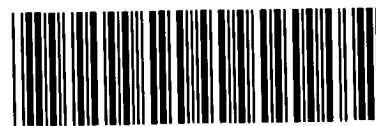


Annual report

and accounts 2019-20



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St Christopher's Hospice
annual report and accounts 2019-20
www.stchristophers.org.uk

St Christopher's
More than just a hospice

About

St Christopher's

At St Christopher's Hospice (referred to as 'St Christopher's') our vision is of a world in which all dying people and those close to them have access to the care and support they need, when and wherever they need it.

We were founded in 1967 by Dame Cicely Saunders and, over 50 years later, her words still remain at the heart of everything we do: "You matter because you are you, and you matter until the last moment of your life."

Each person is unique and we tailor our care to meet social, emotional and spiritual needs, as well as manage physical symptoms. Last year we provided care and support to over 7,500 people across south east London, both at home and in the hospice.

We passionately believe that everyone should have access to the best care at the end of their lives and we exist to relieve suffering for anyone with a terminal or life-limiting illness. We provide bereavement support and spiritual help and guidance for patients, those close to them and our wider community.

We're actively involved in research around end of life care, training health and social care professionals and teaching students to become the palliative care experts of the future. Through our extensive education programme, we work with people across the world to improve and develop hospice care.

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St Christopher's
More than just a hospice



An introduction from our Chair, Morgan Jones

Welcome to the annual report and accounts 2019-20 of St Christopher's Hospice. Looking back over the last year I am immensely proud of everything that the team at St Christopher's Hospice has achieved.

We supported 7,592 patients and families, construction continued on our new Centre for Awareness & Response into End of Life (St Christopher's CARE, formerly referred to as the Learning Hub, see page 18 for more information) and the high quality of our care was recognised by our latest Care Quality Commission (CQC) inspection finding us to be 'Outstanding'.

We've also invested much time and energy into the development of our Ambitions which will guide our work for the next three years. You can read more about these on page 53 and we hope you'll give us your support in making these a reality. Together, we can make sure that everyone has access to the care and support they need at the end of life, wherever they may be.

Most notably, the team continued to provide support throughout the Covid-19 pandemic for professionals, patients and their families. They reached more people than ever before.



The high quality
of our care was
recognised by
our latest CQC
inspection

Everyone from nurses and doctors to cleaners and administrators went the extra mile to overcome the challenges presented by Covid-19 and continue to provide support for the 1,100 people under our care at any one time – even if that had to be done in new and different ways.

Our Care Teams continued to care for patients and families on the wards and in the community, wearing PPE to keep themselves and the people they were caring for safe. Every day, they put the needs of others before themselves and, for that, myself and the Board are extremely grateful.

Our IT Team worked quickly to set up remote working software and prepare equipment, so staff who

didn't need to be on site could continue to work remotely. They also supported teams to complete video consultations and virtual meetings using Zoom, reducing the risk of infection by connecting people virtually.

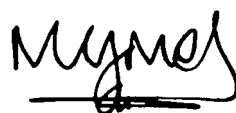
Our charity shop drivers teamed up with our Community Action Team to deliver essential food packages and prescriptions for vulnerable people who were social distancing to keep themselves safe and unable to leave their homes.

Our Wellbeing, Education and Fundraising Teams worked closely with the Communications Team to move their offer online. Within days we were hosting virtual fundraising events, providing virtual learning for hospital and care home colleagues, as well as online wellbeing sessions for patients and the wider public on everything from mindful breathing to arts and exercise classes and gardening.

This support and opportunity to connect meant a great deal to so many, especially those who were living alone and feeling isolated. Liz, whose mum, Betty, attended our virtual art class commented, "Thank you so much for arranging the Zoom art meetings. I can see it's bringing my mum, Betty, great joy just talking to the group and the fact that everyone can chat and stay in touch is heart warming."

Of course, this is a snapshot of the many ways we responded to the challenges of Covid-19 and, without the support of you, this wouldn't have been possible. The outpouring of PPE donations when we couldn't get supplies from the NHS; the financial support you gave to cover our increasing costs as we responded to more people whilst facing the loss of income through closed charity shops and cancelled fundraising events; and the daily donations such as food and hand creams for our staff to let them know you were thinking of them and appreciative of their efforts kept us all going. I have been incredibly proud to be the Chair of St Christopher's Hospice over the last seven years, but never more so than in the last few months.

Thank you, as ever, to staff, volunteers and supporters for your ongoing commitment to St Christopher's Hospice.



