



40 YEARS

Saint
Francis
Hospice

Caring for you

TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024

Company Registration Number: 1367828

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The Trustees of Saint Francis Hospice are pleased to present their Annual Report (including strategic report) and the audited Consolidated Financial Statements for the year to 31st March 2024, in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011.

The Trustees' Annual Report (including strategic report) and audited Consolidated Financial Statements also comply with the Memorandum and Articles of Association and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

WELCOME TO SAINT FRANCIS HOSPICE

At Saint Francis Hospice, we believe that everyone has the right to be the person they are; to live without fear or prejudice and so we welcome adults of any ethnicity, age, gender, sexual orientation, faith and belief, or disability.

We believe that our hospice is a better place to receive care, to work and volunteer when we all feel included, respected and welcomed. We are committed to inclusivity and our approach is rooted in our Vision, Mission and Values.

As an independent charity and one of the largest adult hospices in the UK, we play a vital role in our growing and diverse populations of Barking & Dagenham, Havering, Redbridge, Brentwood and West Essex.

We have a committed team of specialist consultants, doctors, and nurses who work alongside other health and social care professionals to provide compassionate and comprehensive care to all who need it.

Every donation is essential to us, and we value every one of our supporters immensely: individuals, schools, faith groups, local organisations, trusts and foundations and businesses, as well as large corporations. We are grateful to our team of 655 skilled and committed volunteers who help us - keeping costs down and adding huge value to our hospice.



CEO AND ACTING CHAIR'S INTRODUCTION



GRAZINA BERRY CEO



PAUL GWINN ACTING CHAIR

Welcome to the Trustees' Annual Report and Financial Statements of Saint Francis Hospice.

2023/24 was an incredibly full, focused and busy year at the hospice, marked with post pandemic recovery, renewal and organisational change. It was also a year that saw the hospice say a sad goodbye to a long-standing, much-respected and loved Trustee and Chair of the Board, Peter Crutchett who died suddenly in January 2024. A new CEO, Grazina Berry, joined the hospice in October 2023 taking the mantle from Pam Court, who led the charity through a period of success and growth over 12 years. Grazina brought with her a fresh perspective and began the process of review and stakeholder

engagement ahead of developing a new 5-year strategy.

We continued to aim all of our effort and a diverse range of multi-expert services at the nearly 1 million people living in our catchment communities of Barking, Dagenham, Havering, Redbridge, Brentwood and parts of West Essex. We cared for over 2,000 individuals last year, making sure their wishes and needs were respected and fulfilled, including their preferred place to die. Our nurses made nearly 5,000 visits as part of our Hospice at Home service. The experience of our care and support for families and loved ones remained overwhelmingly positive, with nearly 500 individuals opting to provide us with their feedback, rating their experience at 96% positive.

With growing use of data, both internally and via our partners, we continued to observe the increasing diversity and changing demographics across our communities, especially in Barking & Dagenham, where we are proud to have supported more people from Asian communities. We also cared for more people with non-cancer diagnoses, demonstrating our expanding reach and the changing need for our care and support. We are preparing to accelerate our work to widen and improve access to our services next year and beyond.

Providing excellent care to everyone who comes to the hospice free of charge at the point of care carries a significant cost, about a third of which is covered by our NHS commissioners and the rest is raised through fundraising and our retail operation. Financial pressures continued to accelerate due to the cost-of-living crisis and especially due to the rising costs of energy. In 2023/24 our energy bills rose by over 60% adding significant pressure on our cost base.

What does the future hold? We will be working hard to make our services more accessible across the diverse communities we are serving. We know that we are not reaching everyone who needs our support and are keen to develop new and better ways to expand and deepen our reach. We also recognise that

we need to find more effective and efficient ways of working with partner organisations because increasingly, individuals who we are caring for will have even more complex care needs. And we know that even across the communities that are close to our hospice, not everyone knows that we are here to provide the best palliative and end of life care experience we can.

As we approach a significant 40th milestone in 2024/25, we will take the time to celebrate our remarkable achievements and the difference we have made to the lives of thousands of people across our communities. We are here because we are passionate about palliative and end of life care and acknowledge the need to do more. Yet we could not be here, look to the future and build our plans without your support. We know that your support is always ignited by the kindness shown to your loved ones by our teams of staff and volunteers. What is truly striking is how deep that support is – it is lifelong and through legacies, carries on into the future. We cannot thank you enough for all that you do for us, so that Saint Francis Hospice can grow its reach and impact, helping create the best end-of-life experiences for many more people into the future.

VISION, MISSION AND VALUES

Our Vision

A world where everyone gets the right palliative and end of life support and care for them and their loved ones.

Our Mission

To provide local people with excellent palliative and end of life care and support, before, during and after death.

Our Values



Supportive - We listen to people and value peoples' experiences and use them to give the personal support that is right for everyone.



Compassionate - We are kind and provide a caring and compassionate environment for everyone. We put people at the heart of our actions and words and support people's choices and decisions, helping them feel safe, secure and valued.



Inclusive and Respectful - We are open and transparent and value each person's individuality. We respect everyone and value diversity. We believe our different experiences and knowledge make us stronger. Together we achieve more.



Professional - We are experienced in what we do as a hospice and as a charity. We encourage everyone to give of their best, in providing the appropriate care and expertise to those who need us and support us.



Always Learning - We are open and outward looking, always ready to adapt and change, looking for better ways of doing things, by learning from each other and from the ever changing world around us.

STRATEGIC GOALS 2023-2025

Our overall strategic aim for the next year is to meet the growing demand for experienced and expert palliative and end of life care services in our local boroughs, as an essential contributor to the local community and as a key part of the health and social care local provision.

Objective 1

OUR PEOPLE: Agile, Resilient and Confident to continue to improve quality and respond effectively to changing needs.

- Ensure our staff and volunteers reach their potential and create a motivated, skilled and empowered workforce
- Develop our governance framework to ensure we are a well-led hospice for the next 10 years.

Objective 2

OUR SERVICES: Doing more than you think - Improving Access and Meeting Need.

- Outstanding care.
- Build resilience in our models of care focusing on crisis support and proactive 'what really matters' models of care and support.
- Share our knowledge to build a stronger palliative and end of life care support system for our local community.

Objective 3

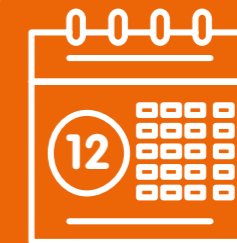
SUSTAINABILITY: Best use of Resources so we can meet need now and in the future

- Optimise our income generating capabilities and our financial resources
- Build relationships with our local communities, funders and care partners to drive developments in palliative and end of life care based on our experience and our patient's needs.
- Environmentally friendly practices and decision making across all activities working towards a carbon neutral organisation in the years ahead.

THE DIFFERENCE WE'VE MADE IN 2023-24



2,000 people were cared for, both at the hospice and at home



313 people were admitted onto the ward, for an average stay of **12 days**



4,897 home visits were made by Hospice at Home nurses to **639 people**



5,246 bereavement counselling sessions were given to **643 adults** and **62 children**

614 people received pastoral care support



EMILY'S STORY ABOUT HER HUSBAND MARK AND THE CARE HE RECEIVED AT THE HOSPICE

Mark Taylor and his wife Emily were together for 25 years before his death on Valentines Day in 2022. Mark was supported by the Community Team before spending the last few weeks of his life on the Ward.

Emily explains how the community team supported Mark so he could stay at home for as long as possible.

“Mark was diagnosed with oesophageal cancer at the beginning of 2018 and in December 2021 a lump came up on Mark’s arm. Two weeks before Christmas, Mark had a scan and we found out the cancer had now spread to his muscles and his bones. That was when his oncologist told him he was now terminal, and she was going to refer him to Saint Francis Hospice. Those words were terrifying.

We thought if you are referred to Saint Francis Hospice that it was a place you were sent to die, little did we know how wrong we were. When the nurse came to see Mark, she asked if he would come to the

hospice for pain management, but he refused. He said, “If I go in there, I will not come out. I am not ready yet.” She sat with him and explained that the hospice was not a place to just go and die, it was a place of respite and to manage pain and symptoms too. The plan for him was to go in for pain management and to then come home.

Those last few days will always be so important to us. We had watched Mark in excruciating pain for so long. He was monitored so closely, and we knew he was pain free. When someone is in pain, you can see it in their face and during those last few days, I could see he was peaceful.

When the time came, we obviously did not want it to happen, but we knew he was not in pain anymore.

Our experience of Saint Francis Hospice is overwhelmingly positive. Mark felt so strongly that if people were unfortunate enough to be told they had a terminal illness, that they should feel relief at being referred to the hospice, without any fear.



2023-2024 HIGHLIGHTS

During the last year, learning from the most challenging period of the pandemic led to further innovative thinking and service development, enabling us to restart face to face groups and sessions as well as improving technological solutions across the hospice.



YOU SAID, WE DID

Reflecting on the feedback we received and what we did to make a difference. You Said, We Did is a snapshot of some of those successes. Here are just a few!

You said...

We could do with a rain mac for nurses.

We did...

Looked at uniform policy and now include rain macs for community nurses into the allocation of uniform.

You said...

Lone worker folder holder not as robust as it could be.

We did...

Worked with ICT and now have a lone worker app which has been trialled and team are now using.

You said...

It would be helpful to have a flow chart to give to families after someone has died.

We did...

Created a flow chart with help from our Doctors and the Medical examiner for families and carers to follow when someone dies.

You said...

English isn't my first language; I don't understand what Nurses and Doctors are saying to me.

We did...

