



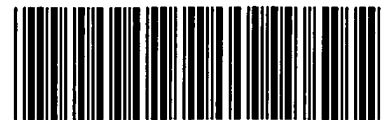
St Wilfrid's Hospice

Making a difference to local lives

ST. WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Registered Company Number 01562110
Registered Charity Number: 281963

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COMPANIES HOUSE

Welcome from our Chair

Please find enclosed the Charity Annual Report for St Wilfrid's Hospice for 2023/24.

St Wilfrid's Hospice is privileged to provide specialist palliative and end-of-life care for the people of Chichester, Bognor, Arundel, the Selsey / Witterings peninsula, Midhurst, and the areas surrounding these towns. In 2023/24, the number of referrals received and addressed crossed the one-thousand threshold for the first time. We know that we are an essential part of the community for many individuals and families, and we take great pride in the relationship we have with our local population.

That relationship is not only the focus of our mission to provide high-quality specialist end-of-life care and bereavement support whenever and wherever it is needed, but the main source of our means to do so.

In 2023/24 our income from individual and corporate donations, fundraising events, and charity retail surpassed the challenging budget set for it, emphasising yet again the generosity of our many supporters.

Through the diligence of our teams, costs came in below budgeted levels, and we took consistent advantage of opportunities to secure income from the NHS.

However, unfortunately our most unpredictable income stream, legacies, did not match our plans, and we ended 2023/24 with a deficit, needing to dip into reserves for the first time in many years.

The Trustees take this loss very seriously, and are aware of their legal and moral duty to act as good stewards of the funds donated by local people and businesses to support our care for those in the area served by St Wilfrid's. It is important that our strategic and operational activity strikes the right balance between shaping our services responsibly and sustainably for the future, and meeting the diverse needs of as many people as possible.

I am very proud to say that despite the financial challenges we experienced in 2023/24, we helped more patients and their families and friends than ever. During the year we expanded the range of conditions we have the expertise to help manage by appointing Clinical Nurse Specialists for patients with respiratory and liver disease, and re-structured our community service to create multi-skilled, multi-disciplinary teams, able to meet patients' needs more efficiently.

We also worked with partners beyond St Wilfrid's to help extend our reach by spreading the impact and benefit of our experience and professional skills. This area of our work included the creation of a local network for care providers looking after people with learning disabilities at the end of their lives, and supporting 'Robins', an end-of-life support service in Selsey.

As ever, we have delivered these services and development only as a result of the contribution made by our volunteers. Without their support and willingness to give us their time, experience, and energy, we would not be able to fund, or provide, the care upon which our community depends. We are so grateful to everyone who supports us, in whatever way they choose to do so.

The Trustees are grateful too to St Wilfrid's employees, who use their professional skills to such great effect, and who so often go above and beyond what is asked of them.

The following Trustees' Annual Report provides more detail about 2023/24's successes and challenges, and includes our Hospice Financial Review.

Many thanks



Soline Jerram

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REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2024**

Charity Name	St Wilfrid's Hospice (South Coast) Limited
Charity Number	281963
Company Number	01562110
Registered Office	Walton Lane Bosham, Chichester West Sussex PO18 8QB
Vice Presidents	Dr C J Bateman FRCPath Mr M G Bevis Dr A Copsey Professor A G Dewhurst Mrs P J Foster Mrs S Hyland Mrs K Glendinning MBE Mr G C Papworth Mr C Shippam Mrs E A Spence Mr M D Troy Dr S Williams FRCGP MMed Ed Mrs A P Wormald
Patrons	Mrs J Jackson Mr D Mac Mrs D Patterson DL Dame K P Routledge DBE Mr C & Mrs A Timothy
Trustees	Dr A M Bateman Mrs L Bruce Mr J Clayton (Vice Chair) Mr C J Dicks (Honorary Treasurer) (resigned 27 September 2023) Mr A Easter Mr N Fox Dr K Greenberg Mrs S Jerram (Chair) Ms H Keenlyside Mr J Martyn (Honorary Treasurer) (appointed 27 September 2023) Ms V Mudford Dr A Stone Ms L U Watt
Company Secretary	Helen Edson

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Senior Management Team Helen Edson, Director of Finance
Lois Howell, Chief Executive
Cat Horlock, People Director
Claire Magee, Medical Director
Suzy O'Callaghan, Director of Clinical Services
Rachael Tout, Director of income Generation

Independent Auditor Crowe UK LLP
4th Floor, St James House
St James Square
Cheltenham
Glos GL50 3PR

Solicitors Irwin Mitchell Solicitors
Thomas Eggar House
Friary Lane
Chichester
West Sussex PO19 1UF

George Ide LLP
52 North Street
Chichester
West Sussex PO19 1NQ

Bankers National Westminster Bank plc
5 East Street
Chichester
West Sussex PO19 1HE

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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STRATEGIC REPORT

Vision

St Wilfrid's vision is that all dying people and those close to them should have access to the care and support that they need.

Mission

St Wilfrid's Mission is to provide high quality specialist end-of-life care and bereavement support whenever and wherever it is needed.

Object

Paragraph 3 of St Wilfrid's Memorandum of Association reads: "The Charity's object for which the association is established is the relief of people suffering from cancer and other terminal conditions and the relief of the carers and families of such people who are in conditions of need, hardship or distress."

Public Benefit

The Trustees confirm that they have taken into account the Charity Commission's guidance on public benefit when reviewing St Wilfrid's aims and objectives. The Trustees have identified that St Wilfrid's meets three of the thirteen descriptions of charitable purposes as set out in the Charities Act, namely

- the advancement of health,
- the relief of those in need by reason of ill health or disability, and
- the advancement of education.

Those who benefit from the services St Wilfrid's provides are people living with cancer and other terminal illnesses, and the relatives and friends of such people. The referral criteria for access to St Wilfrid's services are widely disseminated and those patients who are referred and meet the eligibility criteria will be accepted for care. The services operate in a defined geographical area, and referrals for those services are received for patients registered with specific GP surgeries within that defined geographical area.

Through participation in the delivery of ECHO, (the End-of-life Care Hub service hosted by Sussex Community NHS Foundation Trust), St Wilfrid's services are extended to other patients and their close associates who have not been directly referred to St Wilfrid's, but who do live within the defined geographical area.

The services are provided at no cost to any patient who meets the referral criteria. Their loved ones are also offered support. St Wilfrid's Education Department has an impact on services and care provided beyond the defined geographical area, as explained later in the report.

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ST WILFRID'S HOSPICE'S STRATEGY FOR 2019-2024

Strategic Goals and objectives

Strategic Goal:	Extending our reach to more people in the community
Objectives:	Services that are accessible, flexible, and responsive Seeking opportunities to engage and influence a diverse community
Strategic Goal:	Improving and enhancing the quality of our care
Objectives:	Services that are innovative, evaluated and outstanding Seeking opportunities to learn, develop and improve
Strategic Goal :	Ensuring long term sustainability
Objectives:	Services that maximise the use of our existing resources Seeking opportunities to diversify and grow Caring for our resources and the environment

Delivery of St Wilfrid's Vision, Mission, Objects and Strategy is underpinned by its Values:

- Excellence
- Integrity
- Responsibility
- Compassion
- Collaboration

OBJECTIVES AND ACTIVITIES

Internal Context

Lois Howell took over the role of Chief Executive on 1st April 2023, and led St Wilfrid's throughout the year. A further change to the Senior Management Team (SMT) occurred in July with the appointment of Rachael Tout as Director of Income Generation, following the retirement of the former post holder, Laura Addison.

Three new Trustees, Alastair Bateman, Karla Greenburg, and Jim Martyn joined the Board early in the year, along with two Committee Advisers – Melanie Savill (Clinical Services Committee (CSC)), and Charlotte Williams (Voluntary Income Generation (VIG) Committee). Sadly, Charlotte has since had to resign from her role due to pressure of work in her professional life.

Jim Dicks, Treasurer of St Wilfrid's for several years, also retired from the role at the Annual General Meeting (AGM) on 27 September 2023. The Trustees take the occasion of this report to thank him for his expert guidance during his period in office. Jim Martyn was appointed to the role of Treasurer at the AGM.

The focus for the Board and SMT during 2023/24 was the re-establishment of core operational clinical and support activity following the impact of the pandemic. Funding patterns which emerged during the COVID era (increased grants from the NHS, reduced income from fundraising events and charity retail) came to an end; abruptly in the case of state funding, and more gradually in the case of a return to pre-pandemic public giving and retail.

The effect of cost of living increases on both the cost of Hospice operations and the ability of St Wilfrid's supporters to donate and/or raise funds was also an influential feature of 2023/24. The Fundraising and Marketing Teams worked closely to highlight the importance of Gifts in Wills, aiming to increase legacy pledges and protect the future of this income stream. Positive results were seen towards the end of 2023/24 and have continued into 2024/25.

External Context

Population

The majority of the area served by St Wilfrid's is within the boundaries of NHS Sussex, the Integrated Care Board (ICB) for both East and West Sussex. A very small proportion of St Wilfrid's patients, service users, employees, volunteers, and supporters live in and around Emsworth, a ward of Havant Borough Council, just over the border into Hampshire, and covered by the Hampshire & Isle of Wight ICB.

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St Wilfrid's provides in-patient and community services to most, but not all, people in the areas served by Chichester District Council (CDC) and around half (the western half) of the people living in the area covered by Arun District Council (ADC). All end of life community services in the Midhurst area are provided by MacMillan.

Given the relatively small scale of the Hampshire influence on St Wilfrid's external context, and the lack of ward level data available from Hampshire County Council, the data and commentary below will focus on the populations of ADC and CDC. The 2021 census recorded ADC's population as 164,800, and CDC's as 124,100, giving a total of 288,900. This has increased from 263,300 in 2011.

The data set out below is extracted from West Sussex County Council Joint Strategic Needs Analysis publication 'Census 2021: Ethnicity, language and religion - Public Health Briefing August 2023', by Catherine Wells of the Public Health and Social Research Unit.

The demographic data St Wilfrid's holds about its employees, volunteers, patients / service users, and supporters is not complete. Although age information about employees and volunteers is available and accurate, not all other categories of data about those groups have been collected consistently about the current workforce. Volunteer data is more complete than employee data, but not entirely so. Demographic data collection about patients and service users is better, but not consistently complete.

These gaps in the data held by St Wilfrid's make comparison with the wider population unreliable. Improving the quality of demographic data is a key workstream for the Equality, Diversity & Inclusion (ED&I) Working Group.

Population - Age

By comparison with the national modal average, more people living in the ADC area are 65 years or over (28.4% compared with 18.3%), and the median average age is 49.6 years. In 2021 there were 505.5 people aged 65 or over for every 1000 people of working age.

The picture in the CDC area is very similar. 27.1% of the people living in the area are over 65 years of age, and the median average age is 49. The national median average age is 40.7 years.

These factors play a part not only in increasing levels of demand for Palliative and End of Life Care (PEoLC) services, but in sustaining in the long-term St Wilfrid's supply of employees, volunteers, and supporters.

Population - Deprivation

There are very few areas of material deprivation in the CDC area, but some notable deprivation-related challenges in parts of the ADC area, particularly around Bognor.

Indicator	ADC area	CDC area
Children under 16 living in low income households (2021)	4480 (17.2%)	2870 (14.3%)
People of working age on out of work benefits (2023)	2925	2060
People in receipt of Carers' Allowance (Aug 2022)	1748	1054
Households living in fuel poverty (2020)	6380	4840
Older people in receipt of income guarantee element of the Pension Credit	1945	1100
Households owed a duty under the Homelessness Reduction Act (21/22)	829	No data
Households in temporary accommodation (21/22)	151	No data

These factors play a part in the community's care needs, given the well-known connections between deprivation and higher incidence of co-morbidities and poor health outcomes. They also influence patterns

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of behaviour and giving amongst supporters. Stock donations and the prices set in shops both reflect the relative deprivation around St Wilfrid's retail locations.

Population - Ethnicity, language, religion

In terms of ethnicity, language and religion, the population of the area served by St Wilfrid's, and from where the majority of employees, volunteers, and supporters are attracted, is not significantly diverse, but there are material variations.

Ethnic grouping	ADC area	CDC area
	%	%
Asian / Asian British	1.6	1.7
Black / Black British / Caribbean / African	0.5	0.6
Mixed / Multiple ethnic groups	1.5	1.7
Other ethnic groups	0.6	0.5
White	95.8	95.4
The White population is composed as follows		
White British	88.7	90.1
Other White	6.3	4.3
Gypsy / Irish Traveller	0.1	0.2
Irish	0.6	0.7
Roma	0.1	0.1

The members of the population in the ADC and CDC areas who describe themselves as other than white British tend to be younger. The age profile of St Wilfrid's employees, volunteers and patients / service users tends to be higher than the mean average age of the general population, and this is likely to be a factor in the ethnicity profile of those groups.

The most significant increase over the last ten years is in the 'Other White' group, principally as a result of immigration from Eastern Europe. Anecdotally (see comment above concerning the incomplete nature of demographic information) this is reflected, but not matched, in St Wilfrid's volunteers and service users, but more closely mirrored in retail customers, particularly in the Bognor area shops.

Main language spoken other than English	ADC area	CDC area
	%	%
Polish	2.17	0.76
Romanian	0.55	-
Lithuanian	0.48	-
Portuguese	0.39	-
Bulgarian	0.34	-
Russian	0.32	-

Eastern European languages are those most commonly spoken other than English in St Wilfrid's area, predominantly in the ADC area; there are few people who report their main language as anything other than English in the CDC area.

In some wards of the ADC area, particularly around Bogor, up to 9.9% of those who do not use English as their main language report that they do not speak English well or at all, and this may be a barrier to seeking care, employment, or volunteering opportunities from St Wilfrid's.

However, the clinical teams do not often experience language barriers to care delivery. They have access to a telephone interpretation service, printed vocabulary sheets, and pictograms if required. Amongst the volunteer workforce there are speakers of Spanish, French, German, Hungarian, Italian, and Portuguese, and a Polish speaker has just (June 2024) been appointed as a volunteer in the Family Support Team.

In both ADC and CDC only 2% of the population reports practising a religion other than Christianity.