Morgan Jones
Chair of Trustees



Our vision, values and strategic priorities

Our vision

"A world in which all dying people, and those close to them, have access to the care and support they need, when and wherever they need it."

The vision of St Christopher's Hospice is clear and every day our staff and volunteers strive to make it a reality. To realise our vision we must be bold, innovative and pioneering and, to help guide the way, we developed five strategic priorities for 2015-20 which have influenced everything we have been doing (see below). Our strategic priorities for the next three years (2020-23), now known as our Ambitions, are on page 53.

Our strategic priorities 2015-20

- Extending our reach
- Driving innovation and new models of care
- Maintaining and improving the quality of care provided by us and others
- Empowering the public around death, dying and loss
- Ensuring our long-term sustainability.

Our values

- Pioneering and bold
- Of and for the community
- Empowering and compassionate
- One team working together
- Expert
- Stronger through partnerships.

Our values are at the heart of St Christopher's Hospice and we strive to embody these in everything we do. Every staff member and volunteer works tirelessly to ensure we provide the best possible care, reflecting our values every day.



Our values are at the heart of St Christopher's Hospice and we strive to embody these in everything we do



What we do with your money



We are here thanks to the generosity of our supporters. Your kindness means that we are able to continue to provide vital services to south east London and beyond.

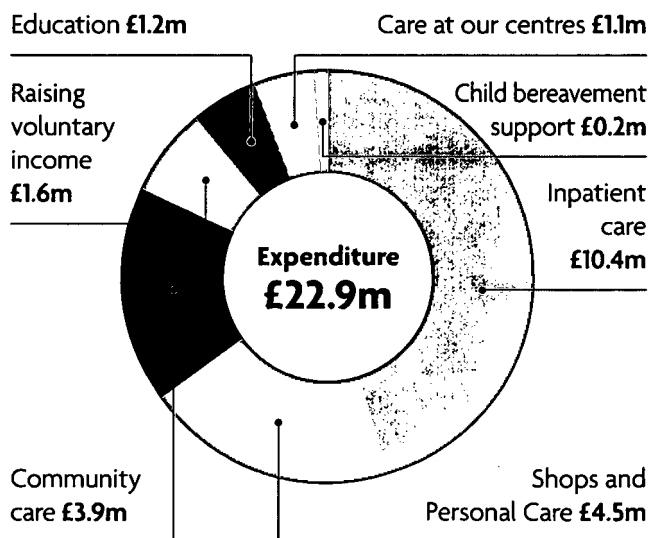
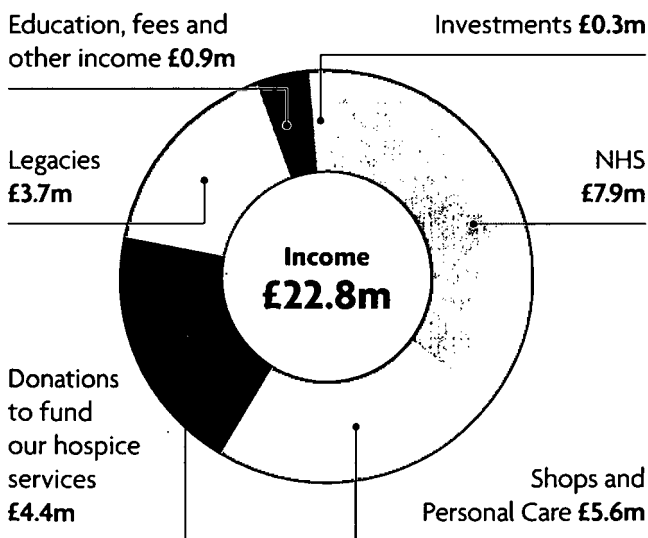
Where our money comes from

An incredible 64% of our income is down to you; be this through taking part in fundraising events, leaving gifts in Wills or buying goods in our shops. We are so very grateful for the money you donate and are careful to invest it wisely, in ways that will best serve the people who need our support. We are also very thankful to

the local Clinical Commissioning Groups whose funding totals 35% of our income. This allows us to continue providing care to people who live in the five boroughs we serve: Bromley, Croydon, Lewisham, Lambeth and Southwark.

