

# Annual Report and Accounts

## Trustees' report and consolidated financial statements for the year ended 31 March 2024.

**Springhill Hospice (Rochdale)**

**Company number: 2325905**

**Registered in England and Wales**

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# Officers and Professional Advisors

## **Trustees and Officers**

### *Chair of the Board of Trustees*

Mrs Lesley Mort

### *Trustees*

Mrs Joanne Bentley

Rt Rev Mark Davies

Miss Kitsa Efthymiadis

Mrs Carol Hopkins (resigned 26 March 2024)

Dr Shona McCallum (appointed 28 June 2023)

Mr Kieren McDonnell

Dr Robert Namushi (resigned 24 September 2024)

Mr Martin O'Donnell

Mrs Yvonne Rogers

Sir David Trippier (resigned 24 September 2024)

### *Company Secretary*

Ms Rebecca Davis

## **Key Management Personnel**

### *Chief Executive*

Mrs Samantha Wells

### *Medical Director*

Dr Christopher Pick

### *Director of Clinical Services*

Mrs Angela Anderson

### *Director of Finance*

Ms Rebecca Davis

### *Director of Corporate Services*

Miss Emily Kennedy

## **Professional Advisors and Registered Office**

### *Solicitors*

Molesworths Bright Clegg  
Octagon House, 25-27 Yorkshire Street  
Rochdale  
Lancashire OL16 1RH

### *Auditor*

Crowe UK LLP  
St Georges House,  
56 Peter St,  
Manchester M2 3NQ

### *Banker*

The Royal Bank of Scotland  
Manchester Commercial,  
3rd Floor, 38 Mosley Street  
Manchester M3 3AZ

### *Pension Advisor*

Cullen Wealth  
2 Riverview, Vale Road  
Heaton Mersey  
Cheshire SK4 3GN

### *Registered and Principal Office*

Springhill Hospice (Rochdale)  
Broad Lane  
Rochdale  
Lancashire OL16 4PZ

Springhill Hospice (Services) Ltd  
Subsidiary of Springhill Hospice (Rochdale)

Springhill Hospice (Lottery) Ltd  
Subsidiary of Springhill Hospice (Services) Limited

# Trustees' Report

The Trustees of Springhill Hospice (Rochdale), who are also Directors of the company for the purposes of the Companies Act 2006, submit their annual report, together with the financial statements and auditor's report for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011, the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

## Constitution and Governing Documents

Springhill Hospice (Rochdale) is a company limited by guarantee (Company No 02325905), and is registered as a charity under the Charities Act 1960 (Registered Charity No 701798). The company was incorporated on 7 December 1988 and is governed by a Memorandum and Articles of Association. The company is run by a Board made up of Trustees (Directors). Every Trustee undertakes to contribute to the assets of the company in the event of it being wound up during the time he/she is a Trustee or within one year afterwards. The amount that may be required will not exceed £1 (one pound) for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

The names of Trustees that served during and after the year to 31st March 2024 can be found on page 3 of these accounts. Trustees are appointed for a term of three years and are eligible for re-election at the AGM of the appropriate year.

## Aims and Objectives

The object of the charity, as set out in its Memorandum and Articles of Association, is to promote the relief of illness and suffering in the Heywood, Middleton and Rochdale (HMR) area.

Springhill Hospice (Rochdale) provides multi-professional palliative and end of life services and has its operational site on Broad Lane, Rochdale. The range of services that Springhill Hospice (Rochdale) provides are inpatient, day therapy and community

services. A 24-hour advice line is available to healthcare professionals, patients and carers in the Heywood, Middleton and Rochdale area.

The activities undertaken during the reporting period to meet these objectives were:

- Provision of 16 beds in the inpatient unit providing 24 hour medical and nursing care
- Day Therapies provided from the Hospice site for adults with a diagnosed palliative life-limiting illness
- In liaison with NHS and other partners, the provision of community care for those patients being supported at home
- Bereavement support for adults in HMR bereaved by someone with a diagnosed life-limiting illness (deceased child or adult).
- Counselling service for adults with a diagnosed life-limiting illness and for relatives of someone with a life-limiting illness.
- A 24-hour palliative care advice line for patients, carers and professional staff
- Provision of a dedicated education unit for staff training and to provide education in palliative care to the local clinical community. Courses were run in person and online.

The Hospice also carries out various fundraising activities and initiatives to generate donations and financial support in order to support its charitable activities.

Springhill Hospice (Services) Limited is a subsidiary company of the Hospice and generates funds for the Hospice through retail shops and fundraising activities.

Springhill Hospice (Lottery) Limited, a subsidiary of Springhill Hospice (Services) Limited, generated income for the Hospice through the provision of a weekly lottery; the lottery was managed on its behalf by StarVale Management & Technologies Limited. These activities ceased in October 2023 and the Hospice joined the Local Hospice Lottery.

## **Fundraising Standards Information**

Springhill Hospice (Rochdale) is committed to practising the highest standards of income generation and ensuring all activity reflects the Hospice's values. The Hospice is registered with the Fundraising Regulator, and has made a commitment to adhere to all recognised standards and requirements outlined in the Code of Fundraising Practice when planning or undertaking fundraising initiatives. The standards addressed in the Code of Fundraising Practice underpin all aspects of fundraising undertaken by the Hospice, and comprise a number of fundraising streams including: Key Principles and Behaviours; Working with Volunteers; Working with Children; Working with Third Parties; Fundraising Communications and Techniques; Direct Marketing; Telephone; Digital Media; Trusts; Major Donors; Corporate Partnerships; Raffles and Lotteries; Fundraising through Payroll Giving; Events; Public Collections; Static Collections; Legacies; Payment of Fundraisers and Handling of Donations. In addition, donations

received are processed following the Hospice's internal financial procedures in line with Charity Commission guidance.

All income generation activities are undertaken within charity law, meeting Charity Commission guidelines, Fundraising Regulator codes of practice, HMRC (tax authority) rules, The Gambling Commission standards and Gambling Act, local licensing laws, Advertising Standards and the General Data Protection Regulation and Data Protection Act.

Springhill does not condone and never employs aggressive fundraising tactics. All contact with donors is always conducted in a caring and professional manner, in line with Springhill's values.

Springhill Hospice (Rochdale) is committed not only to meeting the minimum standards set out within legislation and codes of practice, but also aspiring to reach a higher level of supporter care, being advocates of the superb care delivered at the Hospice and mirroring this with our current donors and new supporters. As part of this commitment, the Income Generation Team are active members of the Hospice Income Generation Network (HIGN) and the Charity Retail Association (CRA), which support the Hospice's commitment and development to working ethically and responsibly, using best practice when communicating with our donors and supporters.

During the year the hospice received no complaints about our income generation activity.

In order to ensure that we protect vulnerable people and other members of the public from any unreasonable behaviour or undue pressure, alongside our Privacy Policy, we commit to:

- Adhere to the Fundraising Regulator's Code of Practice and the Fundraising Promise.
- Promptly action any requests for removal from our mailing lists and database.
- Not sell or pass on the data of any of our donors and supporters to any third parties, with the exception where we have consent to share this information with our lottery partners, Local Hospice Lottery.
- Only use professional fundraising agencies who can demonstrate a track record of best practice in the sector and compliance with the Fundraising Regulator and other appropriate sector bodies.

## **Public Benefit Statement**

In setting our objectives and planning our services, the Trustees of Springhill Hospice (Rochdale) have given careful consideration to the Charity Commission's general

guidance on public benefit. Springhill Hospice (Rochdale) provides Hospice services free of charge to those individuals aged over 18 years with life-limiting illness living in and bordering the Rochdale Borough area, and also provides supportive care for their families and carers. Our care services are available, without restriction, to all groups in the communities we serve.

## **Achievements and Performance**

This year we were especially proud to be awarded a rating of Outstanding by the CQC following an inspection in July 2023. This is even more impressive given the recent challenges of the Covid-19 pandemic, a cost of living crisis and high inflation and is a testament to the hard work and dedication of all staff and volunteers.

We continue to work alongside our neighbouring Hospices across Greater Manchester, as part of the Greater Manchester Hospice Provider Collaborative, working together more strategically and influencing the provision and delivery of Specialist Palliative Care and End of Life Care services across Greater Manchester, whilst retaining our identity and individuality. The Group's intention is for Hospices to work together to help shape the vision and delivery of Greater Manchester's Palliative and End of Life Strategy, to promote the work Hospices do across Greater Manchester, and to influence and shape the future commissioning of Hospice and Palliative Care services.

Clinical Directors of the various hospices work particularly closely together on projects. One example has been to develop standardised Key Performance indicators. The KPIs will allow us to benchmark against each other, and the partnership working enables us to share practice, collaborate and reduce duplication of some work.

Another example is the Springhill Palliative Care Education Passport (SPCEP). Six modules, each exploring different aspects of Palliative Care, providing holistic knowledge and skills for all grades of staff. This course is endorsed by Skills for Care and also award winning! With Greater Manchester Hospices, we now offer this course for their educators to become trainers and disseminate the content in their locality to promote a standardised palliative and end of life care education for health care professionals.

2023/24 has been a busy year with sustained activity across all services. This is reflected now in the creation of new clinical performance report presented to the Board of Trustees. Historically, hospices have delivered exceptional care to patients and loved ones but we recognise that we need to demonstrate this more effectively with data in order to retain current funding streams or pursue additional funding to develop services in an increasingly financially challenging time. The clinical performance report



highlights some of the organisational key performance indicators (KPIs) and is an opportunity to celebrate achievements or identify challenges. All clinical services reflect on the feedback they receive, and this is reported to the Clinical Standards sub-committee on a quarterly basis. All the Hospice sub-committees have development plans to track areas for improvement and monitor progress. The Clinical Standards development plan includes extending use of the Integrated Palliative Care Outcome Scale. The Hospice also tracks progress towards its strategic plan goals. Fundraising and financial performance is measured against targets and budgets and is reported monthly to the management team and quarterly to every Finance and Employment Committee meeting.