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Religion stated by residents	ADC area	CDC area
	%	%
Christian	52.1	53.1
No religion	39.9	38.7
Muslim	0.7	0.6
Other	0.5	0.5
Buddhist	0.3	0.5
Hindu	0.2	0.3
Jewish	0.2	0.2
Sikh	0.0	0.0
No reply	6.0	6.2

These data reflect St Wilfrid's experience of working with patients and their loved ones, both as inpatients and in the community. The chaplaincy team reports that over the last ten years, its members have directly supported around three Jewish, three Muslim and several Buddhist families, as well as several patients who identify as Pagan.

It is often the case that patients, service users, and/or their families who describe themselves as "not practising" are happy for St Wilfrid's Chaplain to minister to them appropriately. On those occasions, the Chaplains are careful in their choice of language, to honour the beliefs held by the individuals in question.

For practising patients and service users, the patient or their family will usually have their own faith/spiritual leader with whom they make direct arrangements for support, or who they ask the Chaplains to contact.

For those who are not practising but want to see a leader from their own faith tradition, the Chaplaincy Team has contacts for Muslim, Buddhist, Hindu and Jewish leaders.

The Chaplains also offer, and in many cases provide, personalised spiritual support to those who identify as having 'no religion', generally through the course of gentle conversation, as and when appropriate.

Other hospices in the region

As outlined in more detail below, St Wilfrid's works closely with the other hospices in Sussex, and with other neighbouring organisations. The challenging financial climate affected many of our neighbours significantly, with plans for restructuring announced in the latter months of 2023/24 and early 2024/25. The Martlets Hospice in Brighton formally merged with St Barnabas Hospice in Worthing as a response to very significant deficits identified during 2023/24, and St Catherine's in Crawley and The Rowans in Portsmouth are both consulting on possible redundancies to address their own deficit positions reported for 2023/24.

These circumstances reflect the national picture for hospice finances. Hospice UK figures indicate that the 94 hospices which participated in its benchmarking exercise in 2023/24 collectively recorded a deficit of £23m, leading to an estimated deficit for the whole hospice sector (including national hospice organisations) of £50m.

ACHIEVEMENTS AND PERFORMANCE

Clinical services

Performance, quality and governance

St Wilfrid's clinical services continue to operate within changing health and social care structures, and an increasing emphasis on integration.

Many aspects of this challenging environment have a wide-ranging impact on St Wilfrid's clinical services, in particular:

- the increasing and changing demands of the people for whom St Wilfrid's cares
- changing local demographics, specifically a projected increase in the number of people who will need palliative and end of life care in the future

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- existing unmet need for palliative and end of life care, exacerbated by inequality, inequity, and social exclusion
- developments in technology, and growing acceptance of the use of digital services to access and receive health care
- competition in the recruitment market for resources and skills.
- funding shortfalls and increasing costs

These drivers present both opportunities and challenges. It is widely acknowledged that hospices are operating in a period of continuous change, unprecedented uncertainty and complexity.

It is crucial that St Wilfrid's remains agile, adaptive and responsive, and keeps its long-term vision, which places the people of the communities it serves at the heart of all activities and plans.

Community services

Throughout this incredibly challenging year, St Wilfrid's Community Team has been committed to ensuring that patients are seen in a timely, person centred manner.

The Community Team provides a seven-day a week service, undertaking assessments and reviews, proactive care which includes advance care planning and symptom control, admission avoidance, rapid discharge home from hospital, personal care and an advice/ triage line for patients and other healthcare workers.

St Wilfrid's Consultants and Nurse Specialists also provide an on-call service in collaboration with other hospices for the End of Life Care Hub for Coastal West Sussex (ECHO). The ECHO ensures that all patients registered with the service across Coastal West Sussex can access specialist support 24 hours a day / seven days a week.

St Wilfrid's has a non-medical prescriber available each day. This ensures that it is easier and quicker for patients to get the medicines they need, increases patient choice in accessing medicines, and makes better use of the skills of the team.

During 2022/23 the ICB sought St Wilfrid's' assistance to help reduce the number of avoidable hospital admissions. Under the new arrangements (currently supported by Better Care Fund), the community multidisciplinary team identifies patients who can be supported and cared for at home, rather than in hospital. Key to this approach is timely access to medication, therapy input, and hands-on care by St Wilfrid's clinical teams.

This has also resulted in an additional income stream. During 2023/24 the team supported 601 patients to remain at home and avoid hospital admission.

G's Story

G was a 42-year-old man with multiple problems, increasing frailty and severe Learning Disability. Following years of foster care, home for G was in supported living accommodation. The St Wilfrid's Community Team became involved in his care when there was no curative treatment available for his cancer.

The people who cared for G were keen for him to remain in his home, supported by the people with whom he was familiar. Providing a comfortable end of life for G was a challenge due to his distress, pain and reduced understanding of what was happening.

However, the St Wilfrid's team worked very closely with the home staff team to enable them to support G during this difficult time. This included twice daily visits, teaching on how to give pain relief, and providing calming strategies.

St Wilfrid's provided support pre and post bereavement to the staff. The support influenced policy changes with Sussex Community NHS Trust around carers giving timely medication.

The outcome of this collaboration and adaptive response meant that G died peacefully in his home, with those he knew and loved.

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During 2023/24, workloads have been managed in a smarter way, and the team has focussed on improving the consistency of recording patients' preferred place of death, and, importantly, analysing achievement of this outcome. The figures in the table below demonstrate an increase in activity and the impact of St Wilfrid's in providing quality end of life care. These data are also shared with Sussex ICB in a quarterly return.

Table showing community activity 2023/4 in comparison with 2022/23

Activity	2023/24	2022/23
Patient referrals	1010	933
Preferred place of death achieved	76%	67%
Average number on caseload	343	323
Ave response time (in days) non-urgent	11	12
% of non-cancer patients	27%	23%
Hospice at home referrals	244	232

Whilst the average age of those referred to St Wilfrid's is 77 years, there has been an increase in younger patients aged 20- 40 years. St Wilfrid's also changed its Care Quality Commission (CQC) Statement of Purpose during 2023/24 to enable it to care for a mature 16-year-old who did not wish to access local children's hospice services. Whilst St Wilfrid's does not routinely support those under 18, it is committed to meeting patients' needs as far as possible.

The Community Team has introduced to the assessment process the 'Patient Dignity Question' (PDQ), a validated tool to improve person centred care. This is proving to be valuable in increasing team members' understanding of their patients' needs.

The dignity and care afforded my dad in the last few days of his life was exceptional. The ladies took the time to ensure we, the family, were included, cared about/for and offered support throughout. To enable us to have dad at home was what he wanted and, I have to admit, it was very scary for us but the help we had, the time they shared with us gave us the confidence to keep going. My dad's life came to an end at home, in a tranquil setting, and nothing could be better than that
From 'Iwantgreatcare' website

In July 2023 two Specialist Nurses were appointed for patients with respiratory and liver disease. They have been vital in supporting patients to manage their chronic conditions and are already demonstrating a positive impact in improving patient's quality of life. The impact of these two roles is reflected in the increase in non-cancer referrals shown above.

It was a pleasure working with someone with wide knowledge born of experience and to be treated with respect and patience. I know that I'm in safe hands
From 'Iwantgreatcare' website

In 2024/25 and beyond, the Community Team will focus on extending St Wilfrid's reach and integrating with the wider healthcare environment by looking at different models of care.

In-Patient Unit services

St Wilfrid's 14-bedded inpatient unit (IPU) caters for patients who need complex pain and symptom control, and end of life care.

The multidisciplinary team works together to:

- ensure patients with specialist palliative care needs can maximise their quality of living by providing pain and symptom control, psychosocial, emotional and spiritual support

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- facilitate a safe and timely patient discharge to home or transfer to an alternative place, as well as providing a supportive environment at the end of life.

The figures in the table below set out the impact of the work the IPU team has done to ensure care is timely and responsive.

Table showing ward activity for 2023/24 in comparison with 2022/23

Activity	2023/24	2022/23
Admissions to the ward	265	257
% admitted within 48 hours of referral	72%	65%
Number of people who died in the hospice	207	181
Occupied bed days	3,453	3,173
Average length of stay (days)	11-12	14

The clinical team on the ward has been actively involved in research, recruiting patients for a national research study (CHELsea II trial). The study is intended to assess whether giving patients in the last days of their life fluids via a drip ("clinically-assisted hydration") is effective at preventing development of delirium ("terminal agitation"). St Wilfrid's would like to thank patients and their loved ones for their consent to participating in this important national study.

In January 2024 St Wilfrid's changed pharmacy provider. The contract will enable the new provider to open up a new pharmacy in the Shopwyke area of Chichester, which will benefit not just St Wilfrid's and its patients, but other members of the local community. The Trustees would like to thank Kamson's Pharmacy for its commitment to ensuring that the new pharmacy service was delivered within very tight timescales.

Following a revamp of the 'Forget-me-not Room' in 2023/24, two 'Cooling Blankets' were purchased. These are small cooling units that gently circulate fluid through a cooling pad that can be placed on top of the body. This preserves the patient's appearance, condition and dignity, and enables provision of a higher level of bereavement care to families, without needing to cool the whole room.

Throughout the year, the IPU Team has generated opportunities for patients to have quality time with those most important to them, and create wonderful memories and moments. Over the year they have brought lambs, puppies and llamas into the IPU for patients, organised a visit to see Spitfire planes in flight, recorded video messages from favourite footballers, facilitated recreation of graduations, held birthday and wedding afternoon teas, and supervised visits from Tony the Pony and a Harley Davidson club.



"When you're feeling miserable and out of control and someone has gone out of their way to listen to you, you can't believe anyone could care enough"

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"It was so touching that someone could do that, it makes you emotional that someone can give you hope"



"I can't think of a nicer gift for Mum - probably one of the only experiences that could give her some brief respite"

St Wilfrid's Hospice Bosham are an outstanding example of the care a hospice can provide for their patients. My father had to stay for slightly over a month due to complications of cancer. All the Doctors, Nurses, HCAs and OTs were outstanding in what they did, and I have no hesitation in suggesting that my father's health was significantly improved by their support. Anyone considering admission to this facility for a loved one should have no hesitation in accepting their care and support!

From 'iwantgreatcare' website Nov 2023

In 2024/25 and beyond, the IPU Team will be focussing on gaining a better understanding of how St Wilfrid's can be more inclusive, specifically for people with sensory and hidden disabilities.

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Family Support Team (FST)

Effective use of resources is fundamental to enable services to deliver and sustain high quality care to patients and their loved ones. Identifying that the FST workload was increasing, and that the team is small by comparison with other Hospices, an establishment review was undertaken early in the year.

The review identified the need for:

- succession planning
- better utilization of available volunteer skills
- establishment of strong links with Chichester College and University
- establishment of a team lead post

Since the review there has been a significant increase in the number of hours per week of volunteer psychosocial support. The volunteers deliver various levels of psychosocial care, both within the Hospice and in people's home, in a number of ways, from telephone consultations, text messaging, video calls to face to face sessions.

There is no answer to the grief one feels on the death of a much-loved life partner, but knowing such a caring environment and loving people are there for us is such a comfort
From 'Iwantgreatcare' website

During the period 1 April 2023 to 31 March 2024, the FST received 317 internal referrals for one-to-one support. Team members made over 5,000 contacts with patients and their loved ones.

A recent audit of this period indicated that 90% of referrals had a therapeutic contact within four weeks of referral and 95% of referrals had a plan in place within six weeks.

Table showing the average days from referral to receiving care per month and the overall average for patient referrals.

Referral date		Average wait for care (days)
2023	April	11.9
	May	3.4
	June	10.9
	July	7.5
	August	5.9
	September	7.0
	October	5.8
	November	12.6
	December	11.5
2024	January	3.7
	February	9.5
	March	6.8
Average across the period		7.9

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Members of the team have also provided teaching and mentoring to the Selsey Robins project, a charity volunteer service providing emotional support to people in the Selsey area at the end of their life.

In 2024/25 and beyond the team will be focussing on the workforce review and training other clinicians in Cognitive Behavioural Therapy.

Rehabilitation & therapy services

Occupational Therapy and Physiotherapy play a key part in the continuing development of a rehabilitative approach to end-of-life care.

An experienced Occupational Therapist with an extensive background in frailty joined St Wilfrid's this year to lead the Rehabilitation and Therapy team. The team has not only provided care to patients on the ward and in the community, but has also started to utilise the Living Well Centre more fully, following its closure during the pandemic.

Support offered to patients and their loved ones throughout the year includes:

- Exercise programmes
- Art therapy
- Breathlessness programme
- Falls prevention programme
- Complementary therapy sessions provided by a team of highly skilled volunteers
- Carer support

I felt anxious about attending the breath easy course and meeting others with different problems, as I was very low. The course, the staff and the others were so supportive as they understood, thank you for the invite!
From 'iwantgreatcare' website

Each carer support day includes sessions on:

- Fatigue management
- Falls prevention and exercise
- Equipment and onward community referrals
- End of life care/recognising dying/advance care planning
- Anxiety management
- Nutrition, skincare, mouthcare.
- Financial and wellbeing support.

The events were supported by a Wellbeing Support Worker from Sussex Carers Support who has been able to provide additional services for carers, such as wellbeing grants. Future sessions will also include support for young carers.

I had a reflexology session this week which was absolutely amazing, I thoroughly enjoyed the experience and felt totally relaxed can't wait for next time
From 'iwantgreatcare' website

In 2024/25 and beyond the team will focus on better support and promotion of the wellbeing and independence of patients and their loved ones.

Medical Team

The Medical Team continues to support patient care across the community and inpatient unit services. The medical team provides 24/7 on-call cover to the In-Patient Unit as well as the ECHO hub.

There was a Consultant vacancy in the medical team for the majority of 2023/24, during which time safe services were maintained with the use of an agency providing remote palliative medicine consultant cover.

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The post was filled in January 2024 by the return to St Wilfrid's of a Consultant in palliative medicine after four years working elsewhere in the country. This specialist post was particularly challenging to fill and had been vacant for more than two years. The positive impact of the Consultant's arrival has been noted.

The developmental function of the medical team continued during 2023/24, with the first successful progression of a Clinical Fellow to a Specialty Doctor position. St Wilfrid's role as a GP training unit expanded during the year to include a community-based post which provides additional medical resource to the community team, as well as supporting the education of more GPs, many of whom will remain local when they complete their training.

