,102
Fixed asset investments by type:				
Cash on interest deposit	**414,276**	197,979	**414,276**	197,979
British Government Stocks	**116,829**	117,963	**116,829**	117,963
Fixed Interest	**756,853**	813,875	**756,853**	813,875
Hedge Funds	**-**	-	**-**	-
Overseas Equities	**1,198,980**	913,069	**1,198,980**	913,069
UK Equities	**570,726**	537,366	**570,726**	537,366
Infrastructure	**476,087**	483,685	**476,087**	483,685
Absolute Return	**-**	-	**-**	-
Multi Asset/Property Funds	**128,084**	96,965	**128,084**	96,965
Unlisted shares in joint venture/subsidiary at cost (see notes 16 and 17)	**100**	100	**200**	200
	3,661,935	3,161,002	**3,662,035**	3,161,102
Valuation at 31 March is represented by:				
Cost	**2,912,793**	2,866,148	**2,912,893**	2,866,248
Revaluation at 31 March	**749,142**	294,854	**749,142**	294,854
	3,661,935	3,161,002	**3,662,035**	3,161,102

The charity manages its investments risk by retaining the services of expert advisers and operating a comprehensive investment policy as detailed in the report of the governors.

15. INVESTMENT PROPERTY

	Group		Charity	
	2021	2020	2021	2020
Valuation	£	£	£	£
At 1 April 2020	-	-		582,681
Additions at cost	-	-	-	-
Disposal proceeds	-	-	-	-
Change of accounting treatment	-	-		(582,681)
Revaluation	-	-	-	-
At 31 March 2021	-	-	-	-

2019 was the last year when accounting for investment properties, owned by St Richard's Hospice Foundation and used for trading by St Richard's Hospice Trading Company Limited, could be treated as an investment in the charity's account and a fixed asset in the group accounts. The accounting treatment of this class of asset is now to depreciate it as a fixed asset in both group and charity accounts.

16. SUBSIDIARY COMPANIES

The charity has the following subsidiary companies:
Subsidiary undertakings whose results have been consolidated in these accounts are:

St Richard's Hospice Trading Company Limited (Company No.: 04805373)
Nature of business: Shop and commercial retailing.

Class of shares:	% holding
Ordinary	100

	2021	2020
	£	£
Aggregate assets	**480,534**	346,719
Aggregate liabilities	**(480,434)**	(346,619)
Aggregate capital and reserves	**100**	100

The company had income of £2,134,877 (2020 - £2,089,057) and expenditure of £1,627,870 (2020 - £1,571,595) leaving a profit of £507,007 (2020 - £517,462) which was distributed as a gift aid payment to this charity.

17. INVESTMENT IN JOINT VENTURES

Worcestershire Hospices Lottery Limited (Company no. 03689508)
Nature of business: Fundraising

Class of shares	% holding
Ordinary 'B'	33.33

The charity's interest in the 12 months to 31 March 2021 of Worcestershire Hospices Lottery Limited are as follows:

	2021	2020
	£	£
Turnover	**169,822**	184,559
Other income	**342**	-
Expenditure excluding audit fee	**(52,465)**	(75,599)
Audit fee	**(1,200)**	(1,191)
Profit for the year	**116,499**	107,769
Prior year adjustment	**803**	-
Gift aid distribution to charity	**(117,302)**	(107,769)
Retained profit for the year	**-**	-
Fixed assets	**-**	-
Current assets	**40,041**	46,106
Current liabilities	**(39,941)**	(46,006)
Total assets less current liabilities	**100**	100
Share capital	**100**	100

At 31 March 2021 St Richard's Hospice Foundation was owed £7,745 (2020- £8,421) and £1,165 (2020 - £2,108) relating to trading balances by Worcestershire Hospices Lottery Limited. The carrying value of this company in the Group Balance sheet is £100 and forms part of the investments balance.