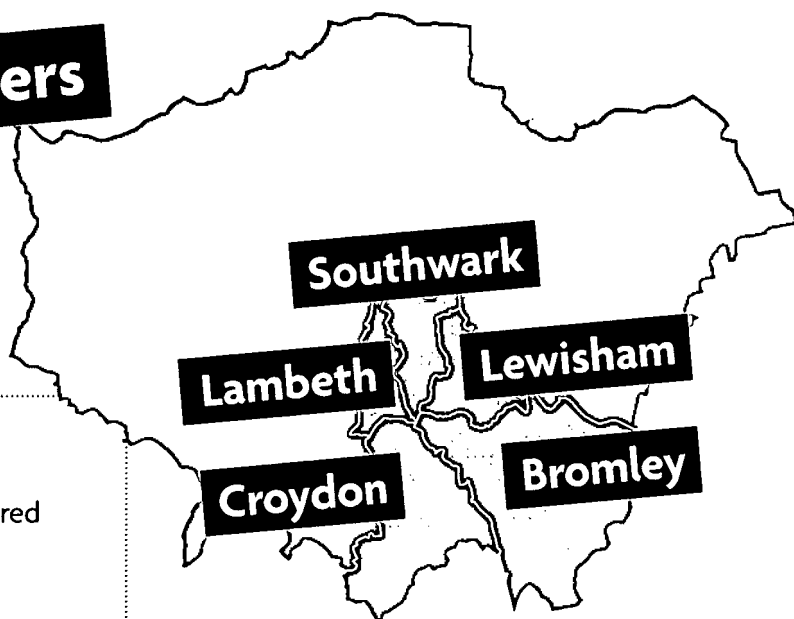
Where our money goes

It cost £22.9m to run St Christopher's Hospice in 2019/20. Here's a breakdown of how we spent the money that you gave us. Please also see our full financial review starting on page 24.



Our year in numbers

2019/20



Number of people we provided care and support for across our five London boroughs

7,500+

Number of staff*

602

Number of volunteers

1,200



Number of out-of-hours visits to patients' and families' homes

1,432

Number of bereavement sessions delivered to families and children

2,537



Number of home visits

14,237



Number of people who attended one of our education events

2,054

Number of people who received support that was delivered by our Personal Care Team

243



Number of countries we provided education and training to

27



Number of customers who visited our 26 shops

560,000+



Number of complementary therapies delivered

1,793



Our hospice lottery raised a grand total of

£413,621



Number of physical rehabilitation sessions delivered

3,061



Number of followers on social media

18,464



The cost every year to run our services is

£23 million



The amount we have to fundraise every year is

£15 million

*Including bank staff

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StChristopher's
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“Staff from the hospice have helped us cut through a lot of the red tape and access support for our customers who are at the end of life”

Kate and Liam work at a homeless hostel we support in Croydon



Extending our reach

We aim to support as many people as possible and tailor our care to meet people's individual needs. Whatever support might be needed, we're there to help.

Supporting people through bereavement

Our Bereavement Help Points launched in 2018 and have been expanding ever since. We now have three in Bromley, two in Lambeth and one each in Lewisham and Croydon. The Bereavement Help Points provide places in the community where people can come to find out more about bereavement services in their area and meet with other people who may be experiencing something similar. Since 2018 the Bereavement Help Points have provided support and guidance for 846 people.

St Christopher's Hospice has been providing bereavement counselling to patients' families for over 45 years. Our Candle Child Bereavement Service extends this support to all children, young people and their families in the five boroughs we serve. In the last financial year Candle received referrals for 257 families and 442 children. Additionally, the service handled 334 calls from people seeking advice around childhood bereavement counselling. Throughout the Covid-19 pandemic, the Candle service has continued to operate by providing telephone support.

Working with carers

Over the last year, we have given increased priority to the support required by carers of people with a terminal illness, in recognition of their vital role.

One of the most pioneering aspects of this work was the development of a toolkit to provide improved support for carers of dying people, who have no recourse to public funds. Working with our Welfare and Social Work Teams, as well as carers in this situation, we identified the significant challenges and dilemmas these carers face and identified new ways for hospice staff and others to support them. These findings are being developed into a toolkit which will also enable others to identify such carers and respond to their needs. We are very grateful to St. James's Place Charitable Foundation,

with the help of Hospice UK, for generously funding this work.

In the course of the year, we responded to a request from NHS commissioners in Lewisham to establish a telephone advice service for carers of people who are dying within the borough. Since the service was established in 2019 we have supported 187 people and are delighted that the NHS has invited us to continue providing this service in the future.

Making end of life care a priority

The 'Better lives, better endings' project, funded by Women in Fellowship and Octavia Housing, offers us a new opportunity to extend end of life care skills into social housing for vulnerable people. We have worked with residents, their families and staff within Octavia to understand their aspirations around end of life and how these can be best achieved. Drawing on these insights, we are creating training materials and other resources that can be used by Octavia and other organisations to help their residents prepare for end of life and enable their staff to support them accordingly. This learning will be disseminated via a conference at the end of the project and be readily available through online resources.