### **Inpatient Services**

<b><i>Inpatient Services</i></b>	<b>2023-24</b>	<b>2022-23</b>
Registered inpatient beds	16	16
Available patient beds	16	16
Patient admissions	344	291
Occupied bed days	4,135	2,901
Average length of stay (days)	12.29	10.74

The Inpatient Unit has 16 beds; offering privacy and dignity for all. Currently two of these beds are used for discharge to assess patients; these are patients who would usually be under our care in the community and who are awaiting arrangements for support/care or a long-term placement in a cared environment and need to be discharged from an acute hospital. Other patients are admitted for symptom management, which can range from pain management to breathlessness, nausea and vomiting. They are also admitted for end-of-life care in the last phase of their disease. The medical and nursing team work closely together providing the highest standard of care for our patients with life-limiting illnesses and their loved ones. Post-covid, the IPU has seen increased occupancy and increased complexity of patients' needs.

Visiting is unrestricted and family and friends are able to enjoy areas of the inpatient unit and the surrounding grounds. There are some overnight stay facilities, meaning patient families can stay in a comfortable twin room, with access to shower facilities and a TV, whilst remaining close to their loved ones overnight. The IPU communal areas have recently undergone a refurbishment, thanks to a HSBC grant, with new modern flooring throughout and cosy and welcoming lounge areas. These are used by patients and their loved ones.

The nursing team is led by the inpatient unit manager and two junior sisters. It comprises 16 registered nurses, one specialist palliative care nurse, three nursing

associates, a trainee nursing associate, three assistant practitioners, two senior nursing assistants and 17 nursing assistants.

The development of the newer roles of senior nursing assistant and nursing associate has allowed the inpatient unit staff to progress in their career, supported by the hospice, whilst continuing to work in their chosen area. The senior nursing assistant role has been developed to allow existing staff an opportunity to develop their role and recognises those who often go above and beyond by: supporting and developing new staff; motivating and guiding existing staff and taking on more senior roles, such as ordering clinical stock and maintaining medication levels. The nursing associate role is a bridge between the nursing assistant and trained nurse role, allowing staff to take on more clinical responsibility. This is especially needed due to ongoing levels of occupancy and dependency on the unit. Although supervised by registered nurses, the nursing associates are also able to work autonomously. They admit patients, taking responsibility for their care throughout their stay, up to and including arranging their discharges. They have a clear scope of practice and competencies. The nursing associate role has proved to be invaluable. We will continue to support our staff to develop and enhance their learning. This will allow the Hospice to maintain a workforce which can meet current and future demand.

We have recently developed a new volunteering opportunity, with the role of 'patient companion volunteer'. This is a specialist volunteering role, in which volunteers can come onto the IPU and support patients and their loved ones in a number of different ways including: bereavement support; company for patients and their loved ones and offering drinks and support with meals. As this is very much a patient-facing role, this needs to be the right fit for the right person, and we currently have seven amazing volunteers who bring so much to the role.

The medical team consists of three full-time and two part-time doctors. The Medical Director is also the Responsible Officer for the organisation and one of the full-time doctors is the medical lead for the hospice community service. The doctors provide clinical care on the ward and in the community setting, as well as advice and support to the wider healthcare system in the area. They work closely with the other Springhill clinicians to help deliver palliative care to the service users and are very much part of the Springhill ethos of patient-centred care. There is medical presence on the inpatient unit every day and admissions are possible across the full week. Education, both in-house and external, is seen as vital to the provision of good palliative care and the medics work with the hospice education team to contribute to this.

The staff on the inpatient unit continue to provide the 24-hour advice line, taking calls from other professionals, patients, families or carers who require advice any time of the

day or night. They offer a compassionate and reassuring support during times of uncertainty.

## Day Therapies

<b>Day Therapies</b>	<b>2023-24</b>	<b>2022-23</b>
Registered weekly day hospice places	32	64
Available weekly day hospice places	24 (16*)	32
Day hospice operational days per week	3 (2*)	4
Total day hospice attendances	1,031	916
Virtual interventions	0	0

\*Reduced to 2 days service 9/1/24 due to registered nurse vacancies

The team continue to offer a selection of different programmes to meet different people's needs most effectively. Until the end of 2023, we offered two wellbeing days for patients with a palliative condition, one with a focus on self-management and a third day solely for patients with a Dementia diagnosis. The focus changed in 2023, to run a variety of sessions at community venues across the borough to make our service more accessible to all adults with a palliative condition. These sessions include self-management supportive group sessions, information sessions for patients and their loved ones, along with some of our creative therapies and complementary therapies. In January 2024, we reduced to two wellbeing days in conjunction with some community engagement activity due to staff vacancies. For different reasons, the two registered nurses left the team which created an opportunity to review the best staffing model and approach for the service. Through 2023/24, the Psychological Supportive Care team manager (counsellors and spiritual care coordinator) also managed Day therapies as both had small teams of staff. However, to proactively develop the service, we created a new position for an Outreach manager who will commence May 2024, followed a week later by another registered nurse.

We see this as an exciting time, to celebrate the amazing work already in action and opportunity to develop the service further. From feedback, we know that a full day for some is not how they want to access our service, they want complementary therapies as an outpatient, others want services closer to home in environments they are already comfortable in. We have engaged more with the local community to better understand their needs, educate people about the hospice and the ways we can best support them. We will continue to have sessions in the hospice as we believe it's very important to develop the relationship with staff and break down some of the possible misconceptions of the hospice, we are able to support patients with strategies to optimise their quality of life and initiate some advance care planning discussions in a safe place.

## Counselling Service

<b><i>Counselling Service</i></b>	<b>2023-24</b>	<b>2022-23</b>
Clients referred	101	98
Virtual client contacts	102	253
Face to face client contacts	436	209

Our Counselling Service offers support to adults living within the Rochdale Borough who have a diagnosis of a life-limiting disease. We also offer support to their adult relatives and loved ones. The support we are able to offer ranges from short term one off psychological support to time limited counselling or more long-term counselling depending on the client's needs. We continue to adapt and respond to clients' needs and can deliver our support outdoors in a designated area of the Hospice gardens, face to face in counselling rooms, on the inpatient unit, in patient's homes or by telephone or video appointment.

We receive referrals from our inpatient unit, day therapies, community services and others including GPs, district nurses and specialist nurses. There is currently no waiting list. Feedback from clients continues to be very positive.

## Bereavement Service

<b><i>Bereavement Service</i></b>	<b>2023-24</b>	<b>2022-23</b>
Clients referred	130	136
Virtual client contacts	177	327
Face to face client contacts	502	539

Our Bereavement Service offers support to adults living within the Rochdale Borough who are struggling with their grief following the death of a loved one with a diagnosed life-limiting illness. We also support adults who have lost a loved one who was known to Springhill Hospice whether or not they live in the Rochdale Borough. We accept referrals from GP's and self-referrals from those whose loved one was known to us. This service receives funding from HMR Integrated Care. Current waiting time to be seen is 2-3 weeks for our Bereavement Service. Feedback continues to be very positive.

Grief is very individual and our Bereavement Service recognises this and we support people in a variety of ways. As well as offering counselling, face to face, by telephone and video, we also offer counselling outdoors in the Hospice grounds as well as walking counselling, which some clients find to be their preferred method of support.

In addition to one-to-one counselling and support we also offer a Bereavement Support group, an Ecotherapy Group, and a Bereavement Social group. The Counselling Service and Counselling element of the Bereavement Service continues to be accredited by the British Association for Counselling and Psychotherapy (BACP).

### **Spiritual and pastoral care**

Our Spiritual and Pastoral Coordinator provides support for Day Therapy and IPU patients, and their loved ones. This support continues for family and friends post bereavement, with bi-monthly non-faith Remembrance Services and special annual Light up a Life events.

### **Specialist Palliative Care Team - Community Service**

<b>Community Services</b>	<b>2023-24</b>	<b>2022-23</b>
Patients referred	746	733
Total visits from the Community team.	6,311	6,583

Springhill Hospice's Specialist Palliative Care Community Service works in collaboration with General Practitioners, District Nurses and other Health and Social Care providers to care for patients at the end-of-life and support their families. The Community Service is designed to reduce hospital admissions, offering support and treatment in the patient's preferred place of care, and is led by the Community Specialist Palliative Care Doctor and Clinical lead for the service. The Service consists of:

*Specialist Palliative Care Nursing Service:* Referred patients, thought to be in the last 12 months of life i.e. on the GSF register, will be allocated their own Specialist Palliative Care Nurse who will support the patient and family at appropriate stages of their illness.

*Outpatient Service:* Specialist Palliative Care Medical services are provided by Springhill Hospice's Medical Director and Senior Hospice Doctors. Palliative patients can be referred to the Community Outpatient Service and, in certain circumstances, domiciliary visits can be arranged. The Medical team is available as a specialist resource to other health professionals caring for patients in the community.

*Dementia Service:* The Dementia Care Project is a specialist dementia service offering support for patients and their families. The project consists of one-to-one advice and support, both at the Hospice and in the community, an 8-session fortnightly group program for patients with a diagnosis of dementia and a monthly Drop-in session for patients and their loved ones.

*Hospice at Home Service:* The Hospice at Home service provides flexible and responsive palliative nursing care to patients in the last days or weeks of life who have indicated that they would like to spend their last days in their own home (this includes residential care homes). The service is designed to work alongside, and in addition to, current services provided by the Hospice Specialist Palliative Care Nursing service, District Nursing team and Home Care providers. The main aim of the Hospice at Home service is to provide patients and families with the appropriate level of additional care required to ensure the patient has the support they need to remain in their own home and to prevent any unnecessary admissions to hospital.