18. **STOCK**

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Goods for resale	60,472	74,919	-	-

19. **DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Unrestricted:				
Trade debtors	19,934	53,734	18,279	27,806
Other debtors	442,288	76,500	242,288	76,500
VAT	162,326	137,379	145,930	118,581
Prepayments and accrued income	1,640,697	1,550,875	1,536,465	1,448,577
Amounts due from joint venture	7,745	8,421	7,745	8,421
Amounts due from subsidiary undertakings	-	-	313,526	150,022
	2,272,990	1,826,909	2,264,233	1,829,907
Restricted:				
Prepayments and accrued income	2,395	2,395	2,395	2,395
	2,275,385	1,829,304	2,266,628	1,832,302

20. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Unrestricted:				
Trade creditors	157,313	368,490	99,453	289,315
Other creditors	144,520	148,681	144,520	148,681
Social Security and other tax	112,504	112,224	112,504	112,224
Accruals and deferred income	425,483	839,281	316,433	721,861
Coronavirus business interruption loan	233,334	-	233,334	-
	1,073,154	1,468,676	906,244	1,272,081
Restricted:				
Other creditors	10,549	9,284	10,549	9,284
	1,083,703	1,477,960	916,793	1,281,365

20. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR** (Continued)

Included in accruals and deferred income is deferred income of £87,793 (2020- £123,799) for the group and the charity and this is analysed below:

GROUP AND CHARITY

	Education and training income inc. room rental	For events post year end	Grants and Donations	NHS Grant	Total For Group & Charity
	£	£	£	£	£
Deferred income brought forward	4,272	59,527	60,000	-	123,799
Released in year	(4,272)	(152,518)	(60,000)	(2,185,130)	(2,401,920)
Deferred during year	-	107,482	20,000	2,238,432	2,365,914
Deferred income carried forward	-	14,491	20,000	53,302	87,793

The amounts have only been deferred when the group does not have unconditional entitlement to the income or when the income relates to delivery of a service and is therefore only recognised to the extent that the charity has provided the service.

21. CREDITORS: AMOUNTS FALLING AFTER ONE YEAR

	Group 2021	Charity 2020	2021	2020
	£	£	£	£
Unrestricted:				
Coronavirus business interruption loan	**1,766,666**	0	**1,766,666**	0
	1,766,666	0	**1,766,666**	

22. CONTINGENT ASSETS

As at 31 March 2021 the charity had been notified of 10 legacies, the values of which are unknown, or cannot be reliably measured. As at the approval date of the financial statements no further information had been received and therefore this legacy income has not been accrued.

23. PENSION COMMITMENTS

The company contributes to a defined benefit pension scheme operated by the NHS. Net NHS pension costs of £271,793 (2020 - £268,236) were charged in the Statement of Financial Activities during the year. The company also contributed £147,498 (2020 - £126,527) to some employees' occupational pension schemes, and £15,498 (2020 - £23,022) to employees 'private pension schemes. Included in other creditors at 31 March 2021 was £36,682 (2020 - £37,902) in relation to the NHS scheme and £4,999 (2020 - £20,916) in relation to the work place pension scheme. The cost and liability is allocated between activities by reference to the area the employee is working in. The cost and liability is allocated against unrestricted funds unless a restricted fund allowed the expenditure.

The NHS scheme is a defined benefit scheme which is unfunded. This is a multi-employer pension scheme based on final pensionable pay, contributions being charged to the profit and loss account so as to spread the cost of pensions over employees' working lives with the company. The company accounts for the scheme as a defined contribution scheme and is not required to account for any share of the assets or liabilities of the scheme in accordance with FRS 102. This is deemed appropriate as the company has no ongoing liability once the contributions to the scheme are made.

24. RELATED PARTY TRANSACTIONS

The Charity owned 33.33% of Worcestershire Hospices Lottery Limited, ownership and control is split equally between St Richard's Hospice, Acorns Children's Hospice Trading Limited and The Primrose Hospice Limited. D Corns (Senior Manager) and J Patel (Chief Executive)) are also directors of Worcestershire Hospices Lottery Limited. St Richard's Hospice received £117,302 (2020 - £107,769) gift aid from Worcestershire Hospices Lottery Limited and charged £0 (2020 - £2,614) for rent, which is considered by the Governors to be a market value. At 31 March 2021 Worcestershire Hospices Lottery Limited owed St Richard's Hospice £7,745 (2020 - £8,421).

R Shaw produces the statutory accounts for St Richard's Hospice Trading Company Limited an accrual of £680 is shown in note 9 for completion of this service.

St Richard's Hospice Foundation was charged £168,305 (2020-£650,200) by St Richard's Hospice Trading Company Limited for administering the sale of goods gifted to the hospice and for which a gift aid claim was made. St Richard's Trading Company Limited owed £313,526 to St Richard's Hospice Foundation as at 31st March 2021 (£150,022 – 2020).