In partnership with University College London, St Christopher's Hospice has been working to extend and improve end of life care for homeless people. The pilot project, which involves community nurses and social workers, is being trialled at two hostels in Croydon. Hospice nurses and social workers are teaching hostel staff how to identify and support people coming to the end of their lives. The intention is to use this project as a framework to support end of life care in other hostels for homeless people across the country.



Bereavement
Help Points have
provided support
and guidance for
846 people

Increased access to our expertise

Over the last year we have supported 862 people on our wards, made over 14,000 visits to people in the community and welcomed people to over 9,000 outpatient sessions at our sites; covering everything from symptom management and gym sessions, to cognitive behavioural therapy and art therapy.

Since 2017 we have experienced a 49% increase in out-of-hours calls. In March 2020, we joined forces with Marie Curie to improve out-of-hours care for people dying in Lewisham and respond to that growing need. The Rapid Response service is available overnight, seven days a week, 365 days a year. With 82% of people saying they would choose to die in the comfort of their own home (*The National Survey of Bereaved People (VOICES) 2014*), services like this one are vital, especially as hospital deaths in Lewisham are higher than the national average at 52.7%. Through the partnership, St Christopher's Hospice and Marie Curie aim to reduce A&E admissions and help people to stay at home, where the majority of people want to be.

Increasing awareness of the hospice and its offer

Our aim is that everyone who needs our support knows who we are and how best to access our services and expertise.

With that in mind, we began talking to local people, through a series of high street surveys, about their knowledge of the hospice and how we could improve awareness of our services in their communities.

Based on those findings, and feedback from the patients and families we support, the hospice brand was refreshed in the summer of 2019. Our new approach places emphasis on communicating clearly and avoiding jargon, using photographs of real people to give the public an honest and authentic view of our work and ensuring our brand is used consistently, so posters and leaflets are instantly recognisable as coming from St Christopher's Hospice.

We hope these measures will help us to better connect with people who need our help and those that can support us in our work.



Our aim is that everyone who needs our support knows who we are and how best to access our services

“Maintaining your independence is important, because when you’re struggling with all kinds of limitations it can help bring a sense of meaning and purpose to life”

Wendy is one of our occupational therapists who supports people to improve their wellbeing through physical rehabilitation



Driving innovation and new models of care

With people living longer and developing more complex needs, it's crucial that we constantly find new ways to care for and support the people that need us.

Supporting people with frailty

Our frailty service, known as Bromley Care Coordination (BCC), continues to develop a new palliative approach to supporting people with frailty. The service enables patients with an advanced illness to receive timely and coordinated care in the community and continues to grow, this year exceeding its target number of referrals (600) by 6%.

We want to share our knowledge and enable others to provide good end of life care for people who live into late old age. For that reason we have developed Cascade – a two-year project which aims to increase the quality of end of life care for older people with severe frailty; generously funded by the Burdett Trust for Nursing. Through collaborative working between community nursing and hospice teams, Cascade has identified key skills for nurses in a variety of settings and, in the next stage of the project, will identify key training resources to support the development and growth of these essential skills and better improve care.

Developing palliative care for people with heart failure

Supporting people with advancing heart failure to live and die well is a key area of focus for us. We are fortunate to have doctors and nurses within our team who have dual expertise in heart failure and palliative care, as well as a nurse practitioner who is dedicated to the support of heart failure patients and the development of related skills in the rest of the hospice workforce. They have been working with colleagues in the local hospital and beyond, to shape and deliver services that address the symptoms of heart failure, as well as end of life care needs. At the heart of this work are monthly multi-disciplinary meetings in which hospice, hospital and community-based colleagues discuss individual patients and how best to support them.

In July last year, in partnership with our hospital colleagues, we ran a national conference on heart failure

and end of life to share our learning from this work. The conference was attended by 110 people and received great feedback. In response to the feedback received, and in partnership with the British Society of Heart Failure and King's College Hospital, we have organised a survey of practitioners across the UK on key aspects of heart failure management and have developed a virtual national community of practice. This draws in hospitals, hospices and community nurses who learn together about this complex area of care.

Dementia services

Dementia is now a leading cause of death in the UK demanding that organisations, such as St Christopher's Hospice, respond proactively and comprehensively to support people with advanced dementia and their carers. We continue to work with Memory Bridge, an American organisation led by Michael Verde, focused on addressing the social isolation that can arise from the disease. Michael's visit in the autumn drew a variety of audiences ranging from the public to professionals in hospices and care homes to learn more about this often-ignored aspect of the condition.