St Wilfrid's has also supported a number of placements for doctors requesting experience, including those from Ukraine, who wish to work in the UK.

In 2024/25 and beyond the team will focus on patient outcome measures, and continued growth in audit and research activity.

Quality and Safety Team

With the appointment during 2023/24 of a Safety and Quality Lead, the Clinical Team has been able to set out a plan and focus for patient safety, and systems for monitoring the quality of patient care. The team has worked on the following objectives throughout 2023/24.

Patient safety

The Patient Safety Incident Response Framework (PSIRF) is the NHS recommended approach to responding to, and learning from, patient safety incidents. In the past year St Wilfrid's has undertaken the first steps in introducing and developing a plan that aligns with the NHS recommendations. This includes training a core group of staff to undertake investigations and support patients, their loved ones, and staff when incidents happen.

As part of PSIRF the Clinical Team has focussed on three main areas:

- falls on the In-Patient Unit
- medication errors
- pressure ulcers arising during a patient's time as an in-patient or under St Wilfrid's care at home.

In the event of incidents of the type described above, safety investigations are completed, and meaningful action plans developed and implemented. This has helped reduce the occurrence of incidents of these kinds. Examples of the actions initiated and embedded in 2023/24 include:

- Introduction of weekly 'Handover Headlines' that highlight learning from safety incidents for communication across teams
- Use of the 'Purpose T' pressure ulcer identification and review tool
- New falls risk assessment
- Closer working between the nursing and medical teams to reduce medication errors
- Review with the new pharmacy provider of key controlled drugs checks.

Incidents reported per 1000 bed days in 2023/24:

	Falls, slips & trips	New pressure ulcers	Medication incidents
St Wilfrid's Hospice	9.4	11.6	12.6
Average similar hospice	9.2	11.0	12

90% of these incidents caused low harm or no harm, indicating improved reporting, particularly for near miss incidents. Work is continuing to improve learning from such incidents, to reduce the likelihood of harm to patients, and implementing the PSIRF plan.

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Safe staffing

St Wilfrid's monitors staffing across all services and presents an annual report to the Clinical Services Committee. A significant amount of work has been completed to ensure that there is a safe and effective workforce in place.

The 'Establishment Genie' nursing workforce tool has demonstrated that the establishment does not have any significant shortfalls, but that margins are narrow. Consequently, any high levels of unplanned absence stretch the workforce. This is monitored, and mitigating action such as restricting admissions, bringing on bank or agency staff, or reducing beds, has been actioned as required during this reporting period. With an ageing workforce, there remains a high risk of occurrence of unplanned absence.

Establishment Genie does, however, demonstrate that although there appear to be slightly lower numbers of nursing staff per bed in comparison with other hospices, at St Wilfrid's there are comparatively high numbers of care hours available per patient, indicating that many 'non-nursing' tasks have been removed from direct nursing care responsibilities.

The reporting of safe staffing incidents (i.e., occasions when staffing and skill mix do not match need well) is low, and further work is under way to improve confidence in reporting such events, with clear escalation plans for when there is a concern.

Practice development

During 2023/24 the Clinical Development Nurse on the ward delivered a number of training sessions and improved and individualised the induction programme for new staff and students.

St Wilfrid's has also ensured that all relevant employees (ie, all clinical teams) have completed the first part of the national 'Oliver McGowen' training on recognising and meeting the needs of autistic people.

The process of supporting nurses to become practice assessors has been improved, strengthening links with Chichester University and its new School of Nursing. St Wilfrid's has continued to support students across all disciplines. Most students have reported positively that their communication skills have improved and that they have gained a lot from their placement in the specialist arena. A number of the nursing students who undertook a placement at St Wilfrid's subsequently expressed an interest in pursuing a career in Palliative and End of Life Care when qualified.

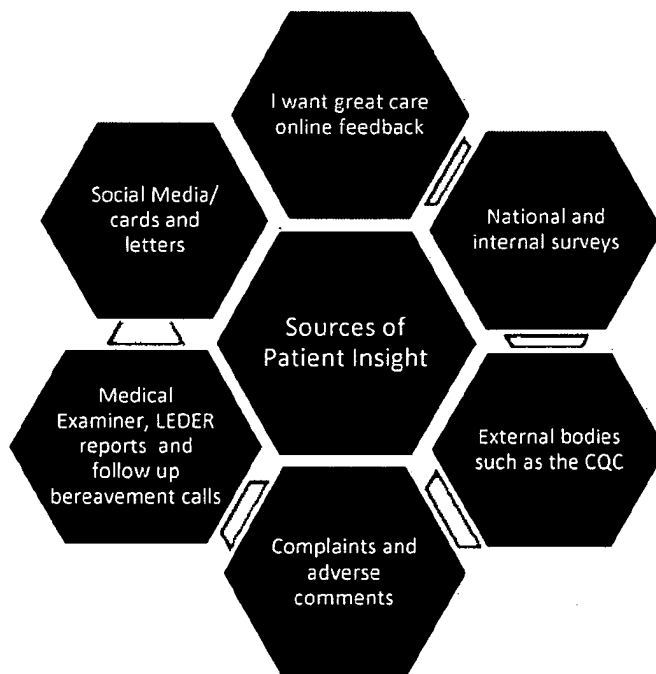
I was very limited in my exposure to palliative and end of life care and I had never considered a hospice is where I would potentially aspire to work when I graduate. I had no negative connotations towards hospices and initially didn't think I would enjoy it from my previous experiences of undignified death in hospitals. However, this placement has completely changed my outlook on EOL and palliative care and I have been able to see how death can be dignified, peaceful and respectful. I am hoping I will get the opportunity to go back here for my management placement, or once I qualify.

Mia, year 2 student nurse. April 2023

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Patient experience

St Wilfrid's gains insight into the patient experience in a number of ways.



Recently, people have been encouraged provide feedback via a website called 'iwantgreatcare'. Patients, families, friends and loved ones can post comments online via a QR code. Not all patients have digital access, so hard copy version of the feedback form are also made available. In 2023/24 all of St Wilfrid's ratings were five-star.

During 2023/24, St Wilfrid's received five complaints about clinical services. These all centred on observations about care given by other healthcare providers (for example GPs, or community NHS services). Seven adverse comments received, two of which related to discharge from the ward. The others were on varied subjects. Two concerns were received were about staff attitudes. All were responded to within the timelines expected and have been closed. St Wilfrid's continues to learn from these comments and observations.

In response to a request from other local care providers during 2023/24, St Wilfrid's set up, and continues to lead, the Learning Disabilities & Palliative Care Link Group - a forum for those caring for people with a learning disability. This group is proving to have a significant beneficial impact on the quality of end-of-life care provided to people with a learning disability. The forum also helps to improve St Wilfrid's own understanding of the needs people with a Learning Disability. St Wilfrid's has also contributed to the Sussex 'Learning from the lives and deaths of people with a learning disability' (LEDER) reports.

Care Quality Commission compliance

St Wilfrid's is registered with the Care Quality Commission (CQC) for the 'Treatment of Disease, Disorder or Injury'.

The CQC underwent a significant number of changes to its administration, management and approach during 23/24. St Wilfrid's has engaged with the CQC at every stage of consultation. Changes to St Wilfrid's care and other arrangements continue to be notified to the CQC, including the revision to the Statement of Purpose mentioned above to reflect that St Wilfrid's will care for young adults aged 16 and 17 in certain circumstances.

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Education service

The work of St Wilfrid's highly skilled and experienced Education Team has flourished over recent years and the team has been successful in delivering education and training to the local health and social care workforce across West Sussex and beyond.

However, the volume of work commissioned by the ICB, Health Education England, and West Sussex County Council has significantly reduced. This prompted a review of the service during 2023/24, and a focus on the introduction of non-commissioned, participant-funded courses, including Bereavement in the Workplace, Advanced Communication Skills for Clinicians, and other bespoke training for care homes.

St Wilfrid's continues to have a close working relationship with the University of Chichester's new School of Nursing and Physiotherapy, which has led to an increase in the number of student placements provided by St Wilfrid's. Facilitation of training for medical students from Brighton & Sussex Medical School (BSMS) and Southampton University Medical School continued during 2023/24, involving placements at the Hospice as well as formal teaching at BSMS by the Hospice Medical Team. During 2023/24 the clinical team also continued to support social worker and counsellor students from Chichester University and College, as well as paramedic students from across Sussex.

Equality, Diversity and Inclusion

As reported last year, the Trustees recognise that action is required to ensure that the organisation is truly inclusive, and that the services meet the needs of all parts of the community. The Equality, Diversity and Inclusion (ED&I) Steering Group was refreshed during 2023/24 to focus on delivering three revised organisational goals:

- Providing inclusive care and support to everyone in the community
- Educating to
 - embed the value of ED&I across the organisation
 - increase the diversity of St Wilfrid's teams
 - foster a culture of inclusion
- Ensuring that data driven decision making is at the heart of how ED&I goals are achieved

The Steering Group met quarterly during 2023/24, chaired by the Chief Executive. The multi-disciplinary membership is made up of two leads for each workstream goal.

During 2023/24 there was a specific focus on learning and hidden disabilities. Over 80% of employees in all departments have completed the Oliver McGowan training mentioned above, which focuses on this subject, and how to provide better care for those with learning and hidden disabilities, including autism. Engagement with external providers of care for people with profound learning disabilities in the forum described above has enabled the transformation of St Wilfrid's understanding of care requirements. As a result, referrals have risen, and clinicians are better equipped to ensure excellent quality of care.

St Wilfrid's produced a clinical poster about its care for a patient with learning disabilities for presentation at a national conference and has successfully influenced policy at ICB level to remove barriers to better quality care.

Internally, St Wilfrid's has provided education on learning and hidden disabilities through two focus weeks. More practically, advice has been sought and taken from employees and volunteers with learning and / or hidden disabilities. As a result, the recruitment process has been changed to make it more attractive and equitable for those who might need extra help or to have barriers removed. The accessibility of our training process for volunteer roles has also been reviewed.

St Wilfrid's achieved the Government's 'Disability Confident' status during 23/24.

"It's been really nice to see St Wilfrid's taking feedback from Autistic employees and volunteers, and actively making changes to not only improve accessibility in the workplace, but to make the recruitment process more accessible, too"

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Employee quote
Digital

St Wilfrid's has continued work on a number of digital projects to support its digital maturity development journey. Key amongst the projects implemented during 2023/24 have been supporting the development of the internal SharePoint intranet, 'the Hub', new electronic HR forms, a cloud-based backup system, an IT support ticketing system, and a new risk register data base.

In the summer of 2023 St Wilfrid's appointed a new Assistant IT Systems Engineer to the IT team. This has ensured a more robust onsite presence, provided additional support capacity, and created time in the team to focus on some of the projects identified above.

St Wilfrid's IT partnership with St Catherine's Hospice in Crawley continued during 2023/24. However, due to changes at St Catherine's Hospice this will end in the summer of 2024, when St Wilfrid's will extend the range of services commissioned from its current third-party IT support provider to ensure an effective range of cover is maintained.

Income generation

Voluntary income continues to provide vital funding for St Wilfrid's work and is an important part of the Hospice's role in the local community. Voluntary income is generated mainly through fundraising and St Wilfrid's retail functions.

Fundraising

The Fundraising Team manages a variety of income streams

- individual and in-memory donations
- grants from trusts and foundations
- events and community activity
- corporate partnerships
- appeals
- raffles
- gifts in wills

All of these activities are managed in-house. The only external fundraising activity for which St Wilfrid's pays is the lottery run by Local Hospice Lottery Ltd.

In 2023 an extensive new Gifts in Wills marketing and stewardship campaign was launched, in line with the new strategy. The associated actions included the appointment of a Gifts in Wills Manager to ensure effective stewarding of those who have pledged to leave St Wilfrid's a legacy.

St Wilfrid's flagship Moonlight Walk was moved back to spring in 2023, after a deferment to September in previous years, due to COVID restrictions. In 2023 over 600 walkers, who raised a total of £87,615, were welcomed to the event. A further £50,000 of matched funding was generously donated by the Peacock Trust. As always, the Moonlight Walk was an uplifting event, in which many participated in memory of a loved one. It was wonderful to see the streets of Chichester filled with hundreds of walkers in their bright orange event T-shirts and fancy dress.

The 2023 Christmas Tree Recycling project was the fifth of its kind, and over 1,504 trees were collected and recycled across the county, with an average associated gift of £15.61. The project brought in £26,412 against a target of £15,000. Trees were recycled for use as mulch on local farms; a positive action and a signal to demonstrate St Wilfrid's aims for sustainability.

In February 2024 a new project to mark the leap year was launched. 'Pay for a Day' called on supporters to help St Wilfrid's raise the £26,000 it cost to provide services free of charge for the extra day on 29 February, and indeed all other days. To incentivise this project, matched funding of £26,000 was secured from generous donors. Events and community activity took place throughout February to generate income and engagement.

Whilst the public target was £26,000, the matched funding meant that there was scope to raise £52,000. The

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final total achieved was £63,646, a wonderfully successful outcome. St Wilfrid's thanks everyone who supported the campaign.

Support from individuals donating to the Hospice in memory of loved ones, in response to direct marketing appeals or through committed monthly giving programmes, including the Lottery, is fundamental to achieving income growth. Throughout 2023/24, general donations and in-memory donations were very strong, exceeding the target by £84,000, a 11% increase over budget. This method of giving is very often a reflection of the excellent care provided by St Wilfrid's to its beneficiaries.

St Wilfrid's is grateful to all the Trusts and Foundations which supported it throughout the year. As mentioned above, the Peacock Trust played an important role in the Moonlight Walk event, and the Marguerite Foundation continued to provide vital income.

Community, events, and corporate fundraising outperformed their income targets by 18%, 8%, and 21% respectively. St Wilfrid's has been very pleased to be able to engage with companies again; two new community and corporate fundraisers have been recruited, and relationships in this area will continue to be built. St Wilfrid's is very grateful to all the companies which supported the hospice throughout the year, and everyone in the community who helped raise funds during 23/24.

Through the Fundraising Team, St Wilfrid's will continue to prioritise excellent supporter stewardship and personalised donor journeys in order to maximise retention, with the aim of increasing income in future years.