25. CAPITAL COMMITMENT

There was a capital commitment of £92,714 at 31 March 2021 (2020 £2,080,458). This commitment related to the Build 2020 project and is to be funded by the unrestricted reserves held above the stated reserves policy as noted on page 11.

26. OPERATING LEASE COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are shown below:

	2021		2020	
	Land and Buildings	**Other**	Land and Buildings	Other
	£	**£**	**£**	**£**
GROUP				
Within one year	**330,058**	**3,792**	316,313	3,648
Between two and five years	**498,981**	**4,779**	692,867	7,767
Over five years	**181,833**	**-**	245,000	-
	1,010,872	**8,571**	1,254,180	11,415
CHARITY				
Within one year	**-**	**2,988**	-	2,988
Between two and five years	**-**	**4,779**	-	7,767
Over five years	**-**	**-**	-	-
	-	**7,767**	-	10,755

The group has off balance sheet arrangements in the form of operating leases, which means that neither the liability under the lease nor the related assets appears on the Balance Sheet. The group uses operating leases so it has the benefit of leasing over a defined period and the risks are retained by the lessor.

27. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Total Unrestricted Fund	Total Restricted Funds	Total Funds 2020
		£	£	£
INCOME FROM:				
Donations and Legacies	2	2,660,264	1,076,384	3,736,648
Charitable Activities	3	2,118,174	-	2,118,174
Other Trading Activities	4	3,901,602	-	3,901,602
Investments:	5	116,931	-	116,931
Other				
- Share of net income of Joint Venture	17	107,769	-	107,769
TOTAL INCOME		8,904,740	1,076,384	9,981,124
EXPENDITURE ON:				
Raising Funds	7	3,156,229	30,225	3,186,454
Charitable Activities	8	5,930,885	108,614	6,039,499
TOTAL EXPENDITURE		9,087,114		9,225,953
NET (EXPENDITURE)/INCOME AND NET MOVEMENT IN FUNDS BEFORE (LOSSES)/GAINS ON INVESTMENTS		(182,374)	937,545	755,171
Net (losses)/gains on investments	14	(157,180)	-	(157,180)
NET (EXPENDITURE)/INCOME		(339,554)	937,545	597,991
Transfers between funds for purchased items		990,563	(990,563)	-
NET MOVEMENT IN FUNDS		651,009	(53,018)	597,991
RECONCILIATION OF FUNDS:				
TOTAL FUNDS BROUGHT FORWARD		15,493,604	78,336	15,571,940
TOTAL FUNDS CARRIED FORWARD	28	16,144,613	25,318	16,169,931

28. RESTRICTED/ UNRESTRICTED FUNDS

The General Fund represents the free funds of the Hospice which are not designated for particular purposes. The investment fair value reserve represents the excess of fair value over the historic cost of the investments.

The designated fixed asset fund has been set up to assist in identifying those funds that are not free funds. It represents the net book value of tangible fixed assets excluding those tangible fixed assets funded from restricted funds.

The transfer from other funds to the designated fixed asset fund of £2,124,207 (2020 - £1,779,498) for the group and charity represents unrestricted tangible fixed asset additions in the year.

When funds subject to a restriction are used to purchase a fixed asset, the restriction is deemed satisfied. This treatment applies to all funds, where they have been used to purchase an asset.

Restricted other funds represent amounts held from many smaller grant making trusts and others for various restricted purposes which, due to their individual size, are not to be disclosed separately in these accounts.

GROUP

	At 1 April 2020 £	Income £	Expenditure £	Investment Gains/(Losses) £	Transfers £	At 31 March 2021 £
General fund	4,833,498	**8,792,601**	**(6,402,192)**	**9,925**	**(2,153,482)**	**5,080,350**
Investment fair value reserve	294,854	-	-	**425,013**	**29,275**	**749,142**
Designated funds						
Fixed asset fund	11,016,261	-	**(466,303)**	-	**2,124,207**	**12,674,165**
Total unrestricted funds	16,144,613	**8,792,601**	**(6,868,495)**	**434,938**	-	**18,503,657**
Restricted funds						
Other Funds	25,318	**1,969,960**	**(1,887,895)**	-	-	**107,383**
	25,318	**1,969,960**	**(1,887,895)**	-	-	**107,383**
Total funds	16,169,931	**10,762,561**	**(8,756,390)**	**434,938**	-	**18,611,040**

Should St Richard's ever want to sell Wildwood Drive, it would need permission from the Big Lottery as this was a condition of funding, registered at Land Registry.