In addition, the hospice runs a virtual community of practice for practitioners in the south east of England around dementia, as part of a national initiative led by Hospice UK. This community meets monthly and comprises other hospices, GPs, a local dementia hub and a research centre. Within the hospice we have developed a network of nurses working as Dementia Champions across our services to develop resources and skills to better support patients, family members and visitors with dementia.

This year we also launched a programme of support for carers of people with dementia at home known as Care with Compassion, which draws on trained volunteers who deliver a programme of comfort and support called Namaste. This is funded by a charity, Hope for Home, which is committed to enabling people with dementia to remain at home. The programme trained 97 people in total across eight events in the last year, 53 of those were from St Christopher's Hospice and 44 were external delegates.

Encouraging people to manage their own care

At St Christopher's Hospice, we have been involved in the 2019-20 Commissioning for Quality and Innovation (CQUIN) study from NHS England, which is looking for ways to give people more control over their care – a key focus for the NHS in their long-term planning.

The study at the hospice involved 50 people, who set themselves goals related to regaining or improving their activity, or alleviating symptoms such as pain and breathlessness. For the first time in a palliative care setting, we used a newly developed system to measure people's success in achieving these goals.

The new system was a success and, going forward, it will help us support and train clinicians to know when to use it as an aid to enabling people to play a more active role in their care.



We want to share our knowledge and enable others to provide good end of life care for people who live into late old age

Maintaining independence through the wellbeing programme

St Christopher's Hospice has always been about more than just great medical care, we're about helping people live well and keep doing the things they enjoy. Keeping fit, being creative and recording their stories all play a part in this.

Our wellbeing programme remains very popular with the people we support. The Living Well at Home Team, who provide support to help people manage daily activities at home, made 245 visits last year. Meanwhile, in our gyms at Orpington and Sydenham, we delivered over 3,000 physical rehabilitation sessions.

Art sessions at the hospice are now open to everyone, with 322 sessions delivered last year. Patients, family, friends and members of the public come together to enjoy the creative process and share their experiences through the mediums of paint, clay, collage and much more. The hospice continues to offer group and one-to-one art therapy sessions.

Working alongside the charity Hospice Biographers, the hospice now has a number of volunteers who have been trained to record the stories of patients. Stories are recorded at broadcast quality and offer patients the chance to record their experiences for those close to them and for the therapeutic benefit of telling their story.

The Bereavement Support Team celebrated the one year anniversary of the Healthy Walks programme in October. Every Thursday afternoon a group of staff, volunteers and members of the community set off from the hospice for a lunchtime walk around Crystal Palace Park. Supported by Walking For Health, this initiative aims to improve people's lives and their health by encouraging simple daily exercise and socialising with others.

**“[St Christopher’s]
always [communicate]
with patients about
their care and treatment
in a way they could
understand”**

The inspectors praising staff
during our recent CQC visit



Maintaining and improving the quality of care provided by us and others

We believe that everyone, regardless of their circumstances or where they live, has a right to high-quality end of life care. That's why it is essential we continue to develop our services and offer education and support to other organisations.

Review by our regulators

We were delighted to receive an 'Outstanding' rating from the CQC in early March, a fair and accurate reflection of the work that our staff and volunteers do to ensure that people's lives matter until their last moment.

The unannounced inspection took place on 11 and 12 December 2019. Inspectors spoke with a variety of patients and staff from all areas of the hospice; from healthcare assistants and orderlies, to welfare and bereavement support workers. The report recognised that we are outstanding overall, having been rated as good in the categories of safe and caring, and outstanding in the remaining categories of effective, responsive and well led.

The inspectors highlighted the high quality of care that we provide; the compassion we have for patients; the kindness of our staff and the clear and regular communication we have with patients to ensure they are involved in decision making about their care.

Identifying areas for improvement

Under the guidance of our Director of Quality and the Quality Governance Team, we have been working hard to strengthen our quality governance processes. In April 2019 we launched our new Model of Quality within the hospice, which has relevance for the whole organisation and not just the care services.

Improving the care of service users has been a key driver in the introduction of the Learning Panels. These groups of multi-disciplinary professionals are used to learn from a complaint or an incident. As a result of Learning Panels, we improved the care of more complex patients in care homes by ensuring their care is regularly reviewed by a consultant; and changed our process for receiving new patients by including all key teams in their initial review.