We extended the facility of interpreting to include mobile, handheld device for instant interpreting.

You said...

I use sign language because I have a hearing impairment but no one at the hospice signs.

We did...

20 members of staff volunteered to complete the British Sign Language course.

You said...

When I was discharged, I needed help with my living space, it was so dull having been in the hospice and I was bedbound for a long time.

We did...

A therapy pack was designed to encourage calmness and wellbeing, helping to bring natural light into the house, including photos of open spaces, an aromatherapy room spray called 'The Meadow' and links to videos of nature sounds.

FEEDBACK FROM THE PEOPLE WE'VE CARED FOR

Questions asked of all people who accessed our services April 2023 – March 2024



- ♥ In the year 2023-2024 we received 459 'I Want Great Care' reviews compared to 262 last year - a 57% increase.
- ♥ This year positive experience has increased from 93.6% last year up to 95.9% this year.
- ♥ This year negative experience has reduced from 3.5% last year to 1.5%.
- ♥ The increase in number of reviews received has not increased the % of negative experiences.

During 2023-24 and beyond, we continue to utilise this method of collection of views and suggestions via iWantGreatCare using a variety of devices including podiums in our cafe, in the hospice ward and in reception, on handheld devices, and QR codes on letters, business cards and compliment slips.



Each year **iWantGreatCare** award a Certificate of Excellence to the most highly-recommended clinicians and providers across the country, in recognition of outstanding care and patient reviews. This year our Specialist Community and Crisis Support team won this prestigious award for Saint Francis Hospice. The quantity and quality of feedback received for this team was outstanding.

A SELECTION OF SOME OF THE EXCEPTIONAL FEEDBACK WE HAVE RECEIVED

“I would like to thank your team for all the support that you gave to Mum in the nursing home, it enabled me to go home for a few hours, and the nurses were so lovely, spending time talking to me and my sister and ensuring Mum had the right medications etc. It's truly a wonderful service, given that the care homes are so busy, and didn't always have the staff available to care for mum on a one-to-one basis. I must say that the Nursing Home were also brilliant and cared for Mum with real kindness and generosity.”

Education, May 2023 (contributor to Nursing Times Student Awards 2024)

“Thank you for your help. Sessions have gotten me to a place where I can now navigate my next moves in life. I have been helped through sessions to identify my feelings.”

Family and Individual Support Services, May 2023

“Dear St Francis Hospice Care Team. Thank you.... everyone of you..... for helping Lee get through such a challenging time of his life, for never giving up on him, for giving him comfort and relief when needed. And thank you for treating us (family and friends) with kindness and respect. May long you continue... to offer and give support, the incredible work you do to help so many.”

Ward March 2024

We were both so pleased to be referred to SFH. Only referred on Monday and the visit from SCCS and the Doctor yesterday was amazing. They listened and explained things so well and they did not rush the visit. Very grateful for the time they spent with us.

SCCS, October 2023

OUR PEOPLE

Our people are at the heart of what we do

We are the nurses, therapists and doctors helping people and caring for people.

We are the experts on the end of the phone, giving advice and helping the isolated and lonely. We are the volunteers giving their time to our hospice. We are the fundraisers and retail store teams who are the reason our doors are open.

Together, we are Saint Francis Hospice, caring for our community.



OUR PEOPLE

Volunteers

Individuals in need of our services and the people who love them, also depend hugely on 655 skilled and committed volunteers. These wonderful people help keep costs down and bring huge joy and support to those who need our care, their loved ones, families, carers, staff and volunteers.

Our 250 staff and 655 volunteers help us provide the following services



The Hospice Ward is a place of comfort where patients carry on living their lives, with a team of professionals caring around the clock. It's a place to feel safe and secure. It's quiet and tranquil with sounds of laughter and love in the background.



Our Crisis Support Line is 24 hours a day, 365 days a year, for expert advice for people who are facing a crisis in our community.



Our Hospice at Home service means that people under our care can stay in their own home with the people who matter to them with a team of compassionate professionals to help at any time.



Pemberton Place is a dedicated space at the hospice for a number of **patient support groups**, clinics and activities run by our health care teams and volunteers.

OUR VOLUNTEERS HELP US DELIVER THESE AMAZING SERVICES



Our therapies team can help to manage pain and symptoms, help patients gain more independence in their daily lives. It is important to us that our patients learn to live well with their illness or condition.



We don't just take care of the people who are ill, we look after everyone who loves and worries about them. The **family support** team are here to help in a difficult time or as long as it takes.



OrangeLine offers confidential telephone support for local people. If you are bereaved, feeling lonely or isolated, and need to talk, OrangeLine is here for you.

Did you know, each year we support over 2,000 individuals who need compassionate end of life care, both at home and at the hospice?

A VOLUNTEER STORY – COURTNEY

Courtney Thomson has been a volunteer at our fashion shop in Hornchurch for six years and she's well-known for her big smile and her dance moves!

"We always have music on in the shop and I love a little dance," said Courtney.

Courtney has learning disabilities and dyspraxia and thanks to her positive nature and determination, along with the support of her team, she can take on any task in the shop and looks forward to volunteering twice a week.

"I have learned so many skills since I started volunteering," said Courtney.

"I can do everything at the shop, and I really enjoy interacting with customers when I'm on the till. I love our team - we all get along so well."

Last year Courtney was presented with a Long Service Award to celebrate her fifth year of giving the gift of her time.

"I feel really proud of what I have achieved, It's been so good for my confidence. I don't like to be bored and by volunteering, I am able to give something back to the community."

Courtney's Mum Sue Shine added, "I'm so grateful to all the staff who have been there from the start, from

the manager to the rag man, to help Courtney.

"They have made her grow in confidence and as a person and to feel that she belongs. As a mum, all you want for your child is to be accepted and embraced by everyone she works with."

Did you know, we have over 650 incredible volunteers? We wouldn't be here without you!

Meet Courtney!



EQUALITY, DIVERSITY & INCLUSION AT SAINT FRANCIS HOSPICE

Our aim is to ensure that our services are accessible to all who need them and to remove barriers.

We have a responsibility to ensure our services are designed with and for minoritised communities if we truly want to make our services accessible to all. Therefore, equity, diversity and inclusion is at the heart of our work to ensure quality palliative and end of life care for all.

This year we have taken steps to improve the accessibility of our message, designing an easy read brochure for people with learning disabilities. We also reviewed the language that we use and set out a language change programme, to ensure our terminology is straight-forward and accessible, making it easier for individuals and their loved ones to understand and navigate the hospice environment, and to promote a more supportive, person-centred approach.

This year, we changed the name of our Chapel-Quiet Space, to the Sanctuary, to provide a space where people of all faiths and none feel able to sit quietly.

Over 1 billion people worldwide encounter barriers when trying to read and understand content online, and so we invested in a ReciteMe

accessibility toolbar for our website, including a screen reader, translation of over 100 languages, styling and customisation for the 15% of the world's neurodivergent population, and reading aids for people who cannot read or write, or who have a learning disability.

Last year, the British Sign Language Act was passed recognising BSL as a language in England, Scotland and Wales, and so we invested in a Level 1 British Sign Language course for 22 members of staff, to help make our services more accessible and inclusive for people from the deaf and hard of hearing community.

We purchased interpreting devices to use on the Ward, and by the Hospice at Home and SCCS teams to help us better communicate with all people using our services.

Internally we improved our recruitment processes to ensure that we have a more diverse workforce, and we became Disability Confident employers.

We also achieved a silver award for Hospice UK's Compassionate Employers programme, designed to help hospices look after their people and support employees through grief, dying, and caring.



HOW WE FUND OUR WORK

Saint Francis Hospice could not deliver high -quality care to people at end of life, or make investment plans to grow our reach, without the essential support of so many who donate, provide grants, fundraise or buy our or goods in our shops and online. We're extremely grateful for their commitment, passion, time, expertise and trust that we will do the very best we can to help those who need us at probably the most difficult time in their life.

A collaborative approach to fundraising

We value our local community relationships with groups and individuals. Our Christmas Tree Recycling campaign continues to grow - this year we expanded into the Brentwood area, resulting in over 100 volunteers taking part as well as 2,100 supporters donating their Christmas Tree. This helped raise nearly £40,000 in December and January, with huge thanks to everyone making this such a success every year.

Our events are still recovering following the pandemic. We were delighted that this year we saw supporters jumping out of planes and walking 100km all to raise money for the hospice. In April 2023 our 34 London Marathon runners helped raise over £120,000.

Our weekly lottery is a fun and rewarding way of supporting the hospice. This year we have seen over 1,300 new supporters join, taking our overall total to nearly 6,000 people with a chance of winning one of our many weekly prizes.

We are also thankful to our wonderful donors who give through our appeals, in memory of a loved one or regularly via direct debit. Last year we were excited to make our Light up a Life campaigns the biggest one since the pandemic. There were four Christmas services, attended by over 650 people, as well as a successful appeal that received nearly £55,000 from 1,400 generous supporters

Corporate supporters

Our corporate activity in 2023/2024 was mainly focused around strengthening our existing relationships, and we were delighted to welcome new corporate supporters including Kilnbridge Construction, CBRE.

We would like to give particular thanks to:

- ♥ EG Foundation, who enabled us to buy a new series 5 OSKA mattress for our Ward
- ♥ Skipton Building Society, who enabled us to buy easy-riser over bed tables which have been a welcome addition for individuals and their loved ones

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YEAR ENDING 2024

♥ NC Construction and NC Range Site, whose staff enthusiastically support us through many activities

Our relationship with Matchroom continues to consistently deliver support in the shape of high-net-worth events, grants from the Matchroom Foundation and personal support from Barry Hearn himself. We continue to be supported by the Charity BGC Trading Day, an event that Barry Hearn introduced us to that has raised over £150,000 for us over the life of our involvement.