*Night Sitting Service:* Springhill Hospice offers a limited night sitting service for patients and families. The service, when available, is designed to offer an additional element of support to the families of patients, from 10:00pm – 8:00am, enabling them to have a well-deserved break overnight in the knowledge that an experienced, trained night sitter is caring for their loved one.

*24 Hour Specialist Palliative Care Advice Line:* The Advice line is available to patients, families and Health and Social Care professionals. The Hospice nurses who take Advice Line calls can offer advice and support on a variety of palliative care and end-of- life issues. During the hours of 9:00am – 5:00pm, Monday-Friday, the Hospice doctors are available to support the nursing staff with advice as required.

The last 12 months has been a particularly busy and challenging period, where the service has adapted to the changing needs of the Heywood, Middleton and Rochdale community and the patients we care for. Patients are being referred to the service with multiple complex nursing/medical needs and shorter life expectancy requiring multidisciplinary management to ascertain patients and their families are getting the support and care that is required.

The service currently has five experienced non-medical prescribers and we have successfully supported a sixth Specialist Palliative Care Nurse through the same course, enabling the team to provide a more holistic approach and better experience for patients. The service is keen to upskill and support staff to develop within their roles, and aim to support the remainder of the specialist nurse's through the same program.

The Hospice at home service has been internally reviewed where recommendations were suggested for service improvement. As a result, a comprehensive induction pack for staff has been developed and implemented. Hospice at home operational policy was updated and Protocol for Practice introduced, to reflect expected standards of care from staff. The overall change has resulted in better internal communication and

improved working relationships/communication with external professionals, specifically district nurses and the continuing health care team.

Previously the hospice had completed an internal inspection exercise which encouraged the Community Service to carry out own mock CQC inspection and we are currently in the process of completing the final report. We look forward to the recommendations as we endeavor to continuously improve on any current practice which will impact directly on patient care that we deliver.

As we approach the 10-year anniversary for the Community Specialist Palliative Care Service we are proud to say that we continue to strengthen our relationship with other specialist services, hospital/community teams and G. P's, as well as investing in our own staff development resulting in a positive and supportive working environment.

In the next year one of our main aims are, to raise awareness of hospice services throughout all communities within HMR by having a more a clinical presence at our local events, as well as increased networking to enable us to achieve and promote that hospice services are available for all those who need it.

### **Education Service**

<b>Education Service</b>	<b>2023-24</b>	<b>2022-23</b>
Course attendees	1,002	1,063

During the 2023/24 period, the education unit located at Carders Court in Castleton experienced a significant level of engagement, with a footfall of 2,500 individuals. Throughout the year, 124 training sessions were delivered either on the premises or at external organisations. Our primary focus remained on providing palliative and end-of-life care training to all health and social care staff within the borough, with the majority of these sessions offered free of charge.

However, we noted an increase in learners from outside our immediate area, which allowed us to generate a modest income of £15,300. This additional revenue has been beneficial in supporting our programs. Our flagship initiative, the Springhill Palliative Care Education Passport, which consists of six comprehensive modules, saw a notable resurgence in attendance with 130 participants successfully completing the passport. This marks a significant recovery as attendance numbers had dropped substantially in the post-COVID period.

In total, our sessions attracted 1,084 attendees, reflecting the high demand and value of our training programs. Despite these successes, the year was not without its challenges.



We faced difficulties due to sub-optimal education staffing levels, which unfortunately impacted our ability to deliver several workshops as planned.

Overall, the year was marked by growth in participation and modest financial gains, tempered by staffing challenges that we aim to address moving forward now that the team is at full-strength.

## **Fundraising**

As a charity the Hospice relies on donations from generous individuals, organisations and the local community to be able to offer specialist palliative care to patients and their families from diagnosis to end of life. The fundraising team aims to secure ongoing support from individuals, schools, community groups, and businesses, as well as providing assistance to supporters organising their own fundraising activities. The fundraising team also organise a portfolio of Hospice managed events. Following the impact of Covid and then the Cost-of-Living Crisis over recent years the fundraising landscape has changed significantly. To accommodate this, we continue to review our fundraising activities to reflect current trends and engage more with our local communities.

The support from our local community has continued to be generous, both through individual donations and participation in activities. We are developing our digital channels to engage and nurture our supporter base and ensure we are communicating with them in the way that best suits them.

Springhill's Trustees are grateful for the generosity of individuals and local companies and organisations that support our events with the provision of facilities and financial sponsorship arrangements, without which many of the hospice events could not be staged. Fundraising at the Hospice remains a priority with appetite to expand the team and grow our network.

## **Subsidiary Companies**

### ***Retail (Subsidiary Company - Springhill Hospice (Services) Ltd)***

Springhill Hospice (Services) Ltd is the trading arm of the hospice which manages the retail sales of donated goods and a range of hospice merchandise.

Although the company opened a new retail unit in Heywood, the company did not make a surplus over the year. Many of the current five retail units have struggled to achieve previous sales volumes, despite a buoyant national charity retail climate. This is due to a



number of factors including low volunteer numbers, quality of donations and operational capacity.

We are actively looking to add to our retail portfolio with new shops in more prominent locations to increase our operational capacity. We are developing a retail toolkit to monitor and improve retail standards, which are already showing signs of improvement, including increasing Gift Aid sales and monitoring metrics to allow strategic decisions on sales building via the EPOS till system and reporting software.

Total turnover received through our retail activity was £598,704 (2023: £597,489). Overall the company ended the year with a loss of £73,881 (2023 loss of £34,469).

#### ***Lottery (Subsidiary Company – Springhill hospice (Lottery) Ltd***

Following a strategic review to ensure that we were gaining the best return on investment for our lottery income Springhill Hospice ceased to run its own lottery in October 2023. The surplus to that point was £166,808 (2023: £304,725). We opted to move to a partnership model with the Local Hospice Lottery who provide and manage a lottery offering to our supporters. Springhill Hospice receives financial contributions from Local Hospice Lottery in return for them managing the membership and the acquisition of lottery players. Springhill Hospice (Lottery) Ltd will in due course be closed.

#### **Communications**

The Marketing and Communications Team support every aspect of the Hospice's work, including clinical services, education and income generation activities. Communication standards have continued to develop to ensure that awareness of the Hospice's services and fundraising activity remains high in the community.

We have continued to develop a library of powerful patient and supporter case studies to engage with supporters and break down some of the myths about hospice care. This is an area that we will continue to build on and develop. We are looking to expand the marketing and communications team and continue to promote the Hospice across our local community.

During 2023-24 Springhill Hospice media coverage was as follows (prior year in brackets):

- Rochdale Observer – 0 articles (20)
- Rochdale Online – 35 articles (38)
- Paid press coverage - 22 features (30)
- Whitworth Valley News - 3 articles (0)

Social media\* followers at the end of March 2024:

- Facebook – 10,180 (9,561)
- Instagram – 1,785 (1,660)
- LinkedIn – 230 (0)

Social media\* analytics for 2023/24:

- Reach for Facebook posts – 218,700 (229,635)
- Reach for Instagram posts – 6,300 (5,859)
- Impressions for LinkedIn – 14,200 (0)

\*no longer using X (twitter) and now use LinkedIn as it reaches our corporate connections and support

## **Staff and Volunteers**

The Board of Trustees would like to express its appreciation of the work of the staff within the Hospice group of companies for all their efforts during the year, which often extend beyond their paid duties to engage in raising funds for the Hospice and offering to support fundraising events.

The Hospice's commitment to staff development has continued during the past year with the development of a new Personal Development Review in place of our old appraisal system to align staff behaviours and performance with the Hospice's values and objectives, placing greater emphasis on each individual staff member's development. We have also introduced new training topics to better equip our staff to support our patients (Caring for Transgender Patients at End of Life, Dementia Awareness and Autism Training to name but a few).

We have continued to support the welfare and wellbeing of our workforce and, over the past 12 months, have introduced an electronic Wellbeing Hub folder which is full of resources, handy hints and tips etc. that staff members can easily access which might be helpful to them. Running alongside this are ad hoc sessions, kindly provided by local companies free of charge, to support our staff in a number of ways e.g. financial wellbeing sessions on the topics of fraud and how to become financially fitter. Staff also have access to counselling sessions provided by external Counsellors on a pro bono basis to the Hospice and we have a team of fully trained Mental Health First Aider Representatives.

We are currently working to develop and implement new digital systems, such as Vantage, which will support our aims to embrace digital transformation and which will also improve workload and reporting efficiencies across the organisation. We have also invested in Facilities & Estates to ensure compliance, health & safety issues, repairs and maintenance across the entire Hospice estate are dealt with in a timely manner, saving

money in the long run. Running alongside this is the introduction of a planned preventative maintenance schedule reducing the need for reactive and replacement expenditure.

The contribution of our volunteer workforce cannot be overstated and the table below gives an indication of the financial value of our volunteer input throughout the Hospice group, based on the national living wage rates.

	<b>2023-24</b>			<b>2022-23</b>		
<b>Volunteers</b>	No.	Hours	£	No.	Hours	£
Hospice	136	28,288	294,761	184	35,568	337,896
Retail	93	19,344	201,564	77	16,016	152,152
Total	229	47,632	496,325	261	51,584	490,048

The Volunteering Development Group, comprising members of staff from different areas of the Hospice and two Volunteer Representatives, goes from strength to strength. When initially set up at the end of 2022, the Group focused its efforts on recruitment as this was the priority area, having lost around 40% of our volunteers due to the Pandemic. Over the past 12 months, we have recruited 63 new volunteers, 37 at the Hospice and 26 for our shops, and volunteer numbers continue to steadily rise.