Quality improvement extends beyond St Christopher's Hospice. We have been working alongside our care home partners to pilot a scheme that provides greater clinical support by placing dedicated clinical staff in our Single Point of Contact team. This work is linked with a new initiative in Croydon which offers telephone support to all care homes, so that their staff get immediate access to expert advice as necessary. Bromley CCG have since introduced the technology to 10 of their care homes.

Encouraging feedback

Improvements in care have always been supported by the collection of patient feedback in our annual VOICES survey, but this year we trained several volunteers to collect real-time feedback from patients on our wards. This feedback, collected within the first four days of a patient's time with us, has made it easier to address concerns and problems at the outset, rather than finding out about these weeks or months later following the patient survey. One action resulting from feedback was the allocation of single rooms, when capacity allowed, to patients who requested greater privacy.

To identify other areas for improvement, we asked patients to provide feedback on our care environment at both sites last year. This involved a number of patients and carers completing a questionnaire focusing on the impression given when arriving in our buildings and the cleanliness, tidiness, decoration and condition of all areas including receptions, Anniversary Centre, Caritas Centre, outpatient clinics, toilets and external areas. In response, we are looking to make improvements to our signage, decoration, artwork, toilet facilities and heating of the reception area.

Measuring our effectiveness

In the last year we have strengthened efforts around measuring and ensuring effectiveness – which we define as an improvement in the health of someone, regardless of their deteriorating condition. Such improvements could include reduced symptoms, less anxiety or depression. We have been working with Hull York Medical School to collect and analyse data regarding individual patients in our care. This data allows us to measure aspects of their health and identify whether

we make a positive difference to them over time. The good news is that for many of our patients we do. The study showed improvements in pain, breathlessness, anxiety and depression, which is a great achievement given how sick many of our patients are.

Staff engagement and happiness

Our staff survey in 2019 was facilitated externally and benchmarked against 46 hospices across the UK. Although our participation rate fell slightly, we felt that the responses remained very representative of the broader workforce views. Importantly, scores were an improvement on the 2018 survey.

Particular areas of note relate to the levels of confidence our staff have in both our Executive Team and our Trustee Board. There were a few areas we will continue to improve in the coming year which include:

- staff health and wellbeing (with attention to work pressures/workload and increasing support available)
- performance management, namely consistency in performance management, supervision and feedback
- reducing impact on the environment, demanding more effort to use energy efficiently and to reduce, reuse and recycle waste
- greater use of technology to improve internal processes/systems
- improving communications across teams/departments.

A series of projects and initiatives are taking place to address these issues, which are actively monitored through our Wider Leadership Group.

During the Covid-19 pandemic we have worked hard to maintain staff engagement and happiness. We provided staff and volunteers with 35 wellbeing sessions produced in the first few weeks of lockdown and made sure staff were kept up to date with organisational developments through a regular briefing.

Developing our skills and expertise

During 2019 we held a number of organisation-wide training workshops for managers and other key staff, designed to support continuous improvement initiatives across the organisation. We completed a full evaluation of the nine-month programme shortly after the programme came to an end. All 24 attendees confirmed they had found the development programme very beneficial in improving their skills and/or their confidence as managers and leaders, and several talked about their desire to take on different or new organisational responsibilities or duties following completion of the programme.

We have also developed and introduced a new Associate Director Development Programme which was designed to support the development of three Heads of Department. The programme is designed to enable these staff to take on more senior roles as and when they become available within the organisation. The two-year programme has been specifically tailored and personalised to meet the needs of those selected. With access to a personal development budget, some protected time and access to a mentor and/or coach, the participants are each undertaking a dedicated piece of work aligned with organisational objectives.

Recruiting and training a skilled paid and volunteer workforce

Maintaining and improving the quality of our care relies on recruiting, training and supporting our workforce so that we can deliver essential services and support now and in the future.

At the end of November 2019, the HR/People Team successfully launched its new Reach Applicant Tracking System (ATS) to help speed up, streamline and improve the efficiency of all of our recruitment and onboarding processes. The new system has enabled our recruiting managers to have greater responsibility for monitoring and managing their vacancies, and the separation of personal information from the application forms has helped to reduce any unconscious bias that may exist. Feedback from recruiting managers has been very positive.



The last year has seen national and international keynote presentations from different members of the hospice team

During 2019, we introduced new Volunteer Taster days. Both days proved to be very popular, particularly across our local communities. The 70 people who came along were able to learn about how we and our volunteers actively support our patients and their families within the hospice and within the local community. The feedback was positive; a comment that particularly stood out was: **"A really super inspirational day; thank you so much to the organisation and the excellent speakers, you made it professional and very enjoyable and we all learnt a lot"**.