Locally, we continue to be supported by companies whose staff embrace all we have to offer including sky diving, marathon running, lunch events, bungee jumps and golf days. And our project to increase Payroll Giving generated a record income of £25k this year.

Major Donors

Major Donor activity delivered some highlights of the year, particularly the Ladies Lunch organised by our wonderful Trustee Anne Bender, and the two Golf Days sponsored by Barry Hearn which brought in over £40k. We continue to steward donors who regularly make significant donations, and this year these resulted in more than £75k donations.

We are looking forward to forging some new Major Donor relationships and reigniting some lapsed donor relationships. We are also looking forward to the long-awaited Big Heart Ball 2024 which will be held in November 2024.

Legacies

Our supporters gave us an amazing £2.4m of legacy gifts in a year full of administrative challenges with HMCTS Probate services, completing probates and distributing legacy payments to charities.

Of the 57 new legacy notifications received during this financial year, the highest number came from gifts ranging between £1k-£10k, closely followed by gifts between £10k-£50k, with two generous gifts exceeding £100k.

Trusts and Foundations

The support of charitable trusts and foundations is essential for our work at the hospice and within the community. This year we would especially like to thank the City Bridge Foundation for their generous gift of £231,000 over 5 years to support Child Bereavement Therapy.

We would like to thank the following Trusts and Foundations for their recognition of our work and their generous donations over £5,000:

- ♥ City Bridge Foundation; £231,000 over 5 years
- ♥ The Hadley Trust; £25,000
- ♥ Albert Hunt Trust; £20,000
- ♥ RUB White Charitable Trust; £20,000
- ♥ Thomas J Horne Memorial Trust; £7,000
- ♥ The Truemark Trust; £7,000

♥ B&P Glasser Charitable Trust; £6,000

♥ February Foundation; £6,000

Retail

Our portfolio of stores and digital platforms have continued to bounce back after the pandemic, We have delivered outstanding customer service, with a 99.8% positive feedback rate.

We exceeded our retail target for the year with sales of £2.6m, 14% above our expectations. This success is thanks to the hard work and agility of our retail staff and volunteers, and of course to everyone who has bought from or donated goods to our shops or online.

We always want to improve how we support our communities, and we are excited for our planned new developments in our range of shops. Firstly, we plan to improve our support for our communities in Hornchurch by seamlessly switching from our two existing shops to one large Superstore. Our Havering Store will open in late 2024, and we have recently opened our Loughton Boutique. The Boutique, our first store in West Essex, has been very well received by the community in Loughton and we look forward to forging strong relationships and working in collaboration with our partners.



OUR FUNDRAISING PROMISE

We promise to communicate with you in a way that suits you. If you tell us you'd prefer less contact or don't want to hear from us at all, we'll respect your wishes. We promise to check at the start of every conversation, on the phone or in person, that you're happy to speak to us. We promise never to sell your information to any third party. We won't share your details. We promise to adhere to all industry guidelines and regulations and require others acting on our behalf to do the same. We'll take appropriate action promptly if we find any failure to meet our standards.

We will regularly monitor the activities and compliance of our suppliers, including for the protection of vulnerable people. We promise to make it easy for you to tell us your contact preferences and we're here to talk to you about our work or answer any questions.

Our privacy statement is available on our website. www.sfh.org.uk/privacy-policy.



MANAGING OUR FUNDRAISING

Fundraising regulation

In accordance with the Charities Act 2011, as amended in 2016, the hospice endeavours to adhere to the Code of Fundraising Practice governed by the Fundraising Regulator, and all relevant guidance published by the Chartered Institute of Fundraising including treating donors fairly.

Standards and monitoring

We are committed to following the highest ethical standards and to ensuring quality supporter experience. We have detailed policies and procedures in place and train our staff and volunteers in line with the Code of Fundraising Practice. We regularly monitor ourselves and our fundraising agencies to ensure we are adhering to our high standards. The majority of our fundraising is conducted by Saint Francis Hospice staff and volunteers. We use carefully selected professional fundraising agencies to manage our Lottery, door to door canvassing and calling existing supporters. We work closely with our agencies to make sure they represent our work and our organisation to the highest standards. Our agencies are expected to comply with the requirements of professional standards and trade bodies, including all applicable laws, statutes, regulations and codes of practice.

Protecting the public

All fundraisers including volunteers receive detailed training on how to identify and protect people in vulnerable circumstances. If we encounter someone showing signs of distress, confusion or vulnerability, our fundraisers are trained to politely end the conversation and refuse any donation offered in such circumstances. In the unlikely event of a donation being taken in such circumstances, we refund the donation. We also work with the Gambling Commission to ensure we offer self-exclusion for individuals who may have issues with gambling.

Raffles and Lottery

We operate raffles and a weekly Lottery as a means for people to support us. The Lottery is licensed by the Gambling Commission under the Gambling Act 2005. This is to ensure our gambling activities are safe, fair and crime free. We strictly adhere to the Licence Conditions and Codes of Practice regulated by the Gambling Commission.

We have procedures and protective measures in place to encourage responsible gambling and to identify and help those with gambling problems. We strictly adhere to the Gambling Commission's directive

on social responsibility and problem gambling.

In 2023-24 we received £395,968 in Lottery ticket sales. 23% of money raised went directly towards supporting Saint Francis Hospice's charitable activities, 22% on prizes and 55% on expenses. This complies with the Gambling Commission's requirements that a charity lottery must apply a minimum of 20% of the gross proceeds of each lottery directly to the purposes of the charity.

Compliments, comments and complaints

We aim to provide the highest standards of care to individuals, families, carers loved ones and supporters. We welcome all views, comments and suggestions.

We have a procedure for handling all complaints. We are committed to dealing with all complaints constructively, impartially and effectively. We will make every effort to ensure that all complaints receive a complete, accurate and timely response and no complaint is ever disregarded. If we cannot resolve a fundraising related complaint we will provide information about how to raise a complaint with the Fundraising Regulator.

In the year 2023/24 we received a total of 54 complaints, three less than 2022/23. 15 complaints related to Fundraising (2022/23: 15). All were promptly dealt with and none were escalated to the Fundraising Regulator. We also received 3,536 compliments.



THANK YOU

We'd like to take the opportunity to thank all our stakeholders; the people that fundraise effortlessly to help us keep our doors open, our corporate members and major donor supporters who come back year on year to offer their helping hand, our healthcare and community partners who collaborate with us and help us to continue to provide outstanding care services.

And finally, our Patrons who give is the precious gift of their time and use their influence to raise the profile of our work:

- ♥ *Sir Trevor and Lady Hilkka Brooking*
- ♥ *Steve Davis*
- ♥ *Richard Madeley*
- ♥ *Barry Hearn*
- ♥ *Imogen Heap*
- ♥ *Cliff Jones*
- ♥ *Tony Ramsay*
- ♥ *Neville A Brown*
- ♥ *Sir Eric Pickles*

THE POWER OF THANKING

This year we introduced our first 'Thank-a-thon'. A week-long event to thank the charity's supporters, including regular givers. Over 60 members of staff took part making 1,860 calls to our wonderful supporters. It was a fabulous week and a hospice-wide effort, with great feedback from everyone that took part!

A by-product of this donor-focused activity was greater connection with colleagues. The shared, feel-good experience brought everyone together. But more than that, it started a culture shift in the organisation that has increased understanding across teams.



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DAD'S CARE HAS INSPIRED A LIFETIME OF SUPPORT

Alfie Dunsdon is still only 28 and he has already completed two London Marathons. That's a huge achievement by anyone's standards but what is even more impressive is that he has raised over £33,000 to help people in need of our expert palliative and end-of-life care. Here Alfie shares why he is so determined to do everything he can to support the charity that cared for his dad Alf.



"The hospice is such an amazing charity and it holds such a special place in my heart."

"Whenever I talk about the hospice, fundraise or volunteer, I feel it is like therapy as it makes me feel close to my dad and it gives me an opportunity to pay the hospice back for the outstanding care each and every person provided for my dad, and the support they gave me, my mum and the rest of the family."

"My Dad had bowel cancer which had spread and he was cared for on the ward in the last few weeks of his life in 2009."

"Dad never wanted to leave the hospice once he arrived. He felt safe there and had every home comfort you could wish for. It was the best place he could be. The nurses' love and care made a tough time so much easier to deal with."

"Before he passed away, my mum and dad got married at Langtons House in Hornchurch."

"I was only 15 at the time but I remember how the staff and volunteers laid on a wedding reception in the Orange Cafe when they arrived back on the ward so our family could come together to celebrate."

"Supporting the hospice means I can give something back. Our family organised a fundraising event for the hospice shortly after my dad died and in 2017 I ran the London Marathon for the first time and raised over £7,000."

"During lockdown I managed to convince 12 friends to take part in a sponsored head shave and together we raised £4,000."

"I always had it in my mind that I would run another London Marathon for the hospice and after volunteering with the charity's cheer squad at Mile 17 in 2022, I got the bug again and applied for a place to run in the London Marathon 2023. You can't beat it as an event - nothing comes close."

"I enjoyed it more this time because I wasn't focusing on getting a good time and could just take everything in as I was going around and think



about my reason why. As part of my fundraising, I organised a ball at Warley Golf Club. The ball was a great success and I felt really proud. It was an unbelievable night and it raised £14,000."