As always, throughout 2023/24 all volunteers who participated in fundraising events and activities were given comprehensive training and safety briefings. These were conducted in person or on-line, and reinforced in written form. Identity checks were conducted on all new volunteers, and they were provided with clear terms and conditions for all activities.

Throughout the year, the Events and Community Fundraising Team also supported fundraising activities carried out by others, in aid of St Wilfrid's, whenever their assistance or advice were sought. Team members offer advice intended to help ensure legally compliant fundraising, and manage potential risks to St Wilfrid's reputation.

St Wilfrid's is registered with the Fundraising Regulator. This means the Fundraising Code of Practice is followed and high standards of fundraising are maintained at all times. St Wilfrid's fundraising practices continue to follow industry standards and are compliant with all fundraising standards. Any complaints about fundraising are monitored by St Wilfrid's Voluntary Income Generation Committee – there were none during 2023/24. The Hospice's Fundraising Promise is published on the website, and the public are encouraged to provide feedback, which is used to improve St Wilfrid's fundraising activities and maintain its reputation. During 2023/24 one request to remove someone from the fundraising database was logged with the Fundraising Preference Service. Investigation showed that this person was not on St Wilfrid's database.

St Wilfrid's strives to ensure that all supporters have a great experience and that everyone, including specifically vulnerable people, are treated fairly. If cause for concern is identified, the matter is investigated as a matter of urgency, however no such issues were raised during 2023/24. All members of the Income Generation team, including all fundraisers and retail managers, have participated in safeguarding awareness and training.

Retail

2023/24 was a year of strong income generation from St Wilfrid's retail operation, driven by the Retail Team's dedication and hard work. Income was helped by the overall trend in customer behaviour across the United Kingdom meaning that more people, especially younger consumers, actively sought to buy second hand goods. This was driven by an appreciation of both affordability and sustainability. St Wilfrid's shops appealed to consumers who wish to shop locally, and to support a local cause. Items that cannot be sold are recycled, and in 2023/24 over 98 tonnes of goods were recycled and diverted from landfill.

As a result, the overall annual income generated in 2023/24 from St Wilfrid's retail operation was the strongest for the third year running. This income was above the budget anticipated for the year, and

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demonstrates the continuing post pandemic retail recovery, despite economic uncertainty affecting the cost of living for customers, and the increased costs of running the retail operation.

Sales were achieved through attracting customers. There were 324,905 transactions in shops and 7,831 eCommerce transactions during the year. These sales were only possible due to the high volumes of items donated to St Wilfrid's. The Trustees are extremely grateful for the support St Wilfrid's received through 2023/24, and continues to receive, from customers and donors in all local communities.

Whilst St Wilfrid's did not expand its retail property portfolio during 2023/24, a number of existing leases were renewed, and there was positive growth in key locations, most notably East Street, the flagship shop, and the Retro/Vintage shop, both located in Chichester city centre. There was also good growth at the Chalcroft shop in Bognor, the Chidham shop, which is 'local' to St Wilfrid's hospice building in Bosham, and at the Selsey shop where the second unit became embedded in the operation. The e-commerce operation, essential to the retail operation, also thrived during 2023/24, and investment in further listing capacity is planned for the new financial year.

The retail units were resourced by approximately 50 staff (mostly working part time). During 2023/24, a Head of Retail was hired, and the management structure was reorganised to be fit for the future. Over 300 volunteers supported the retail operation during the course of the year accounting for 46% of the total hours needed to operate the shops. This contribution was invaluable to the successful operation of the retail function. On joining St Wilfrid's, both staff and volunteers complete an induction and ongoing training. This training covers retail gift aid, in order that St Wilfrid's complies with His Majesty's Revenue & Customs (HMRC) standards. Training on St Wilfrid's mission and values is also provided to volunteers in order that the whole retail team can represent St Wilfrid's in the local community.

Marketing and communications

The Marketing and Communications Team delivered a number of significant achievements during 2023/24, including the launch of successful Christmas and summer appeals in collaboration with the Fundraising Team, and production of content-packed seasonal newsletters in spring and autumn, portraying care in action, sharing supporter stories, and explaining how the community can get involved at St Wilfrid's.

During the year, the team built successfully on key social media channels, and added TikTok to the existing portfolio. A pipeline of case studies was developed, supported by photo and video content to build awareness of St Wilfrid's services. Online tools including a virtual visit to the hospice building were added to the website. The social media content has been focussed more effectively on St Wilfrid's care, including the 'myth busting about hospices' and 'what death has taught me' campaigns which were received well by audiences who regard St Wilfrid's as an expert, reassuring, honest voice in the community on death and dying.

The team continued to strengthen its organisation-wide remit, owning all internal and external communications for voluntary income generation (retail and fundraising), clinical teams, and non-clinical teams such as HR. The successful launch of the internal SharePoint Intranet 'The Hub' early in 2024 was a highlight, and is much appreciated by St Wilfrid's professionally and physically dispersed workforce.

The small team of three had a change this year, with the recruitment of a new Head of Marketing and Communications who has reinvigorated the Marketing and Communications strategy, and brought innovations and automation such as Dot Digital to email marketing.

Employees

St Wilfrid's invested in setting up a People Directorate to oversee the Voluntary Services function and to modernise the HR function in 2022.

During 2023/24 all key performance indicators for St Wilfrid's people improved. Turnover fell drastically from pre-2022 levels to around 10%. Time lost to sickness absence also decreased and sat below 5% in March 2024.

There was further investment in the HR Team to create a business partnering model to support line

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managers across the organisation. This focus allowed St Wilfrid's to recruit, retain and develop its people in a sustainable and differentiated way. St Wilfrid's goal is to become a local employer of choice and an organisation that employees describe as a great place to work.

There was a focus on financial wellbeing during 2023/24, supplemented by support for St Wilfrid's people through provision of extra personal finance education and financial planning for retirement. A volunteer Independent Financial Advisor was also recruited during 2023/24 to provide education on good money management and budgeting. Work was undertaken throughout 2023 to develop a holistic wellbeing strategy, to be launched in the 2024/25 financial year.

After a COVID related hiatus, an Employee Forum was re-launched in 2023/24, and continues to be attended by a diverse set of people in order to ensure that the employee voice is heard at senior manager level. This group was established, and continues, to be used for informal consultation and shaping initiatives, as providing a way for employees to raise their ideas for consideration.

A large-scale benefits survey was completed during the year to ascertain satisfaction with the reward and benefits package offered to employees, and to understand more about both what additional benefits are important to our people, and what they might be willing to swap in the future to achieve a more attractive package. This data will be used in 2024/25 year for planning proposals.

There was more activity than ever on development opportunities during 2023/24. All retail managers attended specific training on the management of volunteers, and all line managers undertook a full day 'Fundamentals of Line Management' training to ensure a consistent level of expertise and support for St Wilfrid's people. Four managers participated in the Sussex Hospice Collaborative 'Thrive' programme to develop their leadership skills. The HR Team took over the management of the Training Tracker system during 2023/24, and this has helped to improve oversight of completion of mandatory training.

Volunteers

The Trustees express their heartfelt thanks to all volunteers who supported St Wilfrid's during 2023/24. Volunteers generously offered their expertise, skills and time to support St Wilfrid's through a variety of opportunities, which are listed in the table below.

Retail Assistants	E-Commerce Researchers	Administrators
Warehouse Assistants	E-Commerce Listers	Event Assistants
Quality-control assistants	E-commerce Photographers	Drivers
Ward Assistants – Refreshments	Parcel Packers	Retail Driver's Mate
Stock Garment Picker	Occasional Wear & Wedding Co-ordinators	Gardeners
Ward Assistants – Refreshments	Ward Assistants – Clinical support	Hairdressers
Ward Meet & Greet	Living Well Centre Rehab Support	Art Volunteers
Community Support Team	Community Support Triage	Complementary Therapists
Counsellors	Bereavement Support	Walk & Talk Guides
Bereavement Support Safe Haven	Calligraphers	Hospitality -Coffee Shop

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Pets as Therapy Assistants – human and canine	Fundraising Supporter Groups	Friendship Group Secretary
Project Management Advisor	Data Analyst Support	Good Money Management Advisor

Development of new roles has continued throughout 2023/24, including the introduction of Garment Stock Pickers to help select items to be distributed from the main donation centre to the traditional charity shops, and the set up and weekend opening of an occasion/wedding wear section at Terminus Road. The Voluntary Services Team also collaborated with the Clinical Team on the IPU to develop training to enhance the Ward Assistant role, enabling volunteers to help the Nursing Team with feeding patients, preparing patient rooms for new admission, sitting with patients at the end of their life, and offering hand massage.

The annual mandatory update training for all volunteers was successful, with new training methods implemented in retail to assist completion. In 2023/24, 100% of hospice-based volunteers, and 95% of retail-based volunteers completed this training.

With induction training now being carried out within departments or through e-learning, during 2023/24 the Volunteer Induction Day was reviewed to focus on welcoming new volunteers to the team, sharing future plans for St Wilfrid's, strengthening understanding of St Wilfrid's services, and highlighting the impact that volunteers make.

A tour around the hospice is now also offered to those volunteers who support St Wilfrid's in roles not located at the hospice itself.

The Volunteer Induction Day content now covers:

- St Wilfrid's hospice and future goals
- The hospice movement – how it started
- Vision, mission and values
- What about the future – strategy and goals
- Everyone Matters: ED&I
- What makes St Wilfrid's special – going the extra mile
- Clinical services
- Income Generation
- Retail & fundraising
- Understanding the impact of volunteers
- Being a volunteer at St Wilfrid's
- Speaking up & raising concerns
- Safeguarding
- Confidentiality
- Volunteering safely – health & wellbeing
- Boundaries
- Communication
- Support & recognition

The Trustees join new volunteers during their induction day to welcome them to the team and thank them for choosing St Wilfrid's. Since the new content was introduced in 2023/24 feedback has been positive, with attendees often sharing how much they have learnt about the hospice, and that they feel welcomed and part of the hospice team.

Feedback from the volunteer workforce continues to be very positive, with 100% of those who completed the volunteer annual survey in 2023 confirming they would recommend volunteering at St Wilfrid's to others.

The Voluntary Services Team continued to work in partnership with local organisations to welcome a diverse volunteer workforce to St Wilfrid's. In 2023/24 these partner organisations included The Sanctuary in Chichester which supports asylum seekers and refugees, and the Apuldram Centre which supports people with learning disabilities, and the Aldingbourne Trust which supports people with learning disabilities or autism. St Wilfrid's continued to welcome young people to carry out their work experience placements,

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including for the Duke of Edinburgh's Awards scheme, alongside other volunteers.

Sanctuary Placements	6	Work Experience (school)	5
The Apuldram Centre	6	Work Placements (College/Uni)	3
ThinkOut Community	5	Duke of Edinburgh	33
The Aldingbourne Trust	1		

At the end of March 2024, there were 542 active volunteers across the organisation, along with a further 39 potential volunteers currently inactive who hope to return following an agreed period of absence due to poor health, bereavement, work commitments etc. As a whole, the volunteer workforce donated around 58,000 hours over 2023/24, on average 1,120 hours a week, supporting all teams. The hours donated by retail volunteers equated to 45% of the overall hours worked in retail.

Some indicative comments from the Volunteer Satisfaction Survey:

- *I feel as though I am making a useful contribution and helping people less fortunate than me (Patient Driver)*
- *As a volunteer at St Wilfrid's, I feel valued and appreciated. Time and effort are given to training, understanding my role and asking how I feel about my experience as a volunteer (Ward & LWC)*
- *Warm welcome when I am on duty, friendly and cheerful environment. I am left to get on with my work and I like and appreciate the autonomy (Gardener)*

Once again, during 2023/24 the whole Volunteer Team has proven that it is indispensable to St Wilfrid's, and the Trustees would like to thank all volunteers for their dedication and support.

Embedding St Wilfrid's values

During 2023/24 work has continued, via the People Strategy, to further embed the five values of Compassion, Excellence, Responsibility, Integrity & Collaboration throughout the organisation.

Some examples include

- ensuring that the Values and how they come to life are threaded through new appointment, induction and engagement sessions for new starters
- creating the Foundations for Line Managers programme, focussed on showcasing the values absolutely at the heart of management responsibilities
- introducing a 360-degree assessment of behaviour against the Values element to the annual performance review process for SMT members.

FUTURE PLANS

St Wilfrid's five-year strategy came to an end in March 2024, and preparation of the next strategy was a significant focus for the SMT and Board during 2023/24. The new strategy was presented to the Board and approved on 1st March 2024, to cover the years 2024/25 – 2026/2027.

The Trustees re-adopted the objectives and goals of the 2019 – 2024 strategy (as set out on page 4), with the addition of a further objective under the goal 'Ensuring long term sustainability': reducing reliance on reserves for operational activity.

This new objective reflects the Trustees' commitment to addressing the deficit position which prevailed at the end of 2023/24.

Sub-strategies and priorities which support delivery of the corporate strategic goals and objectives have been developed and agreed, and their implementation is monitored by the Board's committees. The Board of Trustees receives a quarterly update on delivery of the actions designed to achieve the objectives and goals, and a strategic risk register which includes details of the plans in place to mitigate the risks to delivery of the strategy. Summaries of those sub-strategies and priorities are set out in relevant sections throughout the report.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

St Wilfrid's was incorporated on 18th May 1981. It is controlled by its Memorandum and Articles of Association (amended 21st October 2009 and 27th September 2023). St Wilfrid's is a company limited by guarantee, as defined by the Companies Act 2006, registered in England and Wales (Company number 01562110) and a charity registered with the Charity Commission of England and Wales (Charity number 281963).

Members, appointment, and members' liability

The members of the charitable company are its directors and four named Founders.

Every member undertakes to contribute an amount not exceeding £1 in the event of the company being wound up while a member or within one year of ceasing to be a member.

New members are approved by the Directors of the company.

Organisational structure and how decisions are made

St Wilfrid's is governed by the Board of Trustees, which met formally four times in 23/24, with the Senior Management Team (SMT) in attendance for the majority of each meetings, and once without the SMT members (before one of the formal Board meetings). The Board meetings are informed by the work of the five Committees, each of which has Terms of Reference ratified by the Board.

The Trustees are responsible for the overarching strategic direction of the Hospice with the operational management and supporting operational procedures delegated to the Chief Executive who leads the SMT. The SMT prepares an operational plan outlining key objectives to meet the strategy and reports to the Trustees quarterly on progress towards these objectives.