We introduced a number of new volunteer roles during 2019 which included staff and manager coaches, workplace mediators and workplace investigators. These roles have provided new ways of supporting and developing our staff and managers, as well as helping to reduce the burden placed upon them in having to manage particular issues within the organisation, in addition to their normal day-to-day duties and responsibilities.

The volunteer coaching programme has been particularly popular with considerable positive feedback from the 28 managers who had access to a professional coach during 2019. The programme has continued into 2020.

Sharing our skills and expertise

In February 2020, representatives from the hospice travelled to Kerala, India. They worked with 38 other people from 13 countries at the Institute of Palliative Medicine (IPM) - a World Health Organization collaborating centre for community participation in palliative and long-term care. They helped leaders develop effective and sustainable palliative care services in low- and middle-income countries as part of a six-month fellowship.

Our Quality End of Life Care for All (QELCA®) programme is designed to support the development of skills and confidence in those new to or unfamiliar

with palliative care. In the last year, QELCA® has been delivered to 32 staff working as part of the London Ambulance Service funded by Health Education England and Macmillan. Further afield, in mid-Nottinghamshire, the Better Together partnership has been set up as a new satellite centre delivering QELCA® on our behalf. QELCA® has a presence in South Korea, Brazil and China, and is anticipated in Australia and Argentina. The beginning of our work in Georgia and Romania is promising and we're excited to see what happens there in the coming year.

Sharing our emerging knowledge has always been an aspiration on the part of St Christopher's Hospice as a leader in the hospice sector. The last year has seen national and international keynote presentations from different members of the hospice team as far flung as the USA, the Czech Republic, Slovenia and Denmark.

Staff within the hospice are mentors on various global learning programmes as well as national leadership programmes. Members of staff have contributed to a number of academic journals over the past year, including *Progress in Palliative Care*, *BMC Palliative Care*, *BMJ Supportive and Palliative Care* and the *International Journal of Palliative Nursing*. Additionally, staff members have contributed to EAPC conferences, blogs and papers.

Learning together locally

One of our most exciting developments in the course of the last year was the development of the Hospice Education Learning Partnership (HELP) with Greenwich & Bexley Community Hospice. We joined forces to provide education and training across south east London and Croydon for care homes, hospitals, community teams and even prisons. By bringing together complementary skills and resources, we can reach more people with greater effectiveness.

Since HELP was established, we have provided training to 1,169 delegates, improving care in a variety of settings.

We are using a virtual method called Project ECHO (Extension of Community Healthcare Outcomes) to develop new communities of learning, through which we aim to share best practice and empower participants through their membership. Such communities have already been established in over 100 local homes and we want to extend this further in the coming year.

To support our care home partners during the Covid-19 pandemic, we provided online access to recorded training sessions for staff and sent out a weekly compilation of pertinent advice and guidance from the government, regulatory and other professional bodies.

A fresh approach to education

Despite the challenges of Covid-19, building work has continued on our new Centre for Awareness & Response into End of Life (CARE), as has strategic planning about how best to use the new space. Funding has been approved to employ a training lead for carers, and to create an oral history project and a virtual tour that details Dame Cicely Saunders' life and work. Construction on our new centre is due to be completed in autumn 2020 with a grand opening planned for the following year. We were also fortunate to receive pro-bono support from leading creative agency, Ogilvy, in the last year. The team there have been working closely with us to develop the name of our new building (St Christopher's CARE), manifesto, visual identity and wider campaigns to maximise its impact.



Maintaining and improving the quality of our care relies on recruiting, training and supporting our workforce, so that we can deliver essential services and support now and in the future

Empowering the public around death, dying and loss

It can be difficult and uncomfortable to talk, think and make plans for end of life. We're working to help more people feel able to confront these challenges and plan for the future.

Inspiring community action

Over the last few years we have made great advances around community action, including the development of new programmes that involve local people in end of life initiatives. However, we know we need to do far more to realise the full impact of these initiatives and so, last year, we appointed a Community Action Lead to coordinate and develop our initiatives in a more strategic and effective way.

The value of this post has been clearly demonstrated throughout the course of the Covid-19 pandemic, which saw the development of a significant community aid programme. This programme provided support to relieve social isolation for 123 people and deliveries of 712 essential food packages and medication.



We are part of a broad collaboration focused on making the process of advance care planning accessible for Lambeth's diverse communities

Promoting death awareness locally


Beginning conversations with people about end of life care and advance care planning is always easier when these ideas are already part of the public conversation.

Creating Conversations in Croydon supported 54 community events in the last year, recording 925 engagements with members of the public about the topics of death and dying.