28. **RESTRICTED/ UNRESTRICTED FUNDS**

ASSETS AND LIABILITIES REPRESENTING UNRESTRICTED FUNDS

GROUP

	General Fund	General Fund Re: investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2021	Total Unrestricted Funds 2020
	£	£	£	£	£
FIXED ASSETS					
Tangible assets	-	-	12,674,165	12,674,165	11,016,261
Investments	2,912,693	749,142	-	3,661,835	3,160,902
Investments in joint venture	100	-	-	100	100
CURRENT ASSETS					
Stock	60,472	-	-	60,472	74,919
Debtors (Note 19)	2,272,990	-	-	2,272,990	1,826,909
Cash at bank	2,673,915	-	-	2,673,915	1,534,198
CREDITORS: Amounts falling due within one year (Note 20)	(1,073,154)	-	-	(1,073,154)	(1,468,676)
CREDITORS: Amounts falling due Over one year. (Note 21)	(1,766,666)	-	-	(1,766,666)	-
Total Funds	5,080,350	749,142	12,674,165	18,503,657	16,144,613

ASSETS AND LIABILITIES REPRESENTING RESTRICTED FUNDS

GROUP

	Total Restricted Funds 2021	Total Restricted Funds 2020
	£	£
FIXED ASSETS		
Tangible assets	-	-
Investments	-	-
Investments in joint venture	-	-
CURRENT ASSETS		
Stock	-	-
Debtors (Note 19)	2,395	2,395
Cash at bank	115,537	32,207
CREDITORS: Amounts falling due within one year (Note 20)	(10,549)	(9,284)
Total Funds	107,383	25,318

29. COMPARATIVE UNRESTRICTED FUNDS/RESTRICTED FUNDS

GROUP

	At 1 April 2019 £	Income £	Expenditure £	Investment Gains £	Transfers £	At 31 March 2020 £
General fund	5,395,175	**8,904,740**	**(8,677,482)**	**(18,799)**	(770,136)	4,833,498
Investment fair value reserve	452,034			(138,381)	(18,799)	294,854
Designated funds						
Fixed asset fund	9,646,395		(409,632)		1,799,498	11,016,261
Total unrestricted funds	15,493,604	8,904,740	(9,087,114)	(157,180)	990,563	16,144,613
Restricted funds						
Hospice Fund	-	-	-	-	-	-
Community Care Fund	-	-	-	-	-	-
IPU Extension Fund	-	-	-	-	-	-
2020 Capital Appeal	50,000	922,110			(972,110)	-
Other Funds	28,366	154,274	(138,839)		(18,453)	25,318
	78,336	1,076,384	(138,839)	-	(990,563)	25,318
Total funds	15,571,940	9,981,124	(9,225,953)	(157,180)	-	16,169,931

COMPARATIVE ASSETS AND LIABILITIES REPRESENTING UNRESTRICTED FUNDS

GROUP

	General Fund £	General Fund Re: investment Fair Value Reserve £	Designated Fixed Asset Fund £	Total Unrestricted Funds 2020 £
FIXED ASSETS				
Tangible assets			11,016,261	11,016,261
Investments	2,866,048	294,854	-	3,160,902
Investments in joint venture	100	-	-	100
CURRENT ASSETS				
Stock	74,919	-	-	74,919
Debtors (Note 19)	1,826,909	-	-	1,826,909
Cash at bank	1,534,198	-	-	1,534,198
CREDITORS: Amounts falling due within one year (Note 20)	(1,468,676)	-	-	(1,468,676)
Total Funds	4,833,498	294,854	11,016,261	16,144,613

30. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

31. CONTROLLING PARTY

The charity is under the control of its Governors.

32. AGENCY NOTE

St Richard's Hospice Trading Company Limited acts as an agent to St Richard's Hospice on selling second hand goods for which Gift Aid is claimed. Total Gift Aid sales were £220,725 (£864,285 - 2020) and the management charge for this service was £168,305 (£650,200 – 2020). £93,761 (£94,316 – 2020) is held in other creditors on behalf of the Worcester Acute Trust to pay for the training of specialty palliative registrars. £9,500 (£7,229- 2020) is held in other creditors being refunds made after the year end for events cancelled due to restrictions introduced by the government to combat the COVID-19 outbreak.