"Thinking of all the fundraising really got me through the pain, especially when I cramped up from mile 15 onwards."

"I couldn't believe how much money was raised and how it would really help people who needed the hospice like my Dad and family did."

"I know how important volunteers are to the charity and in 2022 and January this year I helped the fundraising team collect Christmas Trees so they could be recycled in exchange for a donation."

"There's more to come and I know I will do everything I can to support the hospice through volunteering and fundraising."

WHAT'S NEXT?

Our vision for change

Everyone will be affected by dying, death and bereavement. That can't be changed; but the end-of-life experience can. Everyone deserves the best possible care and support, reflecting what's most important to them.

Saint Francis Hospice is here for anyone with an illness they're likely to die from in the next few weeks, months or year and to support those people close to them, including their children. This includes Alzheimer's (and other forms of dementia), heart, liver, kidney and lung disease, motor neurone disease, Parkinson's and advanced cancer. Whatever the illness, wherever you are, we're here for you.

Caring for you with clinical and emotional care, supporting you to be comfortable, free of pain and other symptoms, and able to live the best life you can. We'll care for you at home and at our hospice, we provide support to care homes and community and primary hospitals too. Providing face-to-face help and support as well as via digital technology to help us reach more people quickly via face-time calls, phone or email.

We care for the people closest to you too, right now and in the future. We believe a better end of life for all is possible. We push for this by working with our local Integrated Care Boards (ICBs), partnering for example with other hospices to provide young adults with support and supporting Hospice UK who is the national voice for hospice care throughout the UK.

We are a charity working across Brentwood, Havering, Barking & Dagenham and Redbridge and parts of West Essex. And we are here to care for you, when you need us.

Income from donations and other charitable sources makes up around 70% of our funding with the rest coming mostly from NHS commissioned contracts and some from our Education services.

We couldn't be there for the people we help without the valued contribution of the people, companies and organisations that support us. Thank you.

Looking Ahead

We are currently working on our strategy 2025 - 2030 and reviewing how we will meet the growing need for hospice care in our area.

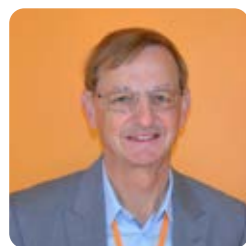
At Saint Francis Hospice we are working hard to understand what the need for our services will be in the next 5 years and beyond. We have an open process to planning and our working group is made up of staff from across all sections of the hospice, who come together to ensure we reach out to the people who access our services, our commissioners and health care partners, the public and all of our staff and volunteers to hear their views for a richer and stronger plan, for looking after people in our local communities.

THE PRINCIPLES THAT WILL INFORM OUR FUTURE 2025-30 5-YEAR STRATEGY ARE:

- 🧡 The need for **growth, innovation,** and **smarter** ways of working,
- 🧡 Greater **inclusion and reach** to and for the diverse communities we support,
- 🧡 **Collaboration and partnerships,** through building sustainable relationships

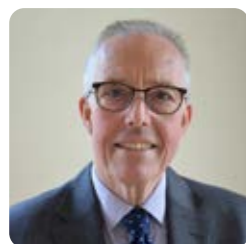
OUR BOARD

Directors and Trustees



Peter Crutchett (Chair, sadly died January 2024)

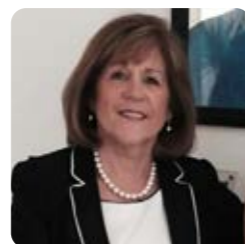
We pay tribute to our late Chair of Trustees, Peter Crutchett, who died suddenly in January 2024. Peter, who enjoyed a successful career as an Actuary, and supported our charity for nearly 20 years in various roles: Trustee, then Vice-Chair, and for the last 5 years as Chair. Peter knew everyone and everyone respected and valued his advice, he had a graceful manner, a cheeky laugh and unwavering commitment and passion for our work. We will miss Peter, but we will never forget what he has helped us achieve.



Paul Gwinn
(Vice Chair to January 2024, Acting Chair from January 2024)



Peter Adams



Anne Bender



Ian Gunn



Amanda Hallums



Malcolm Hines
(appointed November 2023)



Esther Marshall
(appointed August 2023)



Dr Gurdev Saini



Angela Sharma
(appointed August 2023)



Dr Robert Weatherstone

♥ Peter Batt
(resigned April 2023)

♥ Colin Wilkins
(resigned May 2023)

♥ Stephanie Lawton
(resigned September 2023)

Corporate Governance Committee

- ♥ Paul Gwinn (Chair to April 2024, then Vice Chair)
- ♥ Amanda Hallums (Vice Chair to April 2024, then Chair)
- ♥ Peter Adams
- ♥ Ian Gunn
- ♥ Angela Sharma (from September 2023)
- ♥ Esther Marshall (from August 2023)
- ♥ Malcolm Hines (from November 2023)

Clinical Governance Committee

- ♥ Dr Gurdev Saini (Chair)
- ♥ Amanda Hallums (Vice Chair)
- ♥ Peter Adams
- ♥ Anne Bender
- ♥ Paul Gwinn
- ♥ Esther Marshall
- ♥ Dr Bob Weatherstone

Freedom to Speak Up Guardian

- ♥ Anne Bender

Finance, Audit and Investment Governance Committee

- ♥ Ian Gunn (Chair)
- ♥ Anne Bender (Vice Chair)
- ♥ Paul Gwinn
- ♥ Dr Gurdev Saini
- ♥ Dr Bob Weatherstone
- ♥ Angela Sharma (from September 2023)
- ♥ Malcolm Hines (from November 2023)

Executive Leadership Team

- ♥ Grazina Berry, CEO (from October 2023)
- ♥ Dr Corinna Midgley, Medical Director
- ♥ Jane Frame, Director of Strategy, Planning and Fundraising
- ♥ Michelle Nicholls, Director of Retail, Health & Safety
- ♥ Tes Smith, Director of Services
- ♥ Sally Connor, Director of People and Culture (from April 2024)
- ♥ Amanda Borton, Interim Director of Finance (from June 2024)
- ♥ Pam Court, CEO (to November 2023)
- ♥ Jenni Ayles, Director of People and Culture (to March 2023)
- ♥ Carole Heinen, Director of Finance (to June 2024)

OUR ADVISORS

Auditors

♥ Haysmacintye LLP
10 Queen Street Place
London
EC4R 1AG

Bankers

♥ Barclays Bank Plc
1 Churchill Place
London
E14 4HP

Investment Advisors

♥ Investec Wealth & Investment Limited
30 Gresham Street
London
EC2V 7QN

OUR GOVERNANCE

Saint Francis Hospice (“the hospice”, “the charity” or “the company”) is a company limited by guarantee - registered number 1367828 - and a registered charity in England and Wales (charity number 275913). Our constitution is our Articles of Association, which were updated in October 2023. The hospice has a wholly owned subsidiary Saint Francis Hospice (Trading Company) Limited - company number 2509586.

employment terms and conditions of the Chief Executive and Executive Team is reviewed annually by the Remuneration Committee, an ad hoc Board committee. The members of the Remuneration Committee are the Chair of Trustees, Vice Chair of Trustees, Chair of the Governance Committee and the CEO.

The Trustees have a wide range of skills, knowledge and experience, including clinical expertise. The hospice provides Trustee indemnity insurance for the benefit of all Trustees. The Trustees are not remunerated for their services. Each Trustee is required to disclose potential or actual conflicts of interest to the charity as part of an annual review and at the start of every meeting.

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission. They have referred to the guidance in the Charity Commission’s general guidance on Public Benefit when reviewing the hospice’s aims and objectives and in planning future activities.

Structure, Governance and Management

Our Trustees

The hospice is governed by the Board of Trustees who are legally responsible for directing our affairs. The Trustees are the directors of the charitable company for the purposes of the Companies Act 2006, and members of the company. The Trustees serving during the year are listed on page 38.

The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to three governance committees which report back to the Board on a regular basis. The Board delegates day to day management of the hospice to the Chief Executive Officer and the Executive Team. The pay and



Trustee appointment, induction and training

Trustees are elected by the existing Trustees, as members of the charity, for an initial period of 3 years and are then eligible to seek re-election for a further 3 year period.

New Trustees undergo an induction based on the model recommended by Hospice UK, to brief them on their legal obligations under charity and company law, the content of the Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. They are also invited to meet key employees and other Trustees.

All Trustees complete annual mandatory training, and appraisals are undertaken each year by the Chair of the Board of Trustees.

Board Committees

The Board is supported by three Governance Committees which meet quarterly:

♥ **Finance, Audit & Investment Governance Committee** – responsible for strategic oversight of the financial aspects of the hospice and its Trading Company, including budget setting and monitoring, the investment portfolio performance and

compliance with all legal and statutory requirements including overseeing the external financial audit and the audit findings.

♥ **Corporate Governance Committee** – responsible for the corporate governance aspects of the hospice and its subsidiary, strategic oversight of health and safety, risk and corporate incidents, estates & environment, human resources, staffing and equalities, volunteers, information governance, ICT & Digital Services, marketing & communications, non-clinical complaints.

♥ **Clinical Governance Committee** – responsible for strategic oversight to ensure that people who access our services receive the highest possible standards of safe, quality care and to review clinical performance and clinical complaints and serious untoward incidents/serious drug incidents, clinical effectiveness, clinical safety, staff training & development, reach and quality of training for external partners in care.

Governance Review

External consultants were commissioned to undertake a Governance Review in the 2022-2023 financial year, covering the hospice's governance processes, Memorandum and Articles of Association, CQC Review and Board Development programme. Recommendations from the review were implemented during the 2023-2024 year including revised Articles of Association agreed in October 2023.