The Group's focus has now switched to volunteer retention, looking at how we can ensure our volunteers have the most rewarding of experiences. To this end, we are currently working on revising our induction material and have appointed two Volunteer Representatives who undertake initial communications with people who have expressed an interest in volunteering, as well as acting as a link between volunteers and the Hospice once they are in situ.

In response to feedback from recent volunteer surveys, we have also introduced role specific training to support both new and existing volunteers and launched a Volunteer Commitment which outlines what we expect from our volunteers and what they can expect from us in return.

Let's Take 10 meetings have also begun where, at least annually, every volunteer meets formally with their Service Manager to review their role. This is as well as all the informal communication routes already in place.

We are continually looking at new ways that volunteers can support our staff and our patients. To this end, we have introduced the role of Patient Companion which has proved to be a huge success, not only to staff but, more importantly, to our patients and their families in terms of additional support. The role is to ensure that our patients feel cared for, comfortable and relaxed. Our Patient Companions support our patients with

everyday activities such as spending time having a chat with them, dealing with their catering and refreshment requirements and welcoming their visitors, thus freeing up the nursing staff to deliver direct patient care.

Volunteers support each of our services, are active in all Hospice departments and are an integral, and much valued, part of our workforce.

## **Financial Review**

The accounts for the year have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice, and comply with all statutory requirements and the hospice's governing document. The accounts consolidate the results of the hospice and its trading subsidiaries.

The Trustees report a net increase in overall funds for the year of £660,734 (2023: decrease of £579,266) and an overall funds balance of £8,729,737 at 31 March 2024 (£8,069,003 at 31 March 2023). The financial position of the group is set out in the balance sheet on page 35.

The Hospice has set a deficit budget for each of the last four financial years. The recurrent funding it receives from the NHS and the baseline position of its income generation activities do not cover the costs of its charitable activities. Developing our financial sustainability is one of the charity's strategic priorities. In the reporting year the charity benefited from some exceptional legacy income.

### *Income and expenditure*

The statement of financial activities (SOFA) is set out on page 32 of these financial statements. From an operating point of view the hospice achieved a surplus in 2023-24 before investment gains of £655,052 (2022-23 deficit £513,223). Total income in 2023-24 increased by £1.5million on the previous financial year at £6,903,705 (2022-23: £5,385,825). The cost of charitable activities increased to £4,876,420 from £4,707,592 in 2022-23, and the cost of raising funds increased to £1,372,232 from £1,191,466.

While a surplus was achieved for the year, when non-recurrent (one-off) statutory funding and legacy income are excluded from these figures, the underlying position for the year was a deficit of £1,128,815. This is the financial position that the charity has to manage and respond to.

Income from donations and fundraising activities was £1,366,298 a significant increase on the previous year (2022-23: £782,503).

£1,509,260 of legacy income was recognised as received or as due under FRS 102 (2022-23 £656,863) and the charity has had an exceptional year in this respect.

Funding from local commissioners amounted to £2,616,077 (2022-23 £2,660,342) including funding from Rochdale Borough Council for the Discharge to Assess initiative.

The turnover of the Retail Services Company was similar to the previous year at £598,704 for the year (2022-23 £597,489). However, there have been some significant changes in the retail operation in the year. Three shops and the Craven café have been closed, three premises sold by the parent company and one new shop opened in Heywood. The Oldham Road shop was closed for three months for substantial refurbishment. Due to the exceptional premises' costs, the retail company ended the year with a loss of £73,881 (2023 loss of £34,479). The remaining shops are profitable and Springhill is actively looking for more sites. The Group arrangement is for the taxable profits of the subsidiary companies to be gifted to the parent charity. For the fourth year running there has been no such gift from the Services company as the subsidiary has had a retained deficit.

During the year the charity ended its lottery operation and joined Local Hospice Lottery. In the seven months to October 2023 the Lottery contributed a £166,808 surplus to the Hospice (2022-23: £304,726)

Investment income and interest receivable this year was £127,495 (2022-23 £49,650).

#### *Investment performance policy and management*

In 2023-24 the charity placed £500,000 with its newly appointed investment manager JM Finn. The charity has also invested any income arising from the portfolio. As at the 31 March 2024, the charity still also held its investment in the M&G Charibond. This investment was sold in April 2024 and the proceeds transferred to JM Finn for management. As at 31 March 2024, the total portfolio was valued at £1,410,612. The investment performance is reviewed by the Finance and Employment Committee. The investment policy is to seek the best financial return within an acceptable level of risk and the investment objectives are a balance between income and capital growth. The trustees have adopted a benchmark of CPI + 2% for measuring investment management performance with JM Finn. For the year to 31 March the JM Finn investment portfolio increased in value by 10.1% against the benchmark of 5.2%.

#### *Policy on reserves*

A statement of unrestricted funds is shown in Note 19 to the accounts.

The Charities SORP defines reserves as that part of a charity's funds that is freely available to spend.

The trustees seek to maintain reserves at a level which ensure that the hospice's core activity could be maintained following fluctuations in income. In particular they recognise the highly unpredictable nature of legacy income and provide for this risk. In order to mitigate income fluctuation, the trustees are committed to diversifying and developing new and existing income streams. Trustees maintain a review of the reserves policy of the charity through the finance committee and the calculation of the required level of reserves is part of the hospice's annual budgeting and planning cycle. The main risks to both income and expenditure are highlighted, a calculation of the possible financial consequences is made and an examination is undertaken of readily realisable reserves, main commitments and market valuation of any investments.

The trustees recognise the increasing and varied demands for hospice services and may allocate certain funds to address these needs. As part of the annual planning cycle, the trustees perform a review of the reserves policy through the finance committee to ensure an adequate level of reserves is maintained. In view of the increased activity of the hospice the trustees consider the target level of the General Fund (i.e. the reserves that are neither restricted nor designated) to be in the range £3 million to £6 million.

### **Plans for Future Periods**

A new five-year strategy was launched in April 2022. Priorities moving forward include:

#### *Recruit and retain the best staff by being the best employer we can be*

We have focused on being the best employer we can be and were happy with the results of the staff survey which found that 94% of respondents said they were proud to work for Springhill Hospice, 85% of respondents said they felt like they were making a difference and 96% of respondents said they understood our mission, vision and values and what we are trying to achieve. We were able to give a 5% pay rise in recognition of the continued dedication and hard work of staff across the organization. We will continue our work on staff well-being and are creating a hub of well-being resources. We are launching a new induction and appraisal process so that staff feel armed with the knowledge and skills to carry out their roles effectively and we identify their future goals and aspirations. We will Set targets for volunteer recruitment by department. We will continue with the staff salary working group and decide on new gateway criteria for progressing through points so that staff can feel proud of achieving their goals. We will analyse data on staff turnover and sickness rates and set targets to reduce if appropriate. We will set up an EDI Group and explore any unintended barriers to

recruiting from our diverse community. We will train a number of managers in resilience-based clinical supervision to support staff and avoid burnout. We will explore options around the future of our medical/clinical workforce (options within budget and requiring further investment) including succession planning / staff development options around Advanced Clinical Practitioners. We will review our recruitment process including where to advertise (how to reach a more diverse audience and not unconsciously exclude potential applicants) / options for open days/roadshows etc. We will continue to engage with staff on issues around mental health, and staff wellbeing and focus on morale. We will ensure staff are given the training, support and tools to do their job effectively.

*Improve efficiency by embracing and investing in digital transformation so we can help more people*

We have continued to look at options for digital transformation and ensure all staff have the tools to successfully carry out their roles. We will launch Vantage Modules, initially around incident reporting and complete training for all staff. We will explore a variety of HR systems to meet our needs and reduce time spent on unnecessary paperwork. We will explore options for iCare update for patient records in each clinical department. We will explore options and produce a proposal for website development including intranet. We will explore opportunities for electronic payslips inc training staff in reading payslips and understanding pension options. We will explore options for electronic signing in. We will work with our IT Provider to integrate all IT and phone systems across our sites. We will influence the use of EPaCCS across the system via Palliative Care Development Group / LCO. We will explore options to move to a new finance system to enable better integration with our fundraising database. We will continue to engage with staff via the Digital Transformation Group to ensure continued quality development.

*Raise our profile and challenge the perception of hospices so our community knows we are here for them*

We have worked hard to extend our reach and engage with a variety of organisations across our community. We will collect data on EDI so that we can set targets around patient referrals, volunteers, and staff. We will produce a range of videos in the main languages spoken in HMR to explain our services. We will launch and promote a new referrals video, explaining the process for D2A, Symptom Control, and End of Life Referrals. We will identify at least five community organisations to jointly deliver community outreach sessions across HMR. We will launch an EDI group to create a strategy for identifying underserved groups in our community. We will diversify our social media platforms and activity to reach a wider audience. The CEO will act as SRO for the Palliative and End of Life Care element of the LCO Business Plan. We will develop a video featuring a range of families to be used at the Starlight Ball and then in a variety



of ways on social media. We will develop our Education Programme to include modules on Degree / MBA Courses, Informal Carers, and Grief in the Workplace.

*Develop our financial sustainability so we have more control over our future*

We have worked hard to explore a range of options to develop our income generation capability from a range of sources. We develop a 3-year budget & identify the minimum % increase required from Income Generation. We will identify premises for 3 new shops and open at least one new shop during the year. We will identify opportunities for 3:1 ROI on all events. We will continue to work with GM Hospices to lobby the GM ICB. We will continue with the LCO / Local Providers to explore funded additional services. We will set targets to increase lottery players and regular givers throughout the year. We will continue to explore generating income from both medical and clinical student placements. We will monitor and increase our investment portfolio. We will continually monitor and report back on D2A beds and weekend admissions. We will engage with an architect to look at a feasibility study and costs for a new build. We will organise and set a target for our 35th Anniversary Ball.