The Committees of the Board are:

Clinical Services

Finance (including Investments)

Resources

Board Development (including SMT Remuneration)

Voluntary Income Generation

There is a Scheme of Delegation and a Financial Scheme of Delegation in place which specify those decisions reserved to the Board of Trustees, and those delegated to individuals (for example the Chair / Committee Chairs / the Chief Executive / the Director of Finance).

The Board of Trustees also met informally for development days, with the SMT, twice.

Remuneration of key management personnel

The salaries of members of the Senior Management Team (SMT) are reviewed by the Board Development Committee, which makes recommendations to the Board. The salary of the Medical Director is broadly in line with Consultant pay scales operated in the NHS.

As reported last year, members of the SMT are included in the pay structure used for all staff (except the medical team). The advice of an external Pay and Reward Consultant is sought as required to help avoid conflicts of interest regarding recommendations. This approach takes account of NHS pay ranges for the evaluated band, provides contribution-based pay steps within the band, and aims for the market median (if not achievable now, then as a future ambition).

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Recruitment and appointment of Trustees

The Board identifies Trustee vacancies based upon information from the Trustee skills audit, Committee membership, and Trustee succession planning. Recruitment to the Board of Trustees follows an agreed process of advertising and selection. Until the Annual General Meeting on 27 September 2023 when the Memorandum and Articles of Association were changed, all Trustees appointed since 2009 served a maximum of nine years.

The amendment to the Memorandum and Articles of Association allowed Trustees to serve a total of ten years. Those already in post at that date have been offered a choice of retirement at the end of their ninth year on the Board, or at the end of the new ten-year period of trusteeship.

Three new Trustees were appointed during the year – Karla Greenberg and Jim Martyn on 19 April 2023, and Alastair Bateman on 24 May 2023. Jim Dicks retired at the end of his term of office in September 2023.

Induction and training of Trustees

An agreed format for induction of new Trustees and co-opted Committee members is followed, including sessions with key members of staff across the organisation so Trustees understand how St Wilfrid's works and the context in which it operates. This is supported by a pack of relevant information, ongoing internal and external training and, if required, mentoring over the first year by an established Trustee. Trustees attended a range of training courses and seminars and updates on relevant subjects, including events organised by Hospice UK. The Trustee training and development plan is updated annually, and a record of training attended is maintained.

Group Structure

St Wilfrid's has two wholly owned subsidiaries:

- St Wilfrid's Hospice Trading Limited, a registered company in England and Wales (registered company number 02105189). The company is principally engaged in the delivery of charity shop furniture and the retail sale of cards, gifts and accessories.
- St Wilfrid's Hospice (South Coast) Projects Limited, a company registered in England and Wales (registered number 09253834). The company was principally engaged in the design and build of a new hospice, which was completed in 2019. There was no activity by the company in 2023/24 and the company was dissolved in June 2024.

Relationships with wider interests and related parties

Throughout 2023/24 St Wilfrid's continued to engage with the national and regional work of Hospice UK, a membership body for voluntary hospices. The support provided by Hospice UK includes education and training, formal and informal networking, a resource library, benchmarking information, and best practice guidance.

St Wilfrid's also continued its commitment to close working with the other hospices serving people in Sussex. The priorities of 'The Sussex Hospices Collaborative' changed over the year, in part influenced by proposals to create an 'Alliance' to promote closer working with the ICB and NHS.

By the end of 2023/24, the Collaborative's principal workstreams were:

- Engagement with the NHS
 - Led by the Chief Executive Officers (CEOs) of St Wilfrid's Hospice (Eastbourne) and St Barnabas Hospice (Worthing), this work is intended to help ensure consistency in the availability, quality, definition, commissioning, and funding of services offered to the ICB across the whole of Sussex.
- Data
 - The CEO of St Peter & St James Hospice (Chailey) is leading on this project to develop a common architecture for the clinical information system used across all Sussex Hospices,

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and a common data set. This will help to support not only improved engagement with the NHS, but also benchmarking, quality improvement, and efficiencies. The work is supported by a post funded by the ICB, the holder of which will work in partnership with representatives from each of the Sussex Hospices.

- Workforce
 - The 'Thrive' leadership development programme introduced as a result of this workstream continues to deliver welcome results for all participants, to the benefit of the hospices. Further projects during 23/24 have been the collation of data and other material relating to the recruitment and deployment of volunteers. The CEO of St Michael's Hospice (Hastings) leads on this project.

St Wilfrid's has a direct arrangement with St Catherine's Hospice in Crawley for the provision of IT services and support. The arrangement brought benefit to both hospices during 2023/24, but came to an end early in 2024/25 as a result of restructuring at St Catherine's. St Wilfrid's is making alternative commercial arrangements to ensure effective service provision.

Risk Management

The SMT and each of the Board's Committees review the risks allocated to them at every meeting, and provide feedback to the Board concerning their management. In this manner, the Trustees maintain oversight of the strategic and operational risks faced by St Wilfrid's, and can pursue assurance that the risks are being managed effectively. During the year, St Wilfrid's reviewed the allocation of risk oversight across the committees to ensure that risk management remained responsive and effective.

During 2023/24, the principal strategic risks (scored 9 or above after control measures) were judged to be:

Strategic Risks	Mitigation
Risk of failure to deliver all/any strategic objectives due to insufficient resourcing of key functions	<ul style="list-style-type: none"> • Oversight of objective delivery through use of the scorecard and updates to SMT and relevant committees
Risk of failure to deliver all or any of the strategic objectives as a result of external influences affecting fundraising ability negatively	<ul style="list-style-type: none"> • Monthly financial performance review and forecast process, allowing time for mitigating cost saving actions/development of new income streams to be taken. • Quarterly review by Chair of VIG Committee.
Risk of failure to deliver all /any strategic objective as a result of failure to secure legacy income necessary to fund budget	<ul style="list-style-type: none"> • Monthly reporting of legacy income to Finance & Audit Committee
Risk of failure to deliver all / any strategic objectives as a result of insufficient funding from the NHS	<ul style="list-style-type: none"> • Regular monitoring of income • Dedication of resource to pursue applications for Continuing Health Care (CHC) funding • Engagement with ICB re: grant • Participation in development of Sussex-wide Alliance with the ICB • Identification and development of potential NHS-income generating services
Risk of failure to deliver all /any strategic objective as a result of failure to secure retail income necessary to fund budget	<ul style="list-style-type: none"> • Monthly financial performance review and forecast process, allowing time for mitigating cost saving/income generation actions to be taken. • Quarterly review by Chair of VIG Committee

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FINANCIAL REVIEW

OVERALL

Financially, a number of trends which began in 2022/23 continued in 2023/24, reflecting international political and economic uncertainty, and reducing, but still high, inflation.

This overall environment has created significant financial challenges for hospices. Costs continued to grow as hospices endeavoured to ensure they offered competitive salaries and met their obligations. Income streams increased only very slightly, and in some cases decreased.

At the end of 2023/24 the hospice sector as a whole is expecting to report an overall deficit for the first time in its history. This is in stark contrast with the significant surplus reported across the sector in 2022/23. 2023/24 saw a number of hospices merge or announce cost reductions and redundancies.

In this environment, the Trustees set an overall deficit budget, including depreciation, of £1.154m, to ensure that services could continue with minimum disruption. They noted, however, that although St Wilfrid's reserves could support this deficit, the position was not tenable in the mid to long term.

The actual outcome for 2023/24 was a deficit of £943k, which was considerably better than expected.

This was despite the fact that legacy income, always a volatile source, was considerably lower than the previous year, and its expected budget. Fundraising and retail income were, however, both higher than expected.

Costs were kept under strict control and although they again increased from 2022/23, they were kept below budget.

These events are reflected in the financial results for the year which show a deficit of £943k (2022/23: £303k surplus).

Key information for the group is summarised in the table below: -

	2023-24	2022-23
TOTAL Income	8,391,633	8,872,073
TOTAL Expenditure	9,334,223	8,567,694
Net surplus for the year (before investment gains/(losses))	(942,590)	304,379
Realised & unrealised gains/(losses) on investments & property	(519)	(1,231)
Net movement in funds	(943,109)	303,148
Balance Sheet		
Restricted Funds	29,042	34,361
Funds represented by Fixed Assets	13,788,426	14,153,578
Other Designated Funds	475,000	575,000
Total Designated Funds	14,263,426	14,728,578
General Funds	8,393,885	8,866,523
Total Funds	22,686,353	23,629,462

INCOME

Overall, St Wilfrid's income decreased from £8.9m to nearly £8.4m (decrease of just under £500k).

There was a reduction in the number and value of legacies, with income for the year at £1.92m (2023: £2.64m), a decrease of £722k (27%) from 2023.

Although a significant decrease from last year, this is not considered a trend and the Trustees continue to recognise that legacy income can be volatile, as reflected in the Reserves Policy (see Reserves on following

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pages). The Trustees monitored the number and value of legacies received regularly throughout 2023/24, and continue to do so.

Overall donations decreased by £27k during 2023/24, for a number of reasons. Donations and committed giving decreased by £59k from last year, but Fundraising income increased by £105k. After a number of years during which St Wilfrid's received free Personal Protective Equipment from the state, this source of income ended, and none was received in 2023/24 (2022/23: £49k).

Charitable Activities income decreased by £37k. This was due to decreases in NHS funding of nearly £21k (1.3%) associated with the ending of NHS 'Winter bed pressures' initiatives, and reduced medical insurance income at £20k (2023: £62k). Medical Insurance receipts is a volatile income source.

Other Trading Activities income increased by over £172k (6%). This is due almost entirely to retail sales which increased by £174k (7%). Income from Supporter Groups, Raffles and the lottery decreased by £1.4k.

Investment income increased from nearly £82k to £216k, a £134k increase (163%). St Wilfrid's is currently holding most of its reserves as cash until the Trustees believe it is the correct time to purchase investments. As interest rates remained relatively high over the year, St Wilfrid's has managed its funds carefully, resulting in receipt of higher levels of interest.

EXPENDITURE

Overall expenditure increased by just over £766k (9%).

The single most significant rise was in costs related to employee pay which increased by £776k (13.6%). St Wilfrid's increased employee pay scales in April 2023 and October 2023 to ensure that it met the new National Minimum Wage and remained attractive as an employer.

Non-salaried costs were well managed, and remained unchanged from 2022/23.

SUMMARY

The deficit for the year before investment gains and losses was £942,590 (2023: £304,379 surplus). During the year St Wilfrid's made an unrealised loss on investments of £519 (2022/23 – £1,231). Overall, there was a decrease in investments of £519.

As mentioned in previous reports, St Wilfrid's does not receive sufficient ongoing NHS funding to support the needs of the organisation on an annual basis. The Trustees have reluctantly agreed a reduced deficit budget for 2024/25 of £1.029m. This is only possible in the short term because of the impact of a few years of healthy surplus. St Wilfrid's is working to bring the annual revenue budget deficit to zero. The commitment to reducing the deficit is underpinned by the introduction of a new strategic objective for 2024 – 2027: reducing reliance on reserves to fund operational activity.

RESERVES

The Trustees review the Reserves Policy annually and have updated its provisions in light of St Wilfrid's current circumstances, with particular reference to the economic situation. Total reserves at 31 March 2024 were £22.686m (2023: £23.629m).

Designated funds - £14.26m

Fixed Asset Fund New Hospice £13.62m (2023: £13.93m)	At 31 March 2024, the Hospice land and buildings had a net book value of £13.62m. In line with the Reserves Policy, the Trustees have designated these funds.
Fixed Asset Fund Other Assets £0.17m (2023: £0.22m)	At 31 March 2024 the other fixed assets had a net book value of £173k. In line with the Reserves Policy, the Trustees have designated these funds.

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Capital Maintenance Fund £100k (2023: £200k)	In July 2019 St Wilfrid's moved into a new purpose-built Hospice building. The Trustees are aware that they need maintain a designated fund to cover larger capital maintenance costs.
Moonlight Walk Match Pot £50,000	The Trustees agreed to set up a new designated fund called Moonlight Walk Match Pot. This fund holds funds received in 2023/24 but which will be released in to reserves in 24/25 to match the funds raised during the Moonlight Walk.
Project funds £325,000	<p>The Trustees agreed to hold designated funds totaling £325k for the following projects, due for implementation over the course of the next strategy period (2024/25 – 2026/27):</p> <p>E, D & I Project £5,000 to enable implementation of specific Equality, Diversity, and Inclusion objectives.</p> <p>Frailty Project £50,000 to enable assessment of options to support frail people more effectively.</p> <p>Extending our Reach Project £70,000 to assist in providing care to patients with long term conditions, extending St Wilfrid's's reach beyond cancer patients and significantly supporting GP surgeries, especially in locations where there is high social deprivation.</p> <p>Income Generating Projects £80,000 to enable seed funding for income generating projects.</p> <p>Data Information Project £50,000 to enable improvement and better alignment of digital systems across the Sussex Hospices to provide efficiencies in delivery, improvements in the quality of care, and improve reporting on outcome measures.</p> <p>Sussex Hospices Alliance Project £50,000 to contribute to the overall alliance project.</p> <p>Telephony Project £20,000 to enable the telephony system to move to a software option.</p>

Unrestricted General Funds

St Wilfrid's Reserves Policy provides for an acceptable level of general unrestricted funds to ensure the charity's long-term financial viability. St Wilfrid's is largely reliant on voluntary income and these reserves are held to meet any shortfall between anticipated income and budgeted expenditure, plus any unforeseen expenditure, over a period of two years.

Part of these reserves, the Operational Reserve, was increased from £818k to £870k in 2023/24. The Operational Reserve is to meet short-term working capital requirements, in line with the Reserves Policy.

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The level of free reserves, including Operational Reserve, at 31 March 2024 was £8.394m (2023: £8.866m). During the year the Trustees reviewed the areas of risk relating to income and expenditure and calculated a new target level for free reserves as an Operational Reserve of £870k, plus a financial sustainability reserve of £5.826m, totaling £6.69m.

The Trustees recognise that the level of reserves at the year-end is £1.7m above the target level required by the Policy. The Trustees consider this is reasonable in the light of a deficit budget for 2024/25, the current budgetary forecasts for future years, and the general economic outlook. In reaching this view, the Trustees also note the significant reliance of St Wilfrid's charitable beneficiaries on the palliative and end of life care services provided by the hospice. Reduction of this vital support would cause detriment to the community, at odds with St Wilfrid's values and its charitable objects.