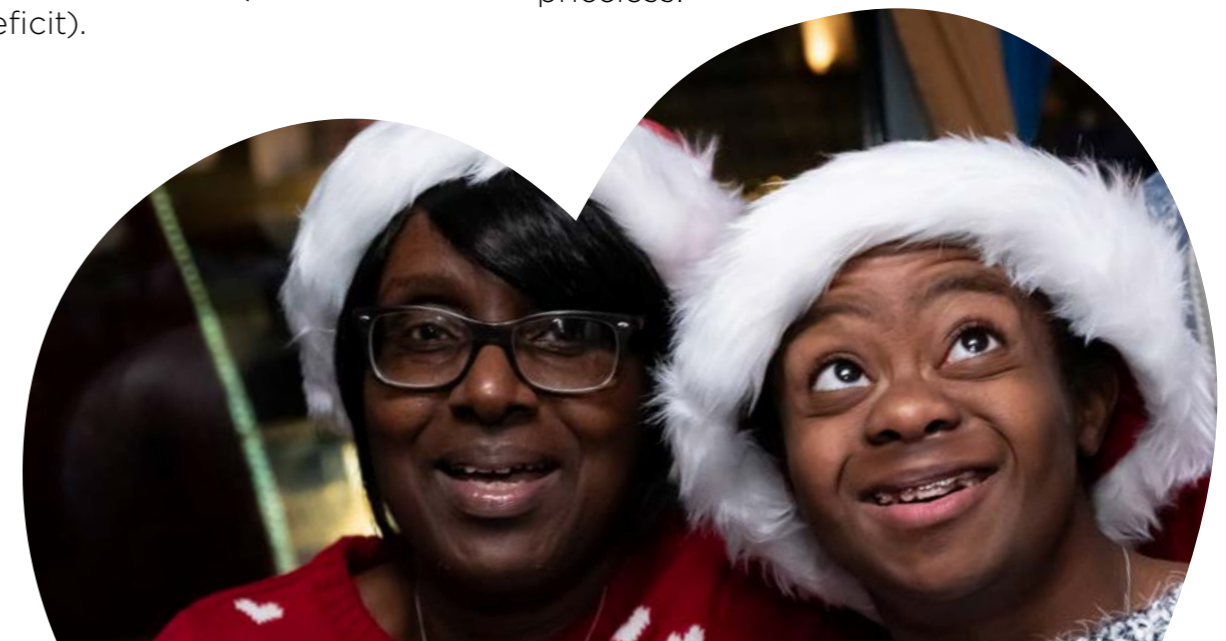
Financial review

Despite a challenging financial climate, we have delivered a financially stable organisation with an increase in total income to £12.4m (2023: £11.9m). This year we had a £0.4m increase in our surplus before investment unrealised gains/losses, to £638k from £270k in 2023. This was because of the receipt of a significant legacy in the year, net of a 60% increase in energy costs of £81k. The strong performance of our investment portfolio increased our surplus further to £1.1m (2023: £0.2m deficit).

The NHS and local health trusts maintain their commitment to and collaboration with the hospice. However, this funding is only 31% of our income. We continue to rely on the dedicated support of our local communities and are grateful for the income received from public donations including legacies. In 2024 public donations were £5.3m (2023: £5.3m). Our retail stores generated £2.6m income (2023: £2.3m) and a contribution to the hospice of £739k (2023: £448k).

Our reserves effectively support the scale of our organisation and our programmes of work, whilst allowing us to manage our risks. We have also been building reserves in anticipation of major capital works and organisational development programmes. These major programmes are being carefully planned as part of our new 5 year strategy and the Trustees intend to designate reserves for these programmes during the 2024/25 financial year.

During the year we were supported by 655 volunteers across all areas of our work. The value of this work is priceless.



Principal risks and uncertainties

The Trustees regularly review the risks the charity faces and where appropriate establish processes and procedures to mitigate those risks identified, including putting in place insurance and setting aside financial reserves. Saint Francis Hospice's principal risks and uncertainties are:

RISK	KEY RISK MITIGATION ACTIONS
Service quality maintained at an Outstanding level	<ul style="list-style-type: none"> Robust clinical governance processes and oversight High quality specialist staff Quality reviews, compliance checks and audits Review and action of patient, family and carer feedback, incidents and complaints, and trends Annual estates works plans to maintain service environments
Recruitment & retention of appropriately trained and skilled staff	<ul style="list-style-type: none"> Recruitment plan in place for senior staff including collaboration work with local acute trust Regular reviews of terms & conditions in light of NHS pay proposals Access to Employee Assistance Programme and Occupational Health
Financial sustainability, particularly a fall in Commissioning or voluntary income or poor investment performance	<ul style="list-style-type: none"> Multi-year NHS service contracts with regular reviews and focused relationship management Regular monitoring of income and expenditure Regular financial planning and review Maintenance of prudent financial reserves Expert external management of investments Regular review of investment portfolio performance by Trustees
Strategic response to economic, political and other systemic challenge	<ul style="list-style-type: none"> Development of 5 year strategic plan 2025-2030 Board of Trustees oversight of strategy and delivery of operational plans, including holding strategic awaydays Executive Team and Board oversight of significant change programmes Balanced scorecard reporting

Reserves Policy

Saint Francis Hospice's key driver in setting its reserves policy is to support and maintain the core activities and objectives of the hospice, acting as a safeguard against volatile and unpredictable income streams and unforeseen expenditure or liabilities.

In setting the hospice's reserve policy, the Trustees consider various financial metrics and data, cashflow movements and working capital requirements, anticipated risks, and material future commitments. The Trustees review the financial reserves policy on at least an annual basis. A full list of reserves is in notes 16, 17 and 18.

The Trustees' policy is unrestricted, undesignated reserves equivalent to 12 months operating costs for the hospice. As at 31 March 2024, the hospice had total reserves of £20.7m (2023: £19.6m), including unrestricted, restricted, endowment and designated funds. Of the total unrestricted funds of £20.3m, £3.0m is designated. There are therefore £17.3m total general unrestricted funds (2023: £16.5m). This is equivalent to 16 months planned operating costs (2023: 19 months), which the Trustees believe is adequate but not excessive.

Investment Policy

The Board of Trustees has invested funds to obtain the best return, whilst

maintaining sufficient liquidity to meet the hospice's operational needs. The Trustees are mindful of the level of risk appropriate for the portfolio, as well as social, environmental and ethical considerations when formulating investment arrangements.

The Trustees have appointed Investec to manage the hospice's investment funds. The Finance, Audit & Investment Governance Committee monitors investment performance against relevant benchmarks on a quarterly basis.

The Trustees remain satisfied with the performance of the investment portfolio in comparison to benchmarks and the performance of the fund managers in a difficult environment.

Going Concern

The Trustees have reviewed the hospice's financial position, reserves levels, cash and readily realisable investment levels, and future plans. The Trustees are confident that the hospice has adequate resource to continue to operate and to meet any commitments as they fall due for at least 12 months from the date of approval of this report.

Trading Company

Saint Francis Hospice (Trading Company) Limited, a company

registered in England (company number 2509586), is a wholly owned subsidiary of the hospice. The company trades in new goods, administration of gift aid on charitable donations to the shops and any other activity which is not deemed to be part of the hospice's charitable activity. All taxable profits from the trading company are donated to the hospice.

Energy and Environmental Sustainability

Saint Francis Hospice is required to submit Energy Saving Opportunities Reports under the Environment Agency ESOS scheme which takes

place every three years. The charity engages an independent firm of consultants to undertake the work and to demonstrate compliance. ESOS Phase 3 compliance, covering the 2022/23 financial year, has recently been undertaken ahead of the August 2024 submission deadline. This is used as the basis for the 2022/23 figures below. The same methodology has been used for the 2023/24 figures.

The table below summarises these periods for annual consumption of gas, electricity and transport and the resulting total carbon dioxide emissions:

ENERGY	2023/24	2022/23 (ESOS PHASE 3)	CHANGE
Gas kWh	617	674	(57)
Electricity kWh	543	561	(18)
Transport miles	42,094	38,232	3,862

Under the Streamlined Energy and Carbon Reporting (SECR) 2018 Regulations the hospice is required to report their environmental impact. The guidelines of SECR allow us to choose boundaries, metrics and targets when reporting and we have therefore chosen to use ESOS data to assess last year's emissions against the current financial year using UK Government GHG Conversion Factors for Company Reporting 2023.

	2023/24	2022/23
Emissions from Combustion of Gas in tCO ₂ e (Scope 1)	113	123
Emissions from Purchased Electricity (Scope 2)	112	108
Emissions from Combustion of Transport Fuel in tCO ₂ e (Scope 3)	11	11
TOTAL GROSS SCOPE 1,2 AND 3 EMISSIONS / TCO₂E	236	242

Energy consumption used to calculate above emissions kWh	1,202,036	1,273,498
Charity Spend £k	11,754	11,613
Intensity Ratio: £k per tCo ₂ e (Scope 1, 2, and 3)	20.1	20.8

Energy Efficiency Action

In the period covered by the report, the hospice has improved lighting, heating and hot water building services, which is expected to result in energy consumptions savings over the next several years.