*Continually consult and innovate so our services respond quickly to the changing needs of our community*

We have continued to consult with our community through various means and will continue to identify underserved groups in our community. We will liaise with all parts of the health and social care system to identify barriers for professionals. We will consult with shoppers in our retail premises to get feedback to influence stock and new goods. We will conduct surveys and arrange focus groups to influence the development of the new website. We will continue to work with colleagues via the MDTs, LCO, GM Hospices etc. We will survey professional confidence to identify a palliative patient and initiate a challenging conversation about palliative and end-of-life care and report the findings back to the Palliative Care Development Group and LCO.

*Become more environmentally friendly and play our part in reducing our carbon emissions*

We have become better at recycling and encouraging staff to be more aware of energy consumption. We continued to promote the sustainable nature of our charity shops and online sales of second-hand goods. We will continue to explore options for solar energy and options for an energy-efficient new build. We will look into motion sensor lighting and improve insulation. We will increase homegrown produce for the kitchen and sell off any excess. We will explore options for reducing plastic from Fundraising materials. We will continue to promote our retail offering so that more items are reused and repurposed.



## **Structure Governance and Management**

### *Appointment of Trustees*

Trustees are directors of the company for the purposes of the Companies Act. The Articles of Association state that there shall be a Board of Trustees (also referred to as the Board of Directors).

The Hospice Board seeks to appoint trustees who are representative of the local community and are able to bring specific skills to the management of the charity. There is no limit placed on the number of trustees that may be appointed, although the Board attempts to avoid an over large membership and any duplication of role or interest. Trustees may be proposed and seconded at any Board meeting; and appointed by a majority vote of existing members present at the meeting.

### *Trustee Induction*

On appointment Trustees are provided with a range of recent hospice specific documents relating to the current service and financial arrangements, plus a selection of Charity Commission booklets covering the role and responsibilities of charity trustees. Additionally, Trustees are invited in to meets with all departments and visit all our sites. They are also encouraged to attend educational and training events appropriate to their roles on the Board and committees.

### *Organisation*

The Board of Directors administers the charity and meets a minimum of four times each year. There are also committees and sub-committees of the board.

### *Delegated Decision Making*

A Scheme of Delegation approved by the Board is in place which sets out in detail the matters and powers delegated to the Chief Executive, Samantha Wells. The Chief Executive is ultimately accountable to the Board of Directors for ensuring that the Hospice meets its obligation to perform its functions within the available financial and other resources. The Hospice ensures good governance through a committee structure. The Finance and Employment Committee and Governance and Audit Committees are chaired by Trustees. There are sub-committees for Clinical Standards, Human Resources and IT, Income Generation, Risk, and Audit whose membership is made up of key hospice staff. The sub-committees are chaired by members of the Executive Management Team who are also members of the Committees. Each committee reports to the Board on the matters considered by the committee.

### *Senior Managers & Advisors*

Details of senior managers and advisors can be found on page 4 of these accounts.

### *Remuneration of Key Management Personnel*

The pay range of key management personnel is determined by the Trustees of the charity through the remuneration committee.

### *Internal Control and Risk Management*

The directors recognise that the acceptance of risk is inevitable in meeting the operational goals of the hospice. Therefore, the Governance, and Audit Committee has been appointed to advise on the effectiveness of the internal control and management systems and to ensure all activities undertaken are subject to a continuous review for economy, effectiveness and efficiency. The committee also has oversight of financial control, governance and risk-management across all facets of the organisation. The management of individual risks is delegated to relevant sub committees of the board.

The Governance and Audit Committee receives reports on internal audits on both financial and non-financial matters, inspection reports and clinical audits. It also receives reports from the executive team and relevant sub committees on the identification and management of strategic and operational risks. It receives presentations on major projects that have been undertaken in the hospice. It advises the board on the outcomes of all its work throughout the year.

### *Strategic Risks*

Springhill Hospice (Rochdale) holds a strategic risk register which is regularly reviewed at the appropriate committees and updated as required.

Springhill Hospice (Rochdale) recognises the risks associated with voluntary income from fundraising, particularly legacies, which is an income stream that fluctuates unpredictably. Changes to legislation, downturns in the economy and activity from other charitable organisations, whether within or outside the hospice sector may all impact on fundraising revenue.

In mitigation of the potential risks, the trustees regularly review external influences and legislative implications. We take a proactive approach in encouraging supporters to consider legacies and a strategic approach to securing trusts and grant awards for both restricted and unrestricted monies. The Springhill Hospice (Services) Ltd Board and management team monitor performance of the retail outlets against budget, forecasts and trends.

In April 2022 Springhill Hospice (Rochdale) renewed the contract for community services with the then Heywood, Middleton & Rochdale Clinical Commissioning Group (now Greater Manchester Integrated Care Board) until 31st March 2025. We continue to appreciate the support of local commissioners.

# Trustees Responsibility Statement

The Trustees (who are also directors of Springhill Hospice (Rochdale) for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of income 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 2019 (FRS 102);
- make judgments 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;
- 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 disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Trustees are aware:

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

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

The Trustees' Report was approved by the Board and signed on its behalf by:

**Mrs Lesley Mort**  
**Chair of the Board of Trustees**

**Date: 01 November 2024**

# Independent Auditors Report

## Opinion

We have audited the financial statements of Springhill Hospice (Rochdale) (the “charitable company”) and its subsidiaries (the “group”) for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Balance Sheet, Consolidated Cash Flow Statement 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 incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the 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 trustee’s 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 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 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:

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

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law)

are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **Auditor's responsibilities for the audit of the financial statements**

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

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

#### **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:

- Charities Act 2011
- Companies Act 2006
- Gambling Act 2005
- Medical Act 1983

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 necessary to the charitable company's/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/group for fraud. The laws and regulations we considered in this context for the UK operations were:

- Charity Commission regulations
- CQC Regulations for service providers and managers
- General Data Protection Regulation (GDPR)
- 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 within the timing of recognition of grant and legacy income and management override of controls. Our audit procedures to respond to these risks included enquiries of management and the Finance & Employment Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing regulatory correspondence with the Charity Commission and CQC, sample testing from legacy and grant agreements to the financial statements and bank statements and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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.

Vicky Szulist  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
Manchester

01 November 2024

# Consolidated Statement of Financial Activities

Including consolidated income and expenditure account  
for the year ended 31 March 2024

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
<b>INCOME FROM:</b>					
<b>Voluntary income</b>					
Donations and legacies	3	2,415,209	80,974	2,496,183	1,165,563
Charitable activities	4	2,290,933	385,180	2,676,113	2,698,925
Other trading activities	5	1,329,457		1,329,457	1,471,687
Investments	6	127,495		127,495	49,650
Gain on disposal of fixed assts		274,457	-	274,457	
<b>TOTAL INCOME</b>		<b>6,437,551</b>	<b>466,154</b>	<b>6,903,705</b>	<b>5,385,825</b>
<b>EXPENDITURE ON:</b>					
Raising funds	7	1,372,232		1,372,232	1,191,466
Charitable activities	8	4,378,791	497,630	4,876,421	4,707,592
<b>TOTAL EXPENDITURE</b>		<b>5,751,023</b>	<b>497,630</b>	<b>6,248,653</b>	<b>5,899,058</b>
<b>Net Income before investment gains/(losses)</b>		<b>686,528</b>	<b>(31,476)</b>	<b>655,052</b>	<b>(513,233)</b>
Net Gains/(Losses) on Investments	13	50,289		50,289	(66,033)
Net income/(expenditure) before tax	10	736,817	(31,476)	705,341	(579,266)
<b>Net Income/(expenditure) for the year</b>		<b>736,817</b>	<b>(31,476)</b>	<b>705,341</b>	<b>(579,266)</b>
Transfer Between Funds	19	24,658	(24,658)	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>761,475</b>	<b>(56,134)</b>	<b>705,341</b>	<b>(579,266)</b>
<b>FUND BALANCES BROUGHT FORWARD AT 1st April</b>					
		7,958,617	110,386	8,069,003	8,648,269
<b>FUND BALANCES CARRIED FORWARD AT 31st March</b>					
	19	<b>8,720,092</b>	<b>54,252</b>	<b>8,774,344</b>	<b>8,069,003</b>

# Balance Sheet

## As at 31 March 2024

		Group		Charity	
	Note	2024 £	2023 £	2024 £	2023 £
<b>FIXED ASSETS</b>					
Tangible assets for use by the charity	12	2,092,117	2,263,574	1,838,868	1,998,100
Long Leasehold of Land		28,000	28,000	28,000	28,000
Investments	13	1,410,712	853,063	1,410,712	853,163
		<u>3,530,829</u>	<u>3,144,637</u>	<u>3,277,580</u>	<u>2,879,263</u>
<b>CURRENT ASSETS</b>					
Stocks	14	5,267	5,868	-	-
Debtors	15	2,146,222	1,540,554	2,978,475	2,364,643
Cash at bank and in hand	16	4,074,464	4,349,942	3,574,737	3,705,347
		<u>6,225,953</u>	<u>5,896,364</u>	<u>6,553,212</u>	<u>6,069,990</u>
<b>CREDITORS: amounts falling due within one year</b>	17	(982,438)	(971,998)	(944,978)	(842,558)
<b>NET CURRENT ASSETS</b>		<u>5,243,515</u>	<u>4,924,366</u>	<u>5,608,234</u>	<u>5,227,432</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		8,774,344	8,069,003	8,885,814	8,106,695
<b>NET ASSETS</b>		<u>8,774,344</u>	<u>8,069,003</u>	<u>8,885,814</u>	<u>8,106,695</u>
<b>FUNDS</b>					
Unrestricted Funds		8,720,092	7,958,617	8,831,562	7,996,309
Restricted funds		54,252	110,386	54,252	110,386
<b>TOTAL FUNDS</b>	19	<u>8,774,344</u>	<u>8,069,003</u>	<u>8,885,814</u>	<u>8,106,695</u>

The financial statements were approved and authorised for issue by the Board on 01 November 2024.