Restricted Funds

At 31 March 2024, the Charity held £29k of funds restricted by donors for specific purposes. Further detail is given in note 21a to the accounts.

INVESTMENTS

The revaluation of investments as at 31 March 2024 resulted in an un-realised loss of £519. At 31 March 2024 investments were valued at £2,345 compared to £2,863 at March 2023.

The remaining investments were monitored by the Finance & Audit Committee during the year.

GOING CONCERN

Management accounts and cashflow forecasts are produced and reviewed by the Trustees regularly. These include different scenarios which model a number of possible financial situations, with options for future cost reductions and financing. Having reviewed these forecasts, the Trustees consider that there are no material uncertainties in St Wilfrid's ability to continue as a going concern.

TRUSTEES' RESPONSIBILITIES

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

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period.

In preparing the financial statements, the Board of Trustees is required to: -

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether 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 company will continue in business.

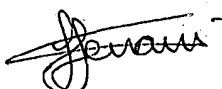
The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding 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.

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In so far as the Board of Trustees is aware:

there is no relevant audit information of which the charitable company's auditor is unaware; and the Board of Trustees has 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.

This report, which incorporates the Strategic Report, was approved by the Trustees on 05/09/2024 and signed on behalf of the board by:



**Mrs S Jerram
Chair of Trustees**



**Mr J J Martyn
Treasurer**

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Opinion

We have audited the financial statements of St Wilfrid's Hospice (South Coast) Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

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- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 30 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the

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financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations and General Data Protection Regulations.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically Non-NHS grant income and legacy income) and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income streams noted above, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 19 September 2024

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
INCOME FROM:					
Donations and Legacies					
Donations	2	1,381,064	116,947	1,498,011	1,525,684
Legacies	3	1,919,280	-	1,919,280	2,640,913
		3,300,344	116,947	3,417,291	4,166,597
Charitable Activities	4	1,708,270	-	1,708,270	1,745,787
Other Trading Activities	5	3,047,967	1,847	3,049,814	2,877,573
Investments	6	216,258	-	216,258	82,116
Total Income		8,272,839	118,794	8,391,633	8,872,073
EXPENDITURE ON:					
Raising Funds	7, 8 & 9	3,161,768	3,280	3,165,048	2,973,506
Charitable Activities					
Inpatient Unit	7, 8 & 9	3,537,649	11,199	3,548,848	3,305,084
Community Services	7, 8 & 9	2,088,729	83,034	2,171,763	1,778,000
Living Well Services	7, 8 & 9	222,916	16,420	239,336	278,003
Education and Training	7, 8 & 9	209,228	-	209,288	233,101
Total Costs of Charitable Activities		6,058,522	110,653	6,169,175	5,594,188
Total Expenditure		9,220,290	113,933	9,334,223	8,567,694
Net income from operational activities for the year		(947,451)	4,861	(942,590)	304,379
Net (losses) on investments	15	(519)	-	(519)	(1,231)
NET (EXPENDITURE) / INCOME		(947,970)	4,861	(943,109)	303,148
Transfers between funds	21	10,180	(10,180)	-	-
NET MOVEMENT IN FUNDS		(937,790)	(5,319)	(943,109)	303,148
RECONCILIATION OF FUNDS					
Total funds brought forward	21	23,595,101	34,361	23,629,462	23,326,314
TOTAL FUNDS CARRIED FORWARD	21	22,657,311	29,042	22,686,353	23,629,462

The statement of financial activities includes all gains and losses in the year. All income and expenditure derived from continuing activities.

The notes on pages 38 to 57 form part of these financial statements.

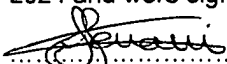
ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
BALANCE SHEETS AS AT 31 MARCH 2024

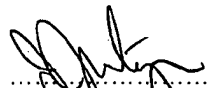
Company number: 01562110

	Notes	Group		Charity	
		2024 £	2023 £	2024 £	2023 £
Fixed Assets					
Tangible fixed assets	14	13,788,426	14,153,578	13,788,426	14,153,578
Investments	15	2,345	2,863	2,347	2,866
		<u>13,790,771</u>	<u>14,156,441</u>	<u>13,790,773</u>	<u>14,156,444</u>
Current Assets					
Stock	17	1,021	1,350	-	-
Debtors	18	3,142,384	2,474,264	3,142,384	2,480,976
Cash at bank and in hand		6,595,407	7,805,265	6,539,290	7,755,908
		<u>9,738,812</u>	<u>10,280,879</u>	<u>9,681,674</u>	<u>10,236,884</u>
Liabilities					
Creditors: Amounts falling due within one year	19	(843,230)	(807,858)	(841,536)	(805,273)
Net Current Assets		<u>8,895,582</u>	<u>9,473,021</u>	<u>8,840,138</u>	<u>9,431,611</u>
Total Net Assets		<u>22,686,353</u>	<u>23,629,462</u>	<u>22,630,911</u>	<u>23,588,055</u>
The funds of the Charity:	21				
Restricted income funds		29,042	34,361	29,042	34,361
Designated funds					
Capital Maintenance Fund		100,000	200,000	100,000	200,000
Moonlight Walk Match Pot		50,000	50,000	50,000	50,000
Project Funds		325,000	325,000	325,000	325,000
Fixed Asset Fund – New Hospice		13,615,311	13,929,490	13,615,311	13,929,490
Fixed Asset Fund – Other Assets		173,115	224,088	173,115	224,088
		<u>14,263,426</u>	<u>14,728,578</u>	<u>14,263,426</u>	<u>14,728,578</u>
Operational reserve		870,000	818,000	870,000	818,000
Share Capital		-	-	-	-
General fund		7,523,885	8,048,523	7,468,443	8,007,116
Total unrestricted funds		<u>22,657,311</u>	<u>23,595,101</u>	<u>22,601,869</u>	<u>23,553,694</u>
TOTAL FUNDS		<u>22,686,353</u>	<u>23,629,462</u>	<u>22,630,911</u>	<u>23,588,055</u>

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. St Wilfrid's Hospice (South Coast) Limited made a deficit for the year of £957,144 (2023: Surplus £254,981).

The financial statements were approved and authorised for issue by the Board of Trustees on 5 September 2024 and were signed on its behalf by:


 Ms S Jerram (Chair)


 Mr J Martyn (Honorary Treasurer)

The notes on pages 38 to 57 form part of these financial statements.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024**

		Group	
	Note	2024 £	2023 £
Cashflows from operating activities:			
Net cash (used in) / provided by operating activities	23	(1,346,784)	783,860
Cash flows from investing activities:			
Dividends, interest and rent from investments		216,258	82,116
Purchase of property, plant and equipment		<u>(79,332)</u>	<u>(91,059)</u>
Net cash provided by / (used in) investing activities		<u>136,926</u>	<u>(8,943)</u>
Change in cash and cash equivalents in the year		(1,209,858)	774,917
Cash and cash equivalents at the beginning of the year	24	7,805,265	7,030,348
Change in cash and cash equivalents		<u>(1,209,858)</u>	<u>774,917</u>
Cash and cash equivalents at the end of the year	24	<u>6,595,407</u>	<u>7,805,265</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES

St Wilfrid's Hospice (South Coast) Limited is a private company limited by guarantee, registered in England and Wales with registration number 01562110, and a registered charity, number 281963. The registered address of this entity and its subsidiaries is noted on the company information page.

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows: -

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities Act 2011 and the Companies Act 2006.

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

The Charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement and certain disclosures about the charity's financial instruments.

b) Going Concern

The Board notes the year end deficit for 2023/2024. It recognises that there is also an expected deficit for 2024/2025 and that St Wilfrid's is working to reduce this deficit and associated reliance on reserves in future years. Given the strength of the balance sheet, including the level of cash held and cashflow forecasts, the members of the Board believe that the deficit can be managed, and does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board therefore considers it appropriate for the accounts to be prepared on a going concern basis.

c) Group Financial Statements

The financial statements consolidate the results of the charity and its wholly owned subsidiaries St Wilfrid's Hospice Trading Limited and St Wilfrid's Hospice (South Coast) Projects Limited on a line-by-line basis. Further details are provided in note 16b.

d) Fund Accounting

The general fund comprises the accumulated surpluses of the unrestricted income over expenditure, which are available for use in furtherance of the general objectives of the charity at the discretion of the Trustees.

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of the restricted funds are set out in the notes to the accounts. Amounts unspent at the year-end are carried forward in the balance sheet.

To the extent that restricted funds are expended on capital items a transfer is made between unrestricted and restricted reserves.

Designated funds are unrestricted funds earmarked by the Trustees for spending on specific items as set out in note 21.

e) Income

All income is included on the Statement of Financial Activities when the charity is legally entitled to income, receipt is probable, and the amount can be quantified with reasonable accuracy.

Income is recognised on a receivable basis. Provision is made for tax recoverable on income during the period.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (Cont.)

e) Income (cont.)

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

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received after grant of probate, and residuary legacies recognised when amounts are distributed or when the legacy is measurable e.g. on probate, estate accounts or confirmation from solicitors (whichever is first and deemed to be reliable). Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period.

Other trading activities are goods donated for sale through the charity's shops. Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable.

PPE donated as a result of the Covid pandemic has been recognised within the Statement of Financial Activities where the amount is quantifiable and measurable. Note 2 shows £nil (2023: £49,353).

f) 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. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds comprises fundraising costs and retail costs.

Costs of fundraising activities include the costs incurred in seeking donations, grants and legacies. Retail costs include shop costs. All costs include their associated support costs.

Expenditure on Charitable Activities includes the costs of providing specialist palliative care and support, community services, Living Well Services and educational activities undertaken to further the purposes of the charity and their associated support costs.

Support costs are allocated to each of the activities using the following bases: floor space, staff time and staff cost depending on the nature of the support costs, to best allocate the costs to each attributable heading. More detail is given in note 9 to the financial statements. Governance costs are included within support costs and include strategic planning costs and costs of complying with statutory requirements e.g. board meetings and audit fees.

g) Volunteers

The value of the services provided by volunteers is not included in the Statement of Financial Activities, but further detail of their contribution is included within the Trustees' Report in accordance with the SORP.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (Cont.)

h) Fixed Assets

All tangible assets purchased that have an expected useful economic life that exceeds one year are capitalised and classified as fixed assets, however there is a capitalisation threshold of £2,500 for all categories other than lease costs. Depreciation is charged in full in the year of purchase. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets other than freehold land, at rates to write each asset down to its estimated residual value over its expected useful life, as follows:

Freehold buildings	- 0.66% - 2.5% straight line
Short leasehold	- in accordance with the lease
Medical equipment	- 20% straight line
Fixtures and fittings	- 20% straight line
Motor vehicles	- 25% straight line
Office and computer equipment	- 20% - 33% straight line

i) Investments

The majority of investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the subsidiaries which are carried at cost. The Statement of Financial Activities includes the net gains and losses arising on the revaluation and disposals throughout the year.

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

j) Stock

Stocks are valued at the lower of cost and net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweigh the benefits.

k) Debtors

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.

l) Cash at bank and in hand

Cash at bank and in hand includes cash.

m) Creditors and provisions

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.

n) Employee benefits

i) Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

ii) Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (Cont.)

o) Pensions

The charitable company operated two pension schemes during the year. Contributions payable for the year are charged to the Statement of Financial Activities as they arise. More details are given in note 20.

p) Operating Leases

Annual rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease for new agreements.

q) Critical accounting judgements and key sources of estimation uncertainty

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

Accrued legacy income

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

Provisions

The group has estimated the anticipated costs of dilapidations across its retail operations based on lease requirements knowledge of individual shops.

r) Gift Aid Policy

The subsidiaries pay all their taxable profits for the reporting period to their parent charity under the gift aid scheme. These gift aid payments are recognised as distributions to owners in equity within retained earnings.

The subsidiaries have applied the exception under paragraph 29.14A of FRS 102 which provides relief in respect of the accounting for any tax charge arising on profits. This results in an overall £nil charge for tax in the income statement. This exception is only applicable as the gift aid payments will be made by the companies to the parent charity during the year or within 9 months of the reporting date.

s) Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. DONATIONS	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Trusts	127,803	105,746	233,549	138,391	103,984	242,375
Donations and committed giving	719,276	11,201	730,477	770,292	19,565	789,857
Fundraising	416,879	-	416,879	311,735	-	311,735
Gifts of Personal Protective Equipment	-	-	-	49,353	-	49,353
Gift Aid recovered	117,106	-	117,106	132,364	-	132,364
	<u>1,381,064</u>	<u>116,947</u>	<u>1,498,011</u>	<u>1,402,135</u>	<u>123,549</u>	<u>1,525,684</u>
3. LEGACIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Legacies	1,919,280	-	1,919,280	2,640,913	-	2,640,913
	<u>1,919,280</u>	<u>-</u>	<u>1,919,280</u>	<u>2,640,913</u>	<u>-</u>	<u>2,640,913</u>
4. CHARITABLE ACTIVITIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
NHS funding including:						
drug supply	1,566,298	-	1,566,298	1,587,049	-	1,587,049
Education	71,073	-	71,073	69,735	-	69,735
Medical insurance	11,742	-	11,742	31,349	-	31,349
Other income	59,157	-	59,157	57,654	-	57,654
	<u>1,708,270</u>	<u>-</u>	<u>1,708,270</u>	<u>1,745,787</u>	<u>-</u>	<u>1,745,787</u>
5. OTHER TRADING ACTIVITIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Retail income	2,631,009	-	2,631,009	2,457,419	-	2,457,419
Support groups	7,816	1,847	9,663	8,975	1,136	10,111
Raffles	8,750	-	8,750	14,568	-	14,568
Lottery income	400,392	-	400,392	395,475	-	395,475
	<u>3,047,967</u>	<u>1,847</u>	<u>3,049,814</u>	<u>2,876,437</u>	<u>1,136</u>	<u>2,877,573</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