STATEMENT OF TRUSTEE RESPONSIBILITIES

The Trustees (who are also directors of Saint Francis Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual 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 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 these financial statements, the Trustees are required to:

- ♥ Select suitable accounting policies and then apply them consistently;
- ♥ Observe the methods and principles in the Charities SORP;
- ♥ Make judgements and estimates that are reasonable and prudent;
- ♥ State whether 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 Trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

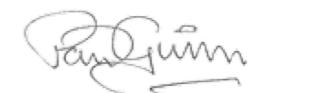
In so far as the Trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation

and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees' Annual Report and Financial Statements, including the Strategic Report, was approved by the Board of Trustees and authorised for issue on 3 September 2024.



(Chair)

INDEPENDENT AUDITORS REPORT

OPINION

We have audited the financial statements of Saint Francis Hospice for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ♥ give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's net movement in funds, including the 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

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

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

of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 48, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We

design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charity Act 2011, Companies Act 2006, the Fundraising Regulator, Charity Commission and Care Quality Commission (CQC), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, FRS102, Charities Statement of Recommended Practice (SORP) and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- ♥ Inspecting correspondence with regulators and tax authorities;
- ♥ Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- ♥ Evaluating management's controls designed to prevent and detect irregularities;
- ♥ Identifying and testing journals; and
- ♥ Challenging assumptions and judgements made by management in their critical accounting estimates.

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

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.

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.



Lee Stokes
(Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London EC4R 1AG

Date: 3 September 2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Including Consolidated Income and Expenditure Account)

For the Year Ended 31 March 2024

	NOTES	UNRESTRICTED FUNDS £000'S	RESTRICTED FUNDS £000'S	ENDOWMENT FUNDS £000'S	2024 £000'S	2023 £000'S
Income						
Donations and gifts	2	2,703	210	-	2,913	3,389
Legacies		2,414	-	-	2,414	1,905
<i>Charitable Activities</i>						
Service agreements with Clinical Commissioning Groups		3,854	-	-	3,854	3,844
<i>Trading Activities</i>						
Shops		2,559	-	-	2,559	2,257
Education Centre		78	-	-	78	98
Investment Income and Interest		453	-	-	453	275
Other income		121	-	-	121	115
TOTAL INCOME		12,182	210	-	12,392	11,883
Expenditure						
<i>Raising Funds</i>						
Cost of operating shops	5	1,820	-	-	1,820	1,809
Fundraising and publicity	5	1,611	-	-	1,611	1,582
<i>Charitable Activities</i>						
Hospice services	5	8,233	90	-	8,323	8,222
TOTAL EXPENDITURE	5	11,664	90	-	11,754	11,613
NET INCOME BEFORE INVESTMENT GAINS/(LOSSES)		518	120	-	638	270
Gains/(losses) on investments	9	417	-	-	417	(422)
NET INCOME/(EXPENDITURE)		935	120	-	1,055	(152)
Transfers between funds	17,18	-	-	-	-	-
NET MOVEMENT IN FUNDS		935	120	-	1,055	(152)
Reconciliation of funds						
Total Funds brought forward		19,347	226	53	19,626	19,778
TOTAL FUNDS CARRIED FORWARD		20,282	346	53	20,681	19,626

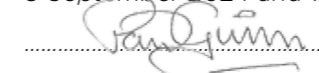
All income and expenditure derive from continuing activities. The accompanying notes form part of these financial statements. The statement of financial activities includes all gains and losses recognised in the year. Full comparative figures for the year ended 31 March 2023 are shown in note 24.

CONSOLIDATED AND CHARITY BALANCE SHEETS

As at 31 March 2024

	NOTES	GROUP		COMPANY	
		2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
Tangible Assets					
Land and buildings	8	2,371	2,467	2,371	2,467
Other tangible assets	8	75	69	75	69
Investments	9	7,521	6,461	7,521	6,461
		9,967	8,997	9,967	8,997
Current Assets					
Stocks	10	12	18	-	-
Debtors	11	2,108	2,127	2,108	2,132
Cash at bank and in hand		9,569	9,495	9,566	9,490
		11,689	11,640	11,674	11,622
Creditors: amounts falling due within one year	12	(975)	(1,011)	(975)	(1,011)
Net Current Assets		10,714	10,629	10,699	10,611
NET ASSETS		20,681	19,626	20,666	19,608
Restricted Funds: Capital Funds					
Endowment funds	16	53	53	53	53
Other Funds					
Restricted funds	17	346	226	346	226
UNRESTRICTED FUNDS:					
Designated funds	18	2,974	2,891	2,974	2,891
General funds	19	17,308	16,456	17,293	16,438
		20,681	19,626	20,666	19,608

The financial statements were approved and authorised for issue by the Board of Trustees on 3 September 2024 and were signed on its behalf by:

 (Chair)

The accompanying notes form part of these financial statements.

The net income for the charity only for the year was £1,058,000 (2023: £152,000 net expenditure).

CONSOLIDATED CASH FLOW STATEMENT

For the Year Ended 31 March 2024

	NOTES	2024		2023	
		£000'S	£000'S	£000'S	£000'S
Net cash (outflow)/inflow from operating activities	22		(198)		214
Investing activities					
Dividends and interest from investments		453		275	
Sale of investments		1,564		2,325	
Purchase of tangible fixed assets		(37)		(79)	
Purchase of investments		(1,708)		(2,448)	
Net cash inflow/(outflow) from investing activities			272		73
Change in cash and cash equivalents in the reporting period			74		287
Cash and cash equivalents at the beginning of the reporting period	23		9,495		9,208
Cash and cash equivalents at the end of the reporting period	23		9,569		9,495

There is no net debt in current or preceding year.

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2024

1 Accounting Policies

Basis of preparation of Group Financial Statements

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) (Second Edition effective 1 January 2019) – (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Saint Francis Hospice meets the definition of a public benefit entity under FRS102. Assets and Liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant account policy note(s).

The financial statements consolidate the results of the charity and its wholly owned subsidiary Saint Francis Hospice (Trading) Limited on a line by line basis.

Preparation of accounts on a going concern basis

The Trustees consider that there are no material uncertainties about the hospice's ability to continue as a going concern. The most significant area of uncertainty is the level of income which needs to be raised every year and is covered in more detail in the performance and risk sections of the Trustees' report. The review of the hospice's financial position, reserves levels and future plans gives Trustees confidence that it remains a going concern in excess of 12 months from the date of approval of these financial statements.

Estimation, uncertainty and judgements

In the application of the accounting policies, Trustees are required to make judgement, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period and future periods.

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from legacies. The estimated value of each outstanding legacy at 31 March is calculated in accordance with the principles set out in the Income section below. Another significant area of assumption is in respect of depreciation of fixed assets. The rates of write down are shown in the Tangible Fixed Assets note below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

Income

All income including donations is recognised once the charity has entitlement to the income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Legacies are accounted for as income upon receipt or where the receipt of the legacy is probable; this will be once confirmation has been received from the representatives of the estates that payment of the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled. Material legacies which have been notified but not recognised, as income in the Statement of Financial Activities because the amount receivable cannot be measured reliably are disclosed in a separate note to the accounts with an estimate of the amount receivable.

Service agreement income is recognised as income in the period to which the income relates.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

Goods donated for resale

Donated items of goods for resale are not included in the financial statements because the Trustees consider it impractical to be able to assess the amount of donated stocks. This is because there are no systems in place to record these goods until they are sold. A stocktake would incur costs to the charity which would far outweigh the benefits.

Expenditure

Expenditure is accounted for on an accruals basis once there is an 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. Where possible costs are allocated directly to main expenditure categories of the SOFA, but where this is not possible these are allocated on the bases set out in the note to the accounts. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Expenditure is classified under the following headings:

- Costs of Raising Funds comprises direct fundraising costs incurred

in seeking donations, legacies and grants from trusts, together with direct costs associated with trading income together with an allocation of indirect support costs.

- Expenditure on charitable activities includes the direct costs of providing specialist palliative care and support community services, research and other educational activities undertaken to further the purposes of the charity, together with an allocation of indirect support costs.
- Support costs are those costs which are necessary to the delivery of hospice services but are not part of the direct costs of the expenditure categories in the SOFA. These relate to governance, premises, catering, central administration, finance, ICT, People and Culture, and vehicles.

Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated to write off the cost of fixed assets other than land on a straight line basis over their estimated useful lives. Fixed assets acquired at a cost of less than £5,000 are not capitalised but shown as expenditure in the Statement of Financial Activities.

Freehold buildings
2% on cost

Fixtures, fittings & equipment
25% straight line

Motor vehicles
25% straight line

Leasehold improvements
period of the lease

Investments

Investments include listed investments. Listed investments are a form of basic financial instrument and are initially shown in the financial statements at market value. They are subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Net gains and losses on the SOFA represent realised and unrealised gains on investments. Realised gains or losses are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains or losses are calculated as the difference between the fair value at the year-end and their carrying value.

Stock

Stocks of new goods are stated at the lower of cost and net realisable value. Stocks of donated goods are not included in the financial statements.

Debtors

Debtors are recognised at the settlement amount due after taking into account any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash and bank

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening the deposit or similar account

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.

Fund accounting

Funds held by the charity are either:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Designated funds – these are funds set aside by the Trustees out of unrestricted general funds for specific purposes.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – these are funds where the donor has requested that the initial donation remains intact.

Pensions

A defined contribution pension scheme is in operation for the benefit of the charity's employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

The majority of staff are members of either the National Health Service Pension Scheme ("the NHS scheme") or defined contribution schemes operated by the charity. Contributions are made by both employees and employer. Although the NHS scheme is a defined benefit scheme, the nature of the scheme is such that the charity cannot identify its share of the scheme's underlying assets and liabilities. In accordance with FRS102, payments to the NHS scheme have been treated in the same way as contributions to the defined contribution schemes and the payments made by the charity

are charged against the profits of the year in which they become payable.