Signed on behalf of the Board of Trustees

Chair of the Finance and Employment Committee

The notes on pages 37-55 form part of these financial statements.  
Company registration number 02325905

# Cash Flow Statement

## for the year ended 31 March 2024

	<b>Group 2024 £</b>	<b>Group 2023 £</b>
<b>Net cash flow from operating activities</b>	(141,201)	(1,048,588)
<b>Cash flows from investing activities:</b>		
Interest received	85,969	29,015
Investment movement		
Investment income received	41,526	20,635
Proceeds from sale of equipment	-	-
Proceeds of sale of fixed assets	370,666	-
Purchase of property, plant and equipment	(125,080)	(39,657)
Additions to investments	(507,360)	-
<b>Net cash flows from investing activities</b>	(134,279)	9,993
<b>Net decrease in cash and cash equivalents</b>	(275,480)	(1,038,595)
<b>Cash and cash equivalent at beginning of year</b>	4,349,942	5,388,536
<b>Cash and cash equivalents at the end of the year</b>	4,074,464	4,349,943
	(275,478)	(1,038,593)
<b>Reconciliation of net income and net cashflow from operating activities</b>	<b>Group 2024 £</b>	<b>Group 2023 £</b>
Net income before investment (losses)/gains	655,052	(513,233)
Adjustments for:		
Investment income	(41,526)	(20,635)
Interest Receivable	(85,969)	(29,015)
Depreciation	200,329	207,894
Loss/(Profit) on sale of tangible fixed assets	(274,457)	
	453,429	(354,989)
(Increase)/decrease in stock	601	(18)
(Increase)/decrease in debtors	(605,670)	(371,572)
Increase/(decrease) in creditors	10,439	(322,009)
	(141,201)	(1,048,588)

# Notes to the Financial Statements

## for the year ended 31 March 2024

### 1. ACCOUNTING POLICIES

#### Company and charitable status

Springhill Hospice (Rochdale), a public benefit entity, is incorporated and registered in England and Wales as a company limited by guarantee not having a share capital. There are currently eight Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 5. The financial statements are given in pounds sterling (£).

#### Basis of accounting

The financial statements have been prepared under the historical cost convention, with the exception of investments which have been included at market value, and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The principal accounting policies are set out below.

#### Preparation of financial statements - going concern basis

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees Report which also describes the financial position of the group including its cash, investments and reserves policies. The group forecasts and projections, taking account of reasonably possible changes in donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current level of reserves it has. After making enquiries, the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future. One subsidiary, Springhill Hospice (Lottery) Ltd has ceased its activities in this financial year. However, the charity has entered a new arrangement with another lottery provider. Thus, they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

#### Basis of consolidation

Group financial statements have been prepared in respect of the charity and its wholly owned subsidiary undertaking Springhill Hospice (Services) Company Limited, incorporating Springhill Hospice (Lottery) Limited. These financial statements have been consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 13.

#### Cash flow statement

In accordance with FRS 102 the group is exempt from the requirement to present its parent charity cash flow statement.

#### Income

Income is recognised when the group and charity have entitlement to the funds, any performance conditions attached to the item(s) of income have been met; it is probable that the income will be received and the amount can be measured reliably.

#### *Donations and fundraising activities*

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in the costs of raising funds. Cash collections to which the charity is entitled but which it has not received by the year end are included in income in the statement of financial activities and shown as debtors in the balance sheet.

#### *Legacies*

Legacies are accounted for when conditions for receipt have been met. Material legacies receivable at the year-end are included at their probate value.

#### *Grants receivable*

Income from grants is included in income when receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until pre-conditions for use have been met.
- When donors specify that grants, including capital grants, are for particular restricted purposes which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Where grants are received from government or local government as assistance towards certain purposes, this income is included in income when receivable.

#### *Trading activities*

Income from trading activities includes fundraising revenue as well as sales recognised in the group's trading subsidiary. The trading subsidiary's turnover represents the net amount receivable from all activities, excluding value added tax. Turnover from the sale of goods is recognised upon exchange of goods for payment. Income from lottery ticket sales comprises income in relation to draws held in the period and is recognised upon completion of the draw. Receipts in advance of future draws are included in deferred income until the date of the draw.

#### *Investment income*

Investment income is accounted for when receivable.

#### *Donated goods and services*

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the SORP 2019, general volunteer time is not recognised - refer to the Trustees' annual report for more information about their contribution.

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

## Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

The charity's operating costs include staff costs, premises costs, governance costs and other related costs. Such support costs are allocated between cost of raising funds and charitable expenditure. Staff costs are allocated according to the costs of staff working directly in the relevant activity and property costs are allocated according to the space used by each activity. Where costs are not directly attributable to any activity, they have been apportioned using an appropriate basis. Governance costs represent expenditure incurred in the management of the charity's assets, organisational administration, and compliance with constitutional and statutory requirements.

### *Charitable expenditure*

Costs of activities in furtherance of the charity's objects include all expenditure directly related to the objects of the charity.

### *Cost of raising funds*

Cost of raising funds includes the following:

- *Fundraising and publicity*  
This represents expenditure in relation to staff members who are directly engaged in fundraising, and related costs of the fundraising activity.
- *Lottery and raffle prizes and organisation costs*  
This represents expenditure by the lottery company in relation to costs directly involved in organising the lottery and raffle, including the purchase of prizes and prize money.
- *Other costs associated with trading activities*  
This represents other costs incurred by the trading company for fundraising activities.

## Fund accounting

The charity maintains various types of funds as follows.

### *Restricted funds*

Restricted funds are funds subject to specific restrictions imposed by the funding authorities and donors. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the notes to the financial statements.

### *Unrestricted funds*

- *General unrestricted funds*  
General unrestricted funds represent funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.
- *Designated funds*  
Designated funds are amounts which have been put aside at the discretion of the Trustees.

## Taxation

The parent company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Current tax for the subsidiary company, comprising UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

### **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold buildings	50 years
Freehold buildings improvements	10 – 20 years
Shop buildings & improvements	25 years
Leasehold improvements	5 years
Fixtures, furniture and equipment	5 years

### **Investments**

Investments are included in the financial statements at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Current investments represent monies invested in short-term liquid money market instruments.

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

In the parent charity balance sheet, investments in subsidiary undertakings are measured at cost less impairment.

### **Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slow-moving or defective items where appropriate. Items donated for resale are not included in the financial statements until they are sold.

### **Operating leases**

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

### **Employee benefits**

For defined contribution pension schemes and employees in the NHS pension scheme the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.



### **Financial instruments**

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

The charity and group only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Cash and cash equivalents include cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

## **2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCE OF ESTIMATION UNCERTAINTY**

In the application of the group's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

# Notes to the Financial Statements

## for the year ended 31 March 2024 continued

### 3. ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations	908,150	429,481
Legacies	1,509,260	656,863
Grants	78,773	79,218
	<u>2,496,183</u>	<u>1,165,562</u>

### 4. ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

	2024	2023
	£	£
NHS and local authority funding	2,616,077	2,660,242
Ancilliary charitable activity income	60,036	38,683
	<u>2,676,113</u>	<u>2,698,925</u>

### 5. ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Fundraising activities	458,148	353,022
Retail income	601,579	599,791
Lottery and raffle income from trading subsidiary	269,730	518,875
	<u>1,329,457</u>	<u>1,471,688</u>

### 6. INVESTMENT INCOME

	2024	2023
	£	£
Interest - Fixed Income Securities	31,148	20,635
Interest - Deposits	85,969	29,015
Interest - Investments	7,348	-
Dividends - Investments	3,030	-
	<u>127,495</u>	<u>49,650</u>

**7. ANALYSIS OF EXPENDITURE ON RAISING FUNDS**

	<b>2024</b>	<b>2023</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Employee costs	664,970	252,431
Office and sundry costs	54,914	27,898
Direct costs	98,555	44,287
Share of support costs	170,721	5,376
Lottery and raffle prizes and organisation costs	46,620	217,990
Other costs associated with trading activity	336,452	643,484
	<u>1,372,232</u>	<u>1,191,466</u>

**8. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

	<b>Activities undertaken directly</b>	<b>Support costs</b>	<b>2024 Total</b>
<b>2024</b>	<b>£</b>	<b>£</b>	<b>£</b>
Provision of Hospice services:			
In-patient care	2,216,994	918,641	3,135,635
Community service	1,200,764	497,553	1,698,317
Education	30,027	12,442	42,469
	<u>3,447,785</u>	<u>1,428,636</u>	<u>4,876,421</u>

	<b>Activities undertaken directly</b>	<b>Support costs</b>	<b>2023 Total</b>
<b>2023</b>	<b>£</b>	<b>£</b>	<b>£</b>
Provision of Hospice services:			
In-patient care	2,479,761	1,055,516	3,535,277
Community service	1,121,869	23,809	1,145,678
Education	26,637	-	26,637
	<u>3,628,267</u>	<u>1,079,325</u>	<u>4,707,592</u>

## 9. ANALYSIS OF SUPPORT COSTS

	Patient care £	Charitable Activities Total £	Raising funds Total £	2024 Total £
<b>2024</b>				
Governance	51,524	51,524	5,725	57,249
Information Technology	84,304	84,304	9,367	93,671
Administration	537,744	537,744	155,629	693,374
Support Premises Costs	382,189	382,189		382,189
Catering	194,468	194,468		194,468
Depreciation	178,406	178,406		178,406
	<u>1,428,635</u>	<u>1,428,635</u>	<u>170,721</u>	<u>1,599,356</u>