6. INVESTMENTS	Unrestricted funds	Restricted funds	Total 2024	Unrestricted funds	Restricted funds	Total 2023
	£	£	£	£	£	£
Bank interest	216,258	-	216,258	82,116	-	82,116
	<u>216,258</u>	<u>-</u>	<u>216,258</u>	<u>82,116</u>	<u>-</u>	<u>82,116</u>
	<u><u>216,258</u></u>	<u><u>-</u></u>	<u><u>216,258</u></u>	<u><u>82,116</u></u>	<u><u>-</u></u>	<u><u>82,116</u></u>
7. EXPENDITURE	Unrestricted funds	Restricted funds	Total 2024	Unrestricted funds	Restricted funds	Total 2023
	£	£	£	£	£	£
Raising Funds						
Fundraising	1,026,092	3,280	1,029,372	852,214	9,698	861,912
Retail	2,135,676	-	2,135,676	2,111,594	-	2,111,594
	<u>3,161,768</u>	<u>3,280</u>	<u>3,165,048</u>	<u>2,963,808</u>	<u>9,698</u>	<u>2,973,506</u>
	<u><u>3,161,768</u></u>	<u><u>3,280</u></u>	<u><u>3,165,048</u></u>	<u><u>2,963,808</u></u>	<u><u>9,698</u></u>	<u><u>2,973,506</u></u>
Charitable Activities						
Inpatient Unit	3,537,650	11,199	3,548,849	3,284,187	20,897	3,305,084
Community Services	2,088,729	83,034	2,171,763	1,720,829	57,171	1,778,000
Living Well Services	222,916	16,420	239,336	277,829	174	278,003
Education and Training	209,228	-	209,228	233,101	-	233,101
	<u>6,058,523</u>	<u>110,653</u>	<u>6,169,176</u>	<u>5,515,946</u>	<u>78,242</u>	<u>5,594,188</u>
	<u><u>6,058,523</u></u>	<u><u>110,653</u></u>	<u><u>6,169,176</u></u>	<u><u>5,515,946</u></u>	<u><u>78,242</u></u>	<u><u>5,594,188</u></u>
8. ANALYSIS OF EXPENDITURE	Direct costs	Support costs	Total 2024	Direct costs	Support costs	Total 2023
	£	£	£	£	£	£
Raising Funds						
Fundraising	894,616	134,756	1,029,372	752,810	109,102	861,912
Retail	1,813,766	321,910	2,135,676	1,837,450	274,144	2,111,594
	<u>2,708,382</u>	<u>456,666</u>	<u>3,165,048</u>	<u>2,590,260</u>	<u>383,246</u>	<u>2,973,506</u>
	<u><u>2,708,382</u></u>	<u><u>456,666</u></u>	<u><u>3,165,048</u></u>	<u><u>2,590,260</u></u>	<u><u>383,246</u></u>	<u><u>2,973,506</u></u>
Charitable Activities						
Inpatient Unit	3,244,850	303,998	3,548,848	3,037,204	267,880	3,305,084
Community Services	1,965,413	206,350	2,171,763	1,612,731	165,269	1,778,000
Living Well Services	196,423	42,913	239,336	240,870	37,133	278,003
Education and Training	175,565	33,663	209,228	202,363	30,738	233,101
	<u>5,582,251</u>	<u>586,924</u>	<u>6,169,175</u>	<u>5,093,168</u>	<u>501,020</u>	<u>5,594,188</u>
	<u><u>5,582,251</u></u>	<u><u>586,924</u></u>	<u><u>6,169,175</u></u>	<u><u>5,093,168</u></u>	<u><u>501,020</u></u>	<u><u>5,594,188</u></u>
	<u><u>8,290,633</u></u>	<u><u>1,043,590</u></u>	<u><u>9,334,223</u></u>	<u><u>7,683,428</u></u>	<u><u>884,266</u></u>	<u><u>8,567,694</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

9. ANALYSIS OF SUPPORT COSTS

2024	Raising Funds	Retail	Inpatient Unit	Community Services	Palliative Day Services	Education & Training	Total 2024
	£	£	£	£	£	£	£
Governance	8,268	17,287	29,026	16,821	2,255	1,503	75,160
Finance	78,592	57,983	61,814	29,880	9,368	13,770	251,407
HR	17,958	151,850	114,811	59,132	12,684	5,986	362,421
IT	14,357	62,213	43,645	68,818	14,357	9,571	212,961
Management	15,581	32,577	54,702	31,699	4,249	2,833	141,641
	<u>134,756</u>	<u>321,910</u>	<u>303,998</u>	<u>206,350</u>	<u>42,913</u>	<u>33,663</u>	<u>1,043,590</u>

2023	Raising Funds	Retail	Inpatient Unit	Community Services	Palliative Day Services	Education & Training	Total 2023
	£	£	£	£	£	£	£
Governance	8,115	19,477	31,309	17,383	2,435	2,435	81,154
Finance	67,776	50,256	56,054	26,365	7,964	11,969	220,384
HR	9,360	119,098	99,275	41,662	10,222	7,020	286,637
IT	10,797	53,983	30,879	51,896	12,596	5,398	165,549
Management	13,054	31,330	50,363	27,963	3,916	3,916	130,542
	<u>109,102</u>	<u>274,144</u>	<u>267,880</u>	<u>165,269</u>	<u>37,133</u>	<u>30,738</u>	<u>884,266</u>

Governance Costs - These include the direct costs of running the Charity as a legal entity such as Audit (2024: £15,000, 2023: £18,500), Legal, Professional and Consultancy Advice (2024: £3,176, 2023: £8,992) and Trustee Indemnity (2024: £1,750, 2023: £2,059). They also include a proportion of the cost of Management Team time necessary to lead the organisation.

10. NET INCOME / (EXPENDITURE)

Net income is stated after charging:

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Auditor's remuneration				
Audit services	17,365	18,500	15,000	16,500
Tax advisory services	1,700	1,950	-	1,950
Operating lease rentals				
Land and buildings	337,816	335,714	337,816	335,714
Office equipment	11,404	11,420	11,404	11,420
Motor vehicles	20,145	18,971	20,145	18,971
Depreciation	<u>444,484</u>	<u>434,370</u>	<u>444,484</u>	<u>434,370</u>

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

11. STAFF COSTS (CHARITY AND GROUP)

	2024 Number	2023 Number
The average monthly number of permanent employees during the year was:		
Doctors	7	7
Nursing staff	81	80
Other hospice staff	68	57
Charity shops	57	54
	<u>213</u>	<u>198</u>
	2024	2023
	£	£
Employment costs in respect of the staff above were:		
Wages and salaries	5,487,876	4,845,902
National insurance	464,993	415,815
Pensions	506,690	422,079
	<u>6,459,559</u>	<u>5,683,796</u>

The total employment costs (including employer's NIC) of the Charity Management Team were £599,416 (2023: £561,146).

The number of employees whose emoluments, excluding pension contributions, were over £60,000 during the year was:

	2024 Number	2023 Number
£60,001 to £70,000	2	-
£70,001 to £80,000	3	4
£80,001 to £90,000	1	-
£100,001 to £110,000	1	1
£110,001 to £120,001	1	1
£120,001 to £130,002	1	1
	<u>1</u>	<u>1</u>

12. TRUSTEE REMUNERATION

The Trustees did not receive any remuneration during the year (2023: nil). No Trustees received reimbursed travel and subsistence costs during the year (2023: £nil).

13. TAXATION

The charity is exempt from corporation tax on its charitable activities.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

14. TANGIBLE FIXED ASSETS
(CHARITY AND GROUP)

	Freehold Land and Property	Short Lease- Hold Property	Medical Equipment	Fixtures & Fittings	Motor Vehicles	Office & Computer Equipment	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2023	15,168,156	66,017	183,255	687,625	45,770	332,476	16,483,299
Additions	-	-	38,452	1,871	-	39,009	79,332
Disposal	-	-	-	-	-	(22,417)	(22,417)
At 31 March 2024	15,168,156	66,017	221,707	689,496	45,770	349,068	16,540,214
Depreciation							
At 1 April 2023	1,183,466	56,508	163,416	637,368	45,770	243,193	2,329,721
Charge for the year	316,379	2,170	20,600	46,639	-	58,696	444,484
Elimination on disposal	-	-	-	-	-	(22,417)	(22,417)
At 31 March 2024	1,499,845	58,678	184,016	684,007	45,770	279,472	2,751,788
Net book value							
At 31 March 2024	13,668,311	7,339	37,691	5,489	-	69,596	13,788,426
At 31 March 2023	13,984,690	9,509	19,839	50,257	-	89,283	14,153,578

15. INVESTMENTS

	Group			Charity				
	Listed Investments	Cash & Settlements		Listed Investments	Cash & Settlements		Share in Group Company 2024	Total
		Pending	Total		Pending	Total		
	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	
1 April 2023	2,863	-	2,863	2,863	-	3	2,866	
Additions	-	-	-	-	-	-	-	
Disposal at open market value	-	-	-	-	-	-	-	
Net investment gains / (loses)	(518)	-	(518)	(518)	-	(1)	(519)	
31 March 2024	2,345	-	2,345	2,345	-	2	2,347	

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

15. INVESTMENTS (continued)

	Group			Charity			
	Listed Investments	Cash & Settlements Pending	Total	Listed Investments	Cash & Settlements Pending	Share in Group Company	Total
	2023 £	2023 £	2023 £	2023 £	2023 £	2023 £	2023 £
At 1 April 2022	4,094	-	4,094	4,094	-	3	4,097
Additions	-	-	-	-	-	-	-
Disposals at open market value	-	-	-	-	-	-	-
Net investment gains / (loses)	(1,231)	-	(1,231)	(1,231)	-	-	(1,231)
At 31 March 2023	<u>2,863</u>	<u>-</u>	<u>2,863</u>	<u>2,863</u>	<u>-</u>	<u>3</u>	<u>2,866</u>

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Analysis of investments				
Listed investments at valuation	2,345	2,863	2,345	2,863
Total	<u>2,345</u>	<u>2,863</u>	<u>2,345</u>	<u>2,863</u>
Shares in group undertakings at cost				
St Wilfrid's Hospice Trading Limited	-	-	2	2
St Wilfrid's Hospice (South Coast) Projects Limited	-	-	-	1
	-	-	2	3
Total investments	<u>2,345</u>	<u>2,863</u>	<u>2,347</u>	<u>2,866</u>

At March 2024, the historic cost of the listed investments was £5,783 (2023: £5,783).

The subsidiary undertakings included as an investment at the balance sheet date are: -

Name of Company	Class of Shares	Holding	Nature of Business
St Wilfrid's Hospice Trading Limited	Ordinary	100%	Retail trade in new goods
St Wilfrid's Hospice (South Coast) Projects Limited	Ordinary	100%	New hospice development

The subsidiary undertakings are incorporated in England and Wales.

	2024 £	2023 £
Aggregate capital and reserves	<u>49,296</u>	<u>41,409</u>

St Wilfrid's Hospice (South Coast) Projects Limited was not active during the year and was dissolved on 04 June 2024.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

16 SUBSIDIARY COMPANIES

16a. Trading Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice Trading Limited (company number 02105189). Registered in England and Wales. Registered Office: Walton Lane, Bosham, West Sussex.

Income statement and retained earnings	2024	2023
	£	£
Turnover	76,853	74,390
Cost of Sales	(20,414)	(19,472)
Gross Profit	56,439	54,918
Operating expenses	(7,143)	(6,801)
Net trading profit	49,296	48,117
Retained earnings at the beginning of the year	48,119	2
Profit for the year	49,296	48,117
Donation to parent under gift aid	(41,969)	-
Retained earnings at the end of the year	55,446	48,119
Balance sheet	2024	2023
	£	£
Assets	61,115	51,801
Liabilities	(5,667)	(3,680)
Net assets	55,448	48,121
Represented by:		
Capital	2	2
Reserves	55,446	48,119
	55,448	48,121

16b Project Subsidiary

The hospice owned a subsidiary, St Wilfrid's Hospice (South Coast) Projects Limited (company number 09253834). Registered in England & Wales. Registered office: Walton Lane, Bosham, West Sussex.

The company had ceased trading and was dissolved on 04 June 2024. The only transaction within the company in the year was the write off of the inter company loan of £6,712 which resulted in a profit for the year of £6,712.

At 31st March 2024, net assets for the company were £nil (2023: deficit £6,713).

17. STOCK

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Bought in goods for resale	1,021	1,350	-	-

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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FOR THE YEAR ENDED 31 MARCH 2024

18. DEBTORS	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	67,315	91,315	67,315	91,315
Legacy debtors	1,946,940	1,923,029	1,946,940	1,923,029
Asset for resale	600,000	-	600,000	-
Other debtors	187,530	161,609	187,530	161,609
Prepayments and accrued income	340,599	298,311	340,599	298,311
Owed by group undertaking	-	-	-	6,712
	<u>3,142,384</u>	<u>2,474,264</u>	<u>3,142,384</u>	<u>2,480,976</u>

The Asset for resale is a property received as a legacy and will be sold.

19. CREDITORS	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	133,028	159,281	133,028	159,281
Taxation and social security	120,642	105,488	120,642	105,488
Other creditors	18,160	26,515	18,160	26,515
Pension creditor	72,405	59,417	72,405	59,417
Accruals and deferred income	498,995	457,157	493,325	453,477
Owed to group undertaking	-	-	3,976	1,095
	<u>843,230</u>	<u>807,858</u>	<u>841,536</u>	<u>805,273</u>

20. PENSION COMMITMENTS

The Charity operated two pension schemes during the year on behalf of its employees.

- NHS Pension Scheme
- Scottish Widows Group Pension Scheme

Contributions to each scheme are charged to the Statement of Financial Activities as they arise.

The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, general practices and other bodies allowed under the direction of the Secretary of State in England and Wales. As a consequence, it is not possible for St Wilfrid's Hospice to identify its share of the assets and liabilities of the underlying scheme.

NHS Resource Accounts are published on the NHS Pension website annually and include the report from the scheme actuary.

St Wilfrid's Hospice adopts the employer contribution rates as recommended for its employees. At 31 March 2024, £39,955 was owed to the scheme in relation to contributions for the year (2023: £30,533). The hospice does not have any commitment to make good an actuarial deficit nor is it entitled to any benefit from surplus funding.

The Scottish Widows Group Pension Scheme is a defined contribution scheme. At the 31 March 2024, £32,450 was owed to the Scheme in relation to contributions for the year (2023: £28,884).