The hospice's employer contribution to the NHS Pension Scheme is at a rate set by the Government Actuary. The hospice's employer contribution to defined contribution schemes is in accordance with the rules of the schemes and where applicable auto-enrolment rules.

Other employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised at transaction value and subsequently measured at their settlement value.

Leasing commitments

Rental costs under operating leases are charged to the SOFA over the period of the lease.

2 Donations And Gifts

	2024 €000'S	2023 €000'S
General donations	2,913	3,356
Essex County Council	-	33
	2,913	3,389

Included in general donations are restricted donations of £210,000 (2023: £44,000).

3 Results Of Related Entities

(a) Net income from trading activities of subsidiary company

Saint Francis Hospice (Trading Company) Limited which is registered in England and Wales, sells new goods in the charity's shops. The taxable profits of the company are donated directly to Saint Francis Hospice. A summary of the trading results is shown below. There are no material changes in the operating costs from those incurred last year.

Summary profit and loss account

	TOTAL 2024 £000'S	TOTAL 2023 £000'S
Turnover	8	10
Cost of new goods	(11)	(5)
GROSS (LOSS)/PROFIT	(3)	5
Other operating costs	-	-
	(3)	5
Amount donated to Saint Francis Hospice	-	(5)
Retained in subsidiary company	(3)	-
The assets and liabilities of the company are:		
Current assets	15	18
Creditors: amounts falling due within one year	-	-
TOTAL NET ASSETS	15	18
Aggregate share capital and reserves	15	18

(b) Net income from linked charity

Saint Francis Hospice Development Trust is linked to Saint Francis Hospice under a Uniting Direction issued by the Charity Commission on 28 December 2006. Since that date there has been no income or expenditure in Saint Francis Hospice Development Trust.

4 Results Of The Charity

As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities and Income and Expenditure Account for Saint Francis Hospice have not been included in these financial statements. The results of the charity, as disclosed on its Statement of Financial Activities before consolidation, show total income of £12,384k (2023: £11,878k), total expenditure of £11,743k (2023: £11,608k) and net investment gains of £417k (2023: £422k net losses). Net income for the year was £1,058k (2023: £152k net expenditure).



TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDING 2024

5 Expenditure

	COST OF OPERATING SHOPS £000'S	FUNDRAISING AND PUBLICITY £000'S	HOSPICE SERVICES £000'S	PROVISION OF GOVERNANCE £000'S	TOTAL 2024 £000'S	TOTAL 2023 £000'S
DIRECT COSTS						
Staff costs	798	878	6,242	66	7,984	8,108
Nursing supplies	-	-	153	-	153	189
Catering	-	-	245	-	245	197
Cleaning	17	-	76	-	93	80
Travel	21	7	42	-	70	65
SUPPORT COSTS						
Utilities	85	-	127	-	212	131
Premises	624	-	443	-	1,067	997
Other	202	59	209	-	470	401
Printing, postage and stationery	6	11	38	-	55	53
IT costs	45	89	311	-	445	460
Legal and professional	-	-	148	26	174	179
Audit and accountancy	-	-	-	51	51	35
Pepperell Education Centre running costs	-	-	24	-	24	29
Depreciation	-	-	127	-	127	122
Direct marketing appeals	-	198	-	-	198	209
Events	-	2	-	-	2	9
Lottery operations	-	96	-	-	96	109
Merchandise	-	8	-	-	8	2
Other fundraising costs	-	243	-	-	243	187
Other project costs	-	-	37	-	37	51
Governance Costs reallocation	22	20	101	(143)	-	-
TOTAL EXPENDITURE	1,820	1,611	8,323	-	11,754	11,613

Support costs are allocated on the basis of estimated usage by the activity. Governance costs have been apportioned on the basis of staff costs.

GOVERNANCE COSTS

	2024 £000'S	2023 £000'S
Staff Costs	66	56
Legal and professional	26	46
Audit and accountancy	51	35
	143	137

Net (expenditure)/income for the year is stated after charging:

	2024 £000'S	2023 £000'S
Auditor's remuneration - audit	24	22
Auditor's remuneration - other	18	1
Depreciation	127	122
Operating lease rentals - Land and buildings	574	566



6 Staff Costs

	2024 NUMBER	2023 NUMBER
The average monthly number of full and part time employees during the year was:		
Direct services to individuals	140	129
Hospice administration	46	50
Fundraising/publicity	31	26
Education services	6	7
Retail	41	39
	264	251
The full time equivalent at 31 March	170	177
TOTAL EXPENDITURE		
Salaries	6,389	6,467
Social security costs	567	616
Pension costs	519	518
Other staff costs	299	273
	7,774	7,874
Seconded staff	210	234
	7,984	8,108

The number of staff paid over £60,000 during the year was:

	GROUP		COMPANY	
	2024 NUMBER	2023 NUMBER	2024 NUMBER	2023 NUMBER
£60,001 - £70,000	1	1	1	1
£70,001 - £80,000	3	2	3	2
£80,001 - £90,000	-	1	-	1
£90,001 - £100,000	-	1	-	1
£100,001 - £110,000	1	-	1	-

Senior Management Team remuneration totalled £653,834 (2023: £556,611) including Pension & Employer NI. Retirement benefits in respect of these employees totalled £44,791 (2023: £57,618).

The hospice also benefits from, and the Trustees gratefully acknowledge, the inestimable value of the unpaid efforts of over 655 volunteers who give freely of their time in a variety of ways covering a full range of hospice activities including medical, nursing, administration, fundraising, shops, transport and maintenance.

7 Trustees

None (2023: none) of the Trustees were reimbursed (2023: £nil) for travel incurred during the year. No Trustee received remuneration or any other benefits in either the current or comparative year.



8 Tangible Fixed Assets

Land and buildings	THE HALL LAND AND BUILDINGS £000'S	OTHER FREEHOLD PROPERTY £000'S	TOTAL £000'S
GROUP AND COMPANY COST			
At 1 April 2023	4,724	126	4,850
At 31 March 2024	4,724	126	4,850
DEPRECIATION			
At 1 April 2023	2,337	46	2,383
Charge for the year	94	2	96
At 31 March 2024	2,431	48	2,479
NET BOOK VALUE			
At 31 March 2024	2,293	78	2,371
At 31 March 2023	2,387	80	2,467

Freehold land and buildings have not been revalued. The Trustees consider that there is no advantage in obtaining a valuation as the properties are all exclusively used for charitable purposes.

Other tangible fixed assets	LEASEHOLD IMPROVEMENT £000'S	FIXTURES & FITTINGS £000'S	MOTOR VEHICLES £000'S	TOTAL £000'S
GROUP AND COMPANY COST				
At 1 April 2023	152	763	126	1,041
Additions	-	-	37	37
Disposals	-	-	(28)	(28)
At 31 March 2024	152	763	135	1,050
DEPRECIATION				
At 1 April 2023	152	763	57	972
Charge for the year	-	-	31	31
Disposals	-	-	(28)	(28)
At 31 March 2024	152	763	60	975
NET BOOK VALUE				
At 31 March 2024	-	-	75	75
At 31 March 2023	-	-	69	69

9 Fixed Asset Investments

	2024 £000'S	2023 £000'S
GROUP AND COMPANY		
Quoted investments		
Market value at 1 April 2023	6,375	6,330
Additions at cost	2,207	2,448
Disposals at opening book value	(1,582)	(1,981)
Net gains/(losses) on revaluation	417	(422)
At 31 March 2024 - valuation	7,417	6,375
Cash with investment managers	104	86
Market value at 31 March 2024	7,521	6,461
At 31 March 2024 - historical cost (including cash)	6,000	5,234

All investments are held in the United Kingdom and are valued at bid price. All investments are under the management of Investec Wealth and Investment Limited.

Saint Francis Hospice owns 100% of the ordinary share capital of Saint Francis Hospice (Trading Company) Limited, a company registered in England and Wales (see note 3a).

The hospice holds investments in the Hospice Quality Partnership. The nominal value of the investment was £10 at the time of its acquisition. The value of the investment is not readily available or easily quantifiable and consequently, no valuation has been included for this investment in these financial statements.

10 Stocks

	GROUP		COMPANY	
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
New goods for resale	12	18	-	-

11 Debtors

	GROUP		COMPANY	
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
Legacies receivable	1,282	1,126	1,282	1,126
Other debtors and prepayments	826	1,001	826	1,001
Amounts owed by trading subsidiary	-	-	-	5
	2,108	2,127	2,108	2,132

12 Creditors: amounts falling due within one year

	GROUP		COMPANY	
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
Taxation and social security	146	256	146	256
Trade creditors	148	209	148	209
Other creditors	171	91	171	91
Accruals	469	416	469	416
Deferred income (see below)	41	39	41	39
	975	1,011	975	1,011

Movements in deferred income:

	GROUP & COMPANY	
	2024 £000'S	2023 £000'S
Deferred income at 1 April	39	48
Applied during the year	41	39
Released during the year	(39)	(48)
Deferred income at 1 March	41	39

13 Pension And Other Post-Retirement Benefit Commitments

The hospice operates a defined benefit scheme for staff previously employed within the National Health Service. The contributions are determined at a rate set by the Government Actuary on the basis of periodic valuations. The employer's contribution rate for the year was 14.38%. The pension cost for the year was £175,438 (2023: £180,705).

The hospice operates a defined contribution pension scheme for those members of staff not included in the NHS Superannuation Scheme.