	Patient care £	Charitable Activities Total £	Raising funds Total £	2023 Total £
<b>2023</b>				
Governance	58,371	58,371	18,433	76,804
Information Technology	89,256	89,256	-	89,256
Administration	455,435	455,435	-	455,435
Support Premises Costs	384,744	384,744	-	384,744
Catering	159,056	159,056	-	159,056
Depreciation	184,673	184,673	-	184,673
	<u>1,331,535</u>	<u>1,331,535</u>	<u>18,433</u>	<u>1,349,968</u>

## 10. NET INCOME/EXPENDITURE FOR THE YEAR

	2024 £	2023 £
Net income is stated after charging/(crediting)		
Depreciation of owned asset	200,328	207,894
Rentals under operating leases		
Land and buildings	45,268	28,800
Other	-	-
Auditor's remuneration		
Fees payable to the charity's auditor for the audit of the charity's annual financial statements	15,540	14,950
Audit of the Charity's subsidiaries	14,560	14,000

**11. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL**

The average monthly number of employees was:	Group		Charity	
	2024 No.	2023 No.	2024 No.	2023 No.
Charitable activity	107	99	107	99
Raising funds	11	10	11	10
Trading activities	19	19	-	-
Support	35	35	35	35
	<u>172</u>	<u>163</u>	<u>153</u>	<u>144</u>

**Their aggregate remuneration comprised:**

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Wages and salaries	3,983,723	3,761,026	3,672,651	3,418,515
Social security costs	357,195	339,849	336,639	317,463
Pension costs	411,600	404,390	396,342	384,816
	<u>4,752,518</u>	<u>4,505,265</u>	<u>4,405,632</u>	<u>4,120,794</u>

The number of Group employees emoluments, excluding pension contributions and employer's national insurance, but including benefits in kind, which were in excess of £60,000 was:

	2024 No.	2023 No.
£60,001 - £70,000	-	1
£70,001 - £80,000	1	1
£80,001 - £90,000	1	-
£90,001 - £100,000	-	2
£100,001 - £110,000	2	-

**Key Management Personnel**

The hospice considers that the key management personnel for the Group and the charity comprise the trustees and the senior management team, being the chief executive officer and four directors (2023 four directors). The total remuneration (including pension contributions and employer's national insurance costs) of the key management personnel of the charity and group for the year totalled £422,988 (2023: £399,183).

**Trustees remuneration**

No Trustees received any remuneration during the current or prior year. No travel and subsistence expenses were paid during the year (2023: £Nil)

**Termination**

Three employees received termination payments totalling £21,069 (2023: one, £24,160)

12 TANGIBLE FIXED ASSETS FOR USE BY THE CHARITY

GROUP	Hospice Buildings	Charity Shops	Hospice Furniture & Equipment	Shops Fixtures & Equipment	Motor Vehicles	Information Technology	Total
	£	£	£	£	£	£	£
<b>Cost</b>							
At 1 April 2023	3,660,665	662,071	829,282	185,268	16,620	158,842	5,512,748
Additions	34,882	50,477	24,658	9,699	-	5,364	125,080
Disposal	-	(229,230)	-	-	-	-	(229,230)
At 31 March 2024	3,695,547	483,318	853,940	194,967	16,620	164,206	5,408,598
<b>Accumulated depreciation</b>							
At 1 April 2023	1,990,015	342,522	755,622	106,861	5,762	48,390	3,249,173
Charge for the year	119,008	16,443	29,823	8,956	2,172	23,927	200,329
Disposal	-	(133,021)	-	-	-	-	(133,021)
At 31 March 2024	2,109,023	225,944	785,445	115,817	7,934	72,317	3,316,481
<b>Net book value</b>							
At 31 March 2024	1,586,524	257,374	68,495	79,150	8,686	91,889	2,092,117
At 31 March 2023	1,670,650	319,549	73,660	78,407	10,858	110,452	2,263,575

  

CHARITY	Hospice Buildings	Charity Shops	Hospice Furniture & Equipment	Shops Fixtures & Equipment	Motor Vehicles	Information Technology	Total
	£	£	£	£	£	£	£
<b>Cost</b>							
At 1 April 2023	3,660,665	489,967	829,282	49,165	-	95,363	5,124,442
Additions	34,882	50,477	24,658	-	-	5,364	115,381
Disposals	-	(229,230)	-	-	-	-	(229,230)
At 31 March 2024	3,695,547	311,214	853,940	49,165	-	100,727	5,010,593
<b>Accumulated depreciation</b>							
At 1 April 2023	1,990,015	301,217	755,622	48,465	-	31,021	3,126,340
Charge for the year	119,008	9,559	29,823	700	-	19,316	178,406
Disposals	-	(133,021)	-	-	-	-	(133,021)
At 31 March 2024	2,109,023	177,755	785,445	49,165	-	50,337	3,171,725
<b>Net book value</b>							
At 31 March 2024	1,586,524	133,459	68,495	-	-	50,390	1,838,868
At 31 March 2023	1,670,650	188,750	73,660	700	-	64,342	1,998,102

### 13 FIXED ASSET INVESTMENTS

	Group & Charity	
	2024	2023
	£	£
Market value at 1 April 2023	853,063	919,097
Additions	507,260	-
Disposals proceeds	-	-
Net Investment (Loss)/ Gain	50,289	(66,034)
	<hr/>	<hr/>
<b>Market value at 31 March 2024</b>	<b>1,410,612</b>	<b>853,063</b>
	<hr/>	<hr/>
Investment in Subsidiary Trading Company	100	100
<b>Charity Investment</b>	<b>1,410,712</b>	<b>853,163</b>
	<hr/>	<hr/>

**13 FIXED ASSET INVESTMENTS (continued)**  
**RESULTS OF TRADING SUBSIDIARY**

The results for Springhill (Services) Limited, incorporating Springhill Hospice (Lottery) Limited, a wholly owned subsidiary of Springhill Hospice (Rochdale) for the year ended 31st March 2023 are given below

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>	867,738	1,116,102
<b>Cost of sales</b>	<u>35,042</u>	<u>117,589</u>
<b>Gross profit</b>	832,696	998,513
Administrative expenses	<u>743,339</u>	<u>730,827</u>
	89,357	267,686
Other operating income		125
<b>Operating profit</b>	89,357	267,811
Interest receivable	<u>3,571</u>	<u>2,439</u>
<b>Profit before taxation</b>	92,928	270,250
Tax on profit	<u>-</u>	<u>-</u>
<b>Profit for the financial year attributable to the equity shareholders of the company</b>	<u><u>92,928</u></u>	<u><u>270,250</u></u>

**Statement of changes in equity**

	<b>Profit and loss account</b>
	<b>£</b>
<b>Balance at 1 April 2022</b>	(3,214)
Profit after tax for the year	270,249
Gift aid distribution	<u>(304,725)</u>
<b>Balance at 31 March 2023</b>	<u>(37,690)</u>
Profit after tax for the year	92,928
Gift aid distribution	<u>(166,808)</u>
<b>Balance at 31 March 2024</b>	<u><u>(111,570)</u></u>

**BALANCE SHEET**

The aggregate of the assets and liabilities was:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Fixed assets	253,152	265,474
Current assets	548,652	677,523
Creditors: amounts falling due within one year	<u>(913,375)</u>	<u>(980,591)</u>
<b>Total net assets/ (liabilities)</b>	<u><u>(111,571)</u></u>	<u><u>(37,594)</u></u>



#### 14. STOCKS

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Finished goods and goods for resale	<u>5,267</u>	<u>5,868</u>	<u>-</u>	<u>-</u>

#### 15. DEBTORS

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	84,902	457,399	84,902	455,687
VAT Recoverable	276,202	230,193	269,908	228,261
Prepayments and accrued income	94,918	65,705	65,985	56,094
Other debtors	1,690,200	787,255	1,681,766	773,450
Amounts due from subsidiary company	-	-	875,914	851,151
	<u>2,146,222</u>	<u>1,540,552</u>	<u>2,978,475</u>	<u>2,364,643</u>

#### 16. CASH AND CASH EQUIVALENTS

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Term deposits over 1 year	-	-	-	-
Interest bearing accounts	3,566,510	3,969,275	3,566,510	3,704,712
Current accounts and cash	<u>507,954</u>	<u>380,667</u>	<u>8,227</u>	<u>635</u>
	<u>4,074,464</u>	<u>4,349,942</u>	<u>3,574,737</u>	<u>3,705,347</u>

#### 17. CREDITORS (Amounts falling due within one year)

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade Creditors	93,878	420,314	84,142	390,100
Accruals and deferred income	112,379	112,610	86,468	90,462
NHS Creditor	651,229	271,339	651,229	271,339
Taxation and social security	87,021	62,702	87,021	62,702
Other creditors	<u>37,931</u>	<u>105,034</u>	<u>36,118</u>	<u>27,956</u>
	<u>982,438</u>	<u>971,999</u>	<u>944,978</u>	<u>842,559</u>

## 18. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £
<b>INCOME FROM:</b>				
<b>Voluntary income</b>				
Donations and legacies	3	1,112,498	53,065	1,165,563
Charitable activities	4	2,397,002	301,923	2,698,925
Other trading activities	5	1,471,687	-	1,471,687
Investments	6	49,650	-	49,650
Gain on disposal of fixed assts		-	-	-
<b>TOTAL INCOME</b>		<u>5,030,837</u>	<u>354,988</u>	<u>5,385,825</u>
<b>EXPENDITURE ON:</b>				
Raising funds	7	1,191,466	-	1,191,466
Charitable activities	8	4,367,182	340,410	4,707,592
<b>TOTAL EXPENDITURE</b>		<u>5,558,648</u>	<u>340,410</u>	<u>5,899,058</u>
<b>Net Income before investment gains/(losses)</b>		(527,811)	14,578	(513,233)
Net Gains/(Losses) on Investments	13	<u>(66,033)</u>	-	(66,033)
Net income/(expenditure) before tax	10	(593,844)	14,578	(579,266)
Taxation		<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Income/(expenditure) for the year</b>		(593,844)	14,578	(579,266)
Transfer Between Funds	19	24,436	(24,436)	-
<b>NET MOVEMENT IN FUNDS</b>		<u>(569,408)</u>	<u>(9,858)</u>	<u>(579,266)</u>
<b>FUND BALANCES BROUGHT FORWARD AT 1st April</b>		8,528,024	120,245	8,648,269
<b>FUND BALANCES CARRIED FORWARD AT 31st March</b>	19	<u>7,958,616</u>	<u>110,387</u>	<u>8,069,003</u>