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

21a. RESERVES	At 1 April 2023	Income	Expenditure	Transfers and Losses	At 31 March 2024
	£	£	£	£	£
Unrestricted funds					
General					
General Funds	8,048,523	8,272,839	(8,704,789)	(40,688)	7,575,885
Operational Reserve	818,000	-	-	-	818,000
	<u>8,866,523</u>	<u>8,272,839</u>	<u>(8,704,789)</u>	<u>(40,688)</u>	<u>8,393,885</u>
Designated					
Capital Maintenance Reserve	200,000	-	-	(100,000)	100,000
Moonlight Walk Match Funding	50,000	-	-	-	50,000
Project Funds	325,000	-	(71,017)	71,017	325,000
Fixed Asset Fund - New Hospice	13,929,490	-	(314,179)	-	13,615,311
Fixed Asset Funds – other Assets	224,088	-	(130,305)	79,332	173,115
	<u>14,728,578</u>	<u>-</u>	<u>(515,501)</u>	<u>50,349</u>	<u>14,263,426</u>
Total Unrestricted Funds	<u><u>23,595,101</u></u>	<u><u>8,272,839</u></u>	<u><u>(9,220,290)</u></u>	<u><u>9,661</u></u>	<u><u>22,657,311</u></u>
Restricted Funds					
New Hospice Project	1,835	-	-	-	1,835
Staff amenity fund	430	-	-	-	430
Hospice Pay for a Day	-	8,125	(8,125)	-	-
Hospice at Home Costs	-	1,847	(1,847)	-	-
Community Team Costs	-	77,830	(77,830)	-	-
Clinical Staff training	3,655	10,000	(3,655)	-	10,000
Living Well Centre Costs	9,433	-	(4,608)	-	4,825
Rene & Ghislaine of Paris Healing Foundation	13,093	-	(12,980)	-	113
IT for Clinical Staff	672	-	(650)	-	22
IPads for CNS Staff	915	-	(879)	-	36
Gifts in Will Strategy	2,802	-	-	-	2,802
Solar Panel Project	-	5,000	-	-	5,000
Equipment	-	13,244	(600)	(10,180)	2,464
Various Small funds	1,526	2,748	(2,759)	-	1,515
	<u>34,361</u>	<u>118,794</u>	<u>(113,933)</u>	<u>(10,180)</u>	<u>29,042</u>
	<u><u>23,629,462</u></u>	<u><u>8,391,633</u></u>	<u><u>(9,334,223)</u></u>	<u><u>(519)</u></u>	<u><u>22,686,353</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

Restricted Funds

Charitable trusts have generously supported the community and inpatient services. In addition, trusts have contributed to clinical services education and training, and nursing & medical equipment and supplies. The new hospice solar panels project was partially funded by restricted funds.

Designated Funds

Fixed Asset Fund - New Hospice was maintained during the year. The only activity on the fund being the transfer of funds to cover the addition of the ambulance canopy and depreciation for the year.

Fixed Asset Fund - Other Assets was maintained during the year. The only activity on the fund being the transfer of funds to cover addition of assets and the depreciation for the year.

Moonlight Walk Match Pot - The Trustees agreed to set up a new designated fund called Moonlight Walk match funding. This fund holds funds received in 2023/2024 but which will be released to reserves in 24/25 during the Moonlight Walk fundraising campaign.

Project Funds - The Trustees agreed to set up new designated funds totaling £325,000 for Project funds for a number of projects.

- **E, D & I Project £5,000** – to enable implementation of specific Equality, Diversity, and Inclusion objectives.
- **Frailty Project £50,000** – to enable assessment of options to support frail people more effectively.
- **Extending our Reach Project £70,000** – the second year to our project to assist in providing care to patients with long term conditions, extending the Charity's reach beyond cancer patients and significantly supporting GP surgeries, especially in locations where there is high social deprivation.
- **Income Generating Projects £80,000** – to enable seed funding for income generating projects.
- **Data Information Project £50,000** – to enable improvement and better alignment of digital systems across the Sussex Hospices to provide efficiencies in delivery, improvements in the quality of care, and improve reporting on outcome measures.
- **Sussex Hospices Alliance Project £50,000** – to contribute to the overall collaborative project.
- **Telephony Project £20,000** – to enable the telephony system to move to a software option.

Capital Maintenance Fund

The trustees are aware that the on going major maintenance of the new hospice building will be a significant cost and have designated £100,000 to ensure the charity has sufficient funds to meet those costs.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

21b. RESERVES PRIOR YEAR	At 1 April 2022 £	Income £	Expenditure £	Transfers and Gains £	At 31 March 2023 £
Unrestricted funds					
General					
General Funds	7,821,616	8,747,388	(8,110,080)	(410,401)	8,048,523
Operational Reserve	740,000	-	-	78,000	818,000
	<u>8,561,616</u>	<u>8,747,388</u>	<u>(8,110,080)</u>	<u>(332,401)</u>	<u>8,866,523</u>
Designated					
Capital Maintenance Reserve	200,000	-	-	-	200,000
35 th Anniversary Match Funding	43,830	-	-	(43,830)	-
Moonlight Walk Match Funding	-	-	-	50,000	50,000
Project Funds	-	-	-	325,000	325,000
Fixed Asset Fund - New Hospice	14,219,374	-	(303,290)	13,406	13,929,490
Fixed Asset Funds – other Assets	277,515	-	(66,384)	12,957	224,088
	<u>14,740,719</u>	<u>-</u>	<u>(369,674)</u>	<u>357,533</u>	<u>14,728,578</u>
Total Unrestricted Funds	<u><u>23,302,335</u></u>	<u><u>8,747,388</u></u>	<u><u>(8,479,754)</u></u>	<u><u>25,132</u></u>	<u><u>23,595,101</u></u>
Restricted Funds					
New Hospice Project	1,835	-	-	-	1,835
Staff amenity fund	410	20	-	-	430
Hospice Pay for a Day	-	15,900	(15,900)	-	-
Hospice at Home Costs	-	5,621	(5,621)	-	-
CNS Team Costs	-	6,300	(6,300)	-	-
Community Team Costs	-	39,000	(39,000)	-	-
Clinical Staff training	-	5,000	(1,345)	-	3,655
Living Well Centre Costs	3,500	10,000	(4,067)	-	9,433
St James' Place Grant – Breath Easy Project	(34,382)	34,329	53	-	-
Rene & Ghislaine of Paris Healing Foundation	13,093	-	-	-	13,093
Ambulance Canopy	8,000	5,406	-	(13,406)	-
IT for Clinical Staff	17,731	-	(4,102)	(12,957)	672
IPads for Clinical Staff	-	915	-	-	915
Gifts in Will Strategy	12,500	-	(9,698)	-	2,802
Various Small funds	1,292	2,194	(1,960)	-	1,526
	<u>23,979</u>	<u>124,685</u>	<u>(87,940)</u>	<u>(26,363)</u>	<u>34,361</u>
	<u><u>23,326,314</u></u>	<u><u>8,872,073</u></u>	<u><u>(8,567,694)</u></u>	<u><u>(1,231)</u></u>	<u><u>23,629,462</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

22. ANALYSIS OF NET ASSETS

		Group			
22a	Analysis of net Assets by fund 2024	Fixed assets	Fixed asset Investments	Other net Assets	Total
		£	£	£	£
	General fund	-	2,345	8,391,540	8,393,885
	Designated funds				
	Capital Maintenance Fund	-	-	100,000	100,000
	Moonlight Walk Match Pot	-	-	50,000	50,000
	Project Funds	-	-	325,000	325,000
	Fixed Asset Fund – New Hospice	13,615,311	-	-	13,615,311
	Fixed Asset – Other Assets	173,115	-	-	173,115
	Total Designated Funds	13,788,426	-	475,000	14,263,426
	Restricted funds	-	-	29,042	29,042
		13,788,426	2,345	8,895,582	22,686,353

		Charity			
22a	Analysis of net Assets by fund 2024 (continued)	Fixed assets	Fixed asset Investments	Other net Assets	Total
		£	£	£	£
	General fund	-	2,347	8,336,096	8,338,443
	Designated funds				
	Capital Maintenance Fund	-	-	100,000	100,000
	Moonlight Walk Match Pot	-	-	50,000	50,000
	Project Funds	-	-	325,000	325,000
	Fixed Asset Fund – New Hospice	13,615,311	-	-	13,615,311
	Fixed Asset – Other Assets	173,115	-	-	173,115
	Total Designated Funds	13,788,426	-	475,000	14,263,426
	Restricted funds	-	-	29,042	29,042
		13,788,426	2,347	8,840,138	22,630,911

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

		Group			
22b	Analysis of net Assets by fund 2023	Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	2,863	8,863,660	8,866,523
	Designated funds				
	Capital Maintenance Fund	-	-	200,000	200,000
	35 th Anniversary Match Point	-	-	50,000	50,000
	Project Funds	-	-	325,000	325,000
	Fixed Asset Fund – New Hospice	13,929,490	-	-	13,929,490
	Fixed Asset – Other Assets	224,088	-	-	224,088
	Total Designated Funds	14,153,578	-	575,000	14,728,578
	Restricted funds	-	-	34,361	34,361
		14,153,578	2,863	9,473,021	23,629,462

		Charity			
22b	Analysis of net Assets by fund 2023 (continued)	Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	2,866	8,822,250	8,825,116
	Designated funds				
	Capital Maintenance Fund	-	-	200,000	200,000
	Moonlight Walk Match Pot	-	-	50,000	50,000
	35 th Anniversary Match Point	-	-	325,000	325,000
	Fixed Asset Fund – New Hospice	13,929,490	-	-	13,929,490
	Fixed Asset – Other Assets	224,088	-	-	224,088
	Total Designated Funds	14,153,578	-	575,000	14,728,578
	Restricted funds	-	-	34,361	34,361
		14,153,578	2,866	9,431,611	23,588,055

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

23. RECONCILIATION OF NET (EXPENDITURE) / INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group	
	2024	2023
	£	£
Net (expenditure) / income for the year	(943,109)	303,148
Adjustments for:		
Depreciation of charges	444,484	434,370
Loss on investments	518	1,231
Dividends, interest from investments	(216,258)	(82,116)
Decrease / (increase) in stock	329	(966)
(Increase)/ Decrease in debtors	(68,120)	15,551
(Increase) in assets for resale	(600,000)	-
Increase in creditors	35,372	112,642
	<u>(1,346,784)</u>	<u>783,860</u>

24. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group	
	2024	2023
	£	£
Cash in hand	6,595,407	7,805,265
	<u>6,595,407</u>	<u>7,805,265</u>

25. RELATED PARTY TRANSACTIONS

During the year St Wilfrid's Hospice Trading Limited paid a gift aid donation of £41,969 (2023: £nil), to St Wilfrid's Hospice (South Coast) Limited, its parent company.

At the year end, £3,976 was outstanding (2022: £1,095) relating to the timing of transfers.

A loan arrangement was entered into with St Wilfrid's Hospice (South Coast) Limited in 2019, with a maximum facility of £100,000 where interest will be paid at 5% plus the Bank of England base rate.

Ursula Watt is a partner at George Ide LLP, a firm of solicitors, and a trustee of the Charity. The Charity has paid George Ide LLP £2,213 (2023: £962) for professional advice during the year.

During the year George Ide LLP made donations of £3,849 (2023: £10,139) to the Charity.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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FOR THE YEAR ENDED 31 MARCH 2024

26. FINANCIAL COMMITMENTS

As at 31 March 2024 the company was committed to making the following payments under non-cancellable operating leases:

	2024 – Group			Total
	<1 year	Between 2 and 5 years	>5 years	
	£	£	£	£
Land & Buildings	305,709	657,025	16,000	978,734
Other	11,539	17,013	-	28,552
	<u>317,248</u>	<u>674,038</u>	<u>16,000</u>	<u>1,007,286</u>

	2024 – Charity			Total
	<1 year	Between 2 and 5 years	>5 years	
	£	£	£	£
Land & Buildings	305,709	657,025	16,000	978,734
Other	11,539	17,013	-	28,552
	<u>317,248</u>	<u>674,038</u>	<u>16,000</u>	<u>1,007,286</u>

	2023 – Group and Charity			Total
	<1 year	2 and 5 years	>5 years	
	£	£	£	£
Land & Buildings	330,175	826,192	107,640	1,264,007
Other	20,811	791	-	21,602
	<u>350,986</u>	<u>826,983</u>	<u>107,640</u>	<u>1,285,609</u>

27. CAPITAL COMMITMENTS

At the year-end St Wilfrid's Hospice (South Coast) Limited was contracted into capital commitments totalling £77,561 (2023: £nil) for the installation of solar panels.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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28. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2023 £
INCOME FROM:			
Donations and Legacies			
Donations	1,402,135	123,549	1,525,684
NHS England Grant	-	-	-
Legacies	2,640,913	-	2,640,913
	<u>4,043,048</u>	<u>123,549</u>	<u>4,166,597</u>
Charitable Activities	1,745,787	-	1,745,787
Other Trading Activities	2,876,437	1,136	2,877,573
Investments	82,116	-	82,116
Other Income	-	-	-
Total Income	<u>8,747,388</u>	<u>124,685</u>	<u>8,872,073</u>
EXPENDITURE ON:			
Raising Funds	2,963,808	9,698	2,973,506
Charitable Activities			
Inpatient Unit	3,284,187	20,897	3,305,084
Community Services	1,720,829	57,171	1,778,000
Palliative Day Services	277,829	174	278,003
Education and Training	233,101	-	233,101
Total costs of Charitable Activities	<u>5,515,946</u>	<u>78,242</u>	<u>5,594,188</u>
Total Expenditure	<u>8,479,754</u>	<u>87,940</u>	<u>8,567,694</u>
Net income from operational activities for the year	267,634	36,745	304,379
Net gains / (losses) on investments	(1,231)	-	(1,231)
NET INCOME / (EXPENDITURE)	<u>266,403</u>	<u>36,745</u>	<u>303,148</u>
Transfers between funds	26,363	(26,363)	-
NET MOVEMENT IN FUNDS	<u>292,766</u>	<u>10,382</u>	<u>303,148</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	23,302,335	23,979	23,326,314
TOTAL FUNDS CARRIED FORWARD	<u><u>23,595,101</u></u>	<u><u>34,361</u></u>	<u><u>23,629,462</u></u>