The assets of the scheme are held separately from those of the hospice in a fund administered by Aviva. The employers contribution rate was between 6.5% and 8.5%, depending on the employee's contribution. The pension costs represent contributions payable by the hospice for pension and death in service benefits, which amounted to £343,283 (2023: £337,125).



14 Funds

	UNRESTRICTED £000'S	RESTRICTED £000'S	ENDOWMENT £000'S	TOTAL £000'S
GROUP				
At 1 April 2023	19,347	226	53	19,626
Net movement in funds	935	120	-	1,055
At 31 March 2024	20,282	346	53	20,681
COMPANY				
At 1 April 2023	19,329	226	53	19,608
Net movement in funds	938	120	-	1,058
At 31 March 2024	20,267	346	53	20,666

	UNRESTRICTED £000'S	RESTRICTED £000'S	ENDOWMENT £000'S	TOTAL £000'S
GROUP				
At 1 April 2022	19,440	285	53	19,778
Net movement in funds	(93)	(59)	-	(152)
At 31 March 2023	19,347	226	53	19,626
COMPANY				
At 1 April 2022	19,422	285	53	19,760
Net movement in funds	(93)	(59)	-	(152)
At 31 March 2023	19,329	226	53	19,608

15 Company Status

The charity is a company limited by guarantee. In the event of the charity being wound up, each member guarantees the maximum sum of £20. At 31 March 2024 there were 10 guaranteeing members.

16 Endowment Funds

	2024 £000'S	2023 £000'S
GROUP AND COMPANY		
Balance at 1 April	53	53
Net gains/(losses) on revaluation	-	-
	53	53
Expenditure	-	-
Balance at 31 March	53	53

These funds represent donations where the donors requested the capital remains intact and the income be used for specific purposes.

17 Restricted Funds

The income funds of the charity include restricted funds held on trust for specific purposes:

	BALANCE 1 APRIL 2023 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	BALANCE 31 MARCH 2024 £000'S
GROUP AND COMPANY					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	27	3	(2)	-	28
City Bridge Trust	-	42	(1)	-	41
Ground & Gardens	35	-	(4)	-	31
Hospice @ Home	9	132	(57)	-	84
Young Adult Transition Group	23	12	(4)	-	31
Ward	31	14	(17)	-	28
Covid Bereavement	14	-	(1)	-	13
Others	29	7	(4)	-	32
	226	210	(90)	-	346

	BALANCE 1 APRIL 2022 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	BALANCE 31 MARCH 2023 £000'S
GROUP AND COMPANY					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	26	4	(3)	-	27
Children In Need	15	-	(15)	-	-
Children In Need	72	-	(72)	-	-
Young Adult Transition Group	18	6	(1)	-	23
Ward	22	20	(11)	-	31
Covid Bereavement	14	-	-	-	14
Others	60	14	(1)	-	73
	285	44	(103)	-	226

Restricted funds purpose:

Kay Julia Miller Trust	To run Pemberton Place, a multi-user facility supporting people to enjoy complementary therapies, creative therapies, physiotherapy, active groups, breathe easy groups, and social groups.
Family support	To help and support families and young children.
City Bridge Trust	To support a Child and Family Therapist role to provide therapeutic support for children and young people.
Ground and Gardens	To keep the gardens bright and colourful for individuals and their loved ones to enjoy.
Hospice @ Home	To support the care of people staying in their own home.
Young Adult Transition Group	To support young adults and their families.
The Ward Fund	For purchasing specialist equipment for our Ward (previously the IPU or Inpatient Unit).
The Covid Bereavement	To support people who identify themselves as affected by covid related death.
Other Restricted Funds	Represents 10 other funds with restricted purposes with a balance less than £9k.

18 Designated Funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	1 APRIL 2023 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	31 MARCH 2024 £000'S
GROUP AND COMPANY					
Fixed Asset fund	2,536	-	(127)	37	2,446
ICT Digital Strategy fund	42	-	(16)	-	26
Digital People Strategy fund	120	-	(22)	-	98
Hall Works fund	42	-	-	-	42
Estate Repairs fund	151	-	(1)	-	150
Estate Repairs (Year 2) fund	-	-	(23)	172	149
SCCS Refurbishment	-	-	(17)	73	56
Ward Transformation (2023-25)	-	-	(231)	238	7
	2,891	-	(437)	520	2,974

	1 APRIL 2022 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	31 MARCH 2023 £000'S
GROUP AND COMPANY					
Fixed Asset fund	2,579	-	(122)	79	2,536
ICT Digital Strategy fund	120	-	(78)	-	42
Digital People Strategy fund	-	-	(11)	131	120
Hall Works fund	136	-	(94)	-	42
Estate Repairs fund	238	-	(87)	-	151
	3,073	-	(392)	210	2,891

Designated funds purpose:

Fixed Asset Fund	The net book value of fixed assets, excluding amounts funded from restricted income.
The ICT Digital Strategy Funds	To support a more agile and creative approach to the way services are delivered going forward.
Digital People Strategy Fund	To deliver the people strategy including investment in replacement systems.
Hall Works fund	To meet substantial heating and window replacement project costs.
Estate Repairs fund	To fund specific urgent repair works on the hospice premises in the year ended 31 March 2023.
Estate Repairs (Year 2)	To fund specific urgent repair works on the hospice premises in the year ended 31 March 2024.
SCCS Refurbishment	To fund additional works to the hospice premises in response to the discovery of asbestos.
Ward Transformation (2023-25)	To fund initial consultancy work for a ward transformation programme.

19 Analysis Of Net Assets Between Funds

	ENDOWMENT FUNDS £000'S	OTHER RESTRICTED FUNDS £000'S	UNRESTRICTED FUNDS		2024 TOTAL £000'S
			(GENERAL) £000'S	(DESIGNATED) £000'S	
GROUP					
Tangible fixed assets	-	-	-	2,446	2,446
Investments	-	-	7,521	-	7,521
Other net assets	53	346	9,787	528	10,714
TOTAL NET ASSETS	53	346	17,308	2,974	20,681
COMPANY					
Tangible fixed assets	-	-	-	2,446	2,446
Investments	-	-	7,521	-	7,521
Other net assets	53	346	9,772	528	10,699
TOTAL NET ASSETS	53	346	17,293	2,974	20,666

20 Commitments Under Operating Leases

At the year end, the charity and group were committed to make the following payments in total in respect of operating leases.

	LAND AND BUILDINGS		OTHER	
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
GROUP				
Within one year	92	563	6	10
Between two and five years	843	1,239	6	8
In over five years	565	254	-	-
	1,500	2,056	12	18

21 Related Parties

The company has taken advantage of the exemptions conferred by Section 33 of FRS 102 - Related Party Transactions; not to disclose transactions between the hospice and its wholly owned subsidiary.

There were no other related party transactions in the year (or prior year).

22 Reconciliation Of Changes In Resources To Net Cash Inflow/ (Outflow) From Operating Activities

	2024 £000'S	2023 £000'S
NET (EXPENDITURE)/INCOME FOR THE REPORTING PERIOD (AS PER THE STATEMENT OF FINANCIAL ACTIVITIES)	1,055	(152)
Adjustments for:		
Depreciation of tangible fixed assets	127	122
(Gains)/losses on investments	(417)	422
Dividends and interest from Investments	(453)	(275)
Donated shares	(499)	-
(Increase)/decrease in stock	6	(12)
Decrease/(increase) in debtors	19	167
(Decrease)/increase in creditors	(36)	(58)
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	(198)	214

23 Analysis Of Cash And Cash Equivalents

	2024 £000'S	2023 £000'S
Cash in Hand	385	148
Notice deposits	9,184	9,347
Total cash and cash equivalents	9,569	9,495

Analysis of the balances of cash as shown in the balance sheet

	CHANGE IN YEAR			
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
Saint Francis Hospice	9,566	9,490	76	284
Saint Francis Trading (Company) Limited	3	5	(2)	3
	9,569	9,495	74	287

24 Comparative Consolidated Statement Of Financial Activities (2023):

	UNRESTRICTED FUNDS £000'S	RESTRICTED FUNDS £000'S	ENDOWMENT FUNDS £000'S	TOTAL 2023 £000'S
INCOME FROM:				
Donations and gifts	3,345	44	-	3,389
Legacies	1,905	-	-	1,905
Charitable Activities:				
Service agreements with Clinical Commissioning Groups	3,844	-	-	3,844
Trading Activities:				
- Shops	2,257	-	-	2,257
- Education	98	-	-	98
Investment Income and Interest	275	-	-	275
Other income	115	-	-	115
TOTAL INCOME	11,839	44	-	11,883
EXPENDITURE:				
Raising Funds:				
Cost of operating shops	1,809	-	-	1,809
Fundraising and publicity	1,582	-	-	1,582
Charitable Activities:				
Hospice services	8,119	103	-	8,222
TOTAL EXPENDITURE	11,510	103	-	11,613
Net income/(expenditure) before investment (losses)/gains	329	(59)	-	270
(Losses)/gains on investments	(422)	-	-	(422)
Net (expenditure)/income	(93)	(59)	-	(152)
Transfers between funds	-	-	-	-
Net movement in funds	(93)	(59)	-	(152)
Reconciliation of funds:				
Total Funds brought Forward	19,440	285	53	19,778
TOTAL FUNDS CARRIED FORWARD	19,347	226	53	19,626

THANK YOU



WHERE WE CARE

An individual's Home

At the Hospice

In Care Homes

In Community Hospitals

OUR HOSPICE CATCHMENT AREA



Saint Francis Hospice 
Caring for you

Shops 
Saint Francis Hospice 

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 Registered with FUNDRAISING REGULATOR