## 19 STATEMENT OF RESERVES

### 2024 Group

	At 1 April 2,023 £	Income £	Expenditure (incl tax) £	Gains/ (losses) £	Transfers £	At 31 March 2,024 £
<b>Unrestricted funds:</b>						
General fund	4,550,578	6,437,551	(5,720,996)	50,289	196,114	5,513,536
Designated funds						
Fixed assets	2,263,574	-	-	-	(171,456)	2,092,118
Information Technology	35,000	-	-	-	-	35,000
Hospice Education	50,712	-	(30,027)	-	-	20,685
Property development	1,058,753	-	-	-	-	1,058,753
Unrestricted funds	7,958,617	6,437,551	(5,751,023)	50,289	24,658	8,720,092
<b>Restricted Fund</b>						
As detailed below	110,386	466,154	(497,630)	-	(24,658)	54,252
	<u>8,069,003</u>	<u>6,903,705</u>	<u>(6,248,653)</u>	<u>50,289</u>	<u>-</u>	<u>8,774,344</u>

### 2024 CHARITY

	At 1 April 2,023 £	Income £	Expenditure £	Gains/ (losses) £	Transfers £	At 31 March 2,024 £
<b>Unrestricted funds:</b>						
General fund	4,853,742	5,732,947	(4,942,614)	50,289	183,891	5,878,255
Designated funds						
Fixed assets	1,998,100	-	-	-	(159,233)	1,838,867
Subsidiary	2	-	-	-	-	2
Information Technology	35,000	-	-	-	-	35,000
Hospice Education	50,712	-	(30,027)	-	-	20,685
Property development	1,058,753	-	-	-	-	1,058,753
Unrestricted funds	7,996,309	5,732,947	(4,972,641)	50,289	24,658	8,831,562
<b>Restricted Funds</b>						
NHS Commissioner	-	385,180	(385,180)	-	-	-
Charities Trust - Dementia Proje	54,812	-	(52,787)	-	-	2,025
Springhill Crafts	(1,361)	3,888	-	-	-	2,527
HSBC Refurbishment	44,467	57	(40,556)	-	-	3,968
NHS Specialist Clinical Network	9,900	-	(9,300)	-	-	600
Rochdale Communities Fund	-	8,234	-	-	-	8,234
Specialist patient chairs	-	24,810	-	-	(24,658)	152
Family room refurbishment	-	9,497	-	-	-	9,497
Inpatient refurbishment	-	27,000	-	-	-	27,000
Other Income & Grants	2,568	7,488	(9,807)	-	-	249
	<u>8,106,695</u>	<u>6,199,101</u>	<u>(5,470,271)</u>	<u>50,289</u>	<u>-</u>	<u>8,885,814</u>

Restricted funds relate to donations or grants given with restrictions made by the donor. Once the capital purchases have been made the restriction is released and transferred to the fixed asset designated fund.

**19 STATEMENT OF RESERVES**  
**2023 Group**

	<b>At 1 April 2022</b>	<b>Income</b>	<b>Expenditure (incl tax)</b>	<b>Gains/ (losses)</b>	<b>Transfers</b>	<b>At 31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds:</b>						
General fund	4,925,113	5,030,838	(5,532,011)	(66,033)	192,671	4,550,578
Designated funds						
Fixed assets	2,431,809	-	-	-	(168,235)	2,263,574
Information Technology	35,000	-	-	-	-	35,000
Hospice Education	77,349	-	(26,637)	-	-	50,712
Property development	1,058,753	-	-	-	-	1,058,753
Unrestricted funds	8,528,024	5,030,838	(5,558,648)	(66,033)	24,436	7,958,617
<b>Restricted Fund</b>						
As detailed below	120,245	234,942	(220,365)	-	(24,436)	110,386
	<u>8,648,269</u>	<u>5,265,780</u>	<u>(5,779,013)</u>	<u>(66,033)</u>	<u>-</u>	<u>8,069,003</u>
<b>2023 CHARITY</b>	<b>At 1 April 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>Gains/ (losses)</b>	<b>Transfers</b>	<b>At 31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds:</b>						
General fund	5,212,562	4,216,897	(4,683,594)	(66,033)	173,910	4,853,742
Designated funds						
Fixed assets	2,147,574	-	-	-	(149,474)	1,998,100
Subsidiary	2	-	-	-	-	2
Information Technology	35,000	-	-	-	-	35,000
Hospice Education	77,349	-	(26,637)	-	-	50,712
Property development	1,058,753	-	-	-	-	1,058,753
Unrestricted funds	8,531,240	4,216,897	(4,710,231)	(66,033)	24,436	7,996,309
<b>Restricted Funds</b>						
Hospice Education	(2)	-	-	-	2	-
NHS Commissioner	458	171,977	(172,433)	-	(2)	-
Charities Trust - Dementia Proje	100,000	-	(45,188)	-	-	54,812
Springhill Crafts	18,401	1,547	(1,343)	-	(19,966)	(1,361)
HSBC Refurbishment	-	44,467	-	-	-	44,467
NHS Specialist Clinical Network	-	9,900	-	-	-	9,900
Other Income & Grants	1,388	7,051	(1,401)	-	(4,470)	2,568
	<u>8,651,485</u>	<u>4,451,839</u>	<u>(4,930,596)</u>	<u>(66,033)</u>	<u>-</u>	<u>8,106,695</u>

## 20. ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Total
	£	£	£
<b>2024 GROUP</b>			
Tangible fixed assets	2,092,117		2,092,117
Long leasehold of land	28,000		28,000
Investments	1,410,712		1,410,712
Current assets	6,171,701	54,252	6,225,953
Current liabilities	(982,438)		(982,438)
<b>At 31 March 2024</b>	<u>8,720,092</u>	<u>54,252</u>	<u>8,774,344</u>
<b>2024 CHARITY</b>			
Tangible fixed assets	1,838,868		1,838,868
Long leasehold of land	28,000		28,000
Investments	1,410,712		1,410,712
Current assets	6,498,960	54,252	6,553,212
Current liabilities	(944,978)		(944,978)
<b>At 31 March 2024</b>	<u>8,831,562</u>	<u>54,252</u>	<u>8,885,814</u>
<b>2023 GROUP</b>	£	£	£
Tangible fixed assets	2,263,574	-	2,263,574
Long leasehold of land	28,000	-	28,000
Investments	853,063	-	853,063
Current assets	5,786,058	110,306	5,896,364
Current liabilities	(971,998)	-	(971,998)
<b>At 31 March 2023</b>	<u>7,958,697</u>	<u>110,306</u>	<u>8,069,003</u>
<b>2023 CHARITY</b>			
Tangible fixed assets	1,998,100	-	1,998,100
Long leasehold of land	28,000	-	28,000
Investments	853,163	-	853,163
Current assets	5,959,684	110,306	6,069,990
Current liabilities	(842,559)	-	(842,559)
<b>At 31 March 2023</b>	<u>7,996,389</u>	<u>110,306</u>	<u>8,106,695</u>

## 21. EMPLOYEE RETIREMENT BENEFITS

### Group and charity

The charity has three pensions schemes for staff and these are described below.

Pension Scheme	Contributions	Recognised in
	Paid	SoFA
	2024	2024
	£	£
NHS Pension	147,079	147,079
Aegon	248,237	248,237
NOW	16,284	16,284
	<u>411,600</u>	<u>411,600</u>

### National Health Superannuation Scheme

The Hospice is an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who are former NHS employees are able to continue membership of the Scheme during their employment at Springhill.

The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the group. This pension scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members or employers.

As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to Springhill Hospice (Rochdale) therefore, the scheme has been accounted for as a defined contribution scheme.

### Corporate Pension Scheme

The corporate pension scheme is operated by Aegon. Employee contributions are collected by Springhill Hospice and with the 14% employers contribution passed to Aegon.

All the assets of the scheme are held by Aegon. As a result there are no separately identifiable assets or liabilities which can be identified as relating to Springhill Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

### NOW Autoenrolment Scheme

Eligible employees are automatically enrolled in to the NOW pension scheme.

Employee contributions are collected by Springhill and passed to NOW.

All the assets of the scheme are held by NOW. As a result there are no separately identifiable assets or liabilities which can be identified as relating to Springhill Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

## 22. FINANCIAL COMMITMENTS

### Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases:

GROUP	2024		2023	
	Land and buildings	Other	Land and buildings	Other
	£	£	£	£
Leases which expire:				
within one year	12,000	-	14,400	-
between one and five years	130,292	-	-	-
after five years	-	-	-	-
	<u>142,292</u>	<u>-</u>	<u>14,400</u>	<u>-</u>

## 23 RELATED PARTY TRANSACTIONS

There are no related party transactions to report.

## Springhill Hospice (Rochdale)

Broad lane

Rochdale

Lancashire

OL16 4PZ

01706 649920

**[www.springhill.org.uk](http://www.springhill.org.uk)**

Registered Charity Number 701798

Incorporated as a Company Limited by Guarantee No. 2325905