Lewisham residents had the opportunity to experience an interactive installation entitled 'The Departure Lounge' in the local shopping centre. Initiated by the Academy of Medical Sciences and supported by St Christopher's Hospice, the project was visited by over 2,500 people and received national coverage by a range of media outlets. Staff members and volunteers from the hospice took part in recorded interviews which were available for people to listen to at the installation and on the website.

In Lambeth we are part of a broad collaboration focused on making the process of advance care planning accessible for Lambeth's diverse communities. We have trained 60 volunteers who will support local people to document their wishes and decisions about treatment and care. This is a three year programme supported by the National Lottery.

Our efforts to encourage public engagement in end of life were also evident during Dying Matters Week with the public screening of the BBC's *Horizon* documentary 'We Need to Talk About Death', which was filmed at St Christopher's Hospice and originally aired in 2018.



**“When you’re told you
have a year to live,
it’s the hospital that
delivers the blow but
it’s St Christopher’s
that pick up the
pieces”**

Joe shared his experience of
dying and St Christopher’s
Hospice with *The Guardian*,
and over a quarter of a
million people

Promoting death awareness nationally

Other media events include a Radio 4 programme focused on facing death creatively, which featured our Community Artist. One of our patients, Joe Morris, also appeared on *The Guardian* website and YouTube channel, in a series titled 'Death Land', in which he shared his thoughts on dying. The video has over 260,000 views online, the second highest number for the series.

Our Care Director appeared on *Channel 5 News* to speak about the need to plan for end of life, while the support of comedian Tom Allen invited engagement with our supporters following an article in our *Connections* newsletter encouraging open conversation around death and dying. We hope to work further with him in the future.

Supporting local projects

We have continued to provide opportunities for members of the public to receive training and support so they can reach out to neighbours, friends and others in their community who are seriously ill, bereaved or caring for someone who is dying. Two significant programmes are in place – Compassionate Neighbours and Coach4Care.

Compassionate Neighbours match trained volunteers with someone who is seriously ill or at the end of life and socially isolated, who seeks a new friendship. In the course of the last year, 36 people were supported by 41 compassionate neighbours and 22 neighbours have been recruited and trained.

Coach4Care recruits people who have been carers of someone in the past and who are now interested in coaching a current carer, who will face many of the same challenges and demands. This project gained momentum last year and 36 coaches were recruited and trained, 60 carers were referred and 33 received coaching. The participants in both programmes have been invaluable in the response made by the hospice to the Covid-19 pandemic, forming the backbone of the community aid response.

Thinking deeper about death

We are fortunate to have a senior clinical academic as part of our team who has significant expertise related to new public health approaches in end of life care. She is widely published and has presented her work at a number of national and international meetings this year – sharing learning from St Christopher's Hospice and beyond to develop new thinking about ways of addressing end of life at a population level in the future.



We have continued to provide opportunities for members of the public to receive training and support so they can reach out to neighbours, friends and others in their community

Ensuring our long-term sustainability

With approximately one third of our total income currently provided by the NHS, it's crucial that we develop new ways to increase our funding and make sure we're here for years to come.

Funding

Ensuring that St Christopher's Hospice will be here for future generations is, in no small part, about the creation and careful management of financial resources.

In the course of the last year, three new shops have opened, bringing the total number up to 26. Our retail offer has become increasingly strong in recent years, with an increased income of £4,194k compared to £3,144k last year, and we hope that the addition of shops in Lewisham, Crystal Palace and Biggin Hill will continue to improve income in this area. In its opening weekend our Crystal Palace shop made over £7k in sales – a record figure for our Retail Team.

We know that we must find new income streams beyond those traditionally drawn on by the hospice. Our Head of Retail has recently been appointed as our Director of Commercial Projects. He will continue to have some oversight of the shops and will also focus on identifying new income streams and forging new commercial partnerships. In addition, we are now renting out part of our premises in Orpington to Bromley Healthcare, with whom we work closely at a clinical level. This not only strengthens our relationship with them, but also brings in additional income.

Earlier this year, after negotiations with the NHS about the substantial services that we provide, the NHS agreed an increase to our core funding; we also received a one-off cash boost of approximately £0.5m, this being our share of the £25m funding promised by the Prime Minister towards hospices nationwide in August 2019. All these increases reflect the significant impact that St Christopher's Hospice has in providing palliative care across south east London.

On a sadder note, it is a source of regret that we have decided to close our Personal Care business during 2020/21. Unfortunately, despite our best efforts, we were not able to make the business financially viable. However, we take comfort in the knowledge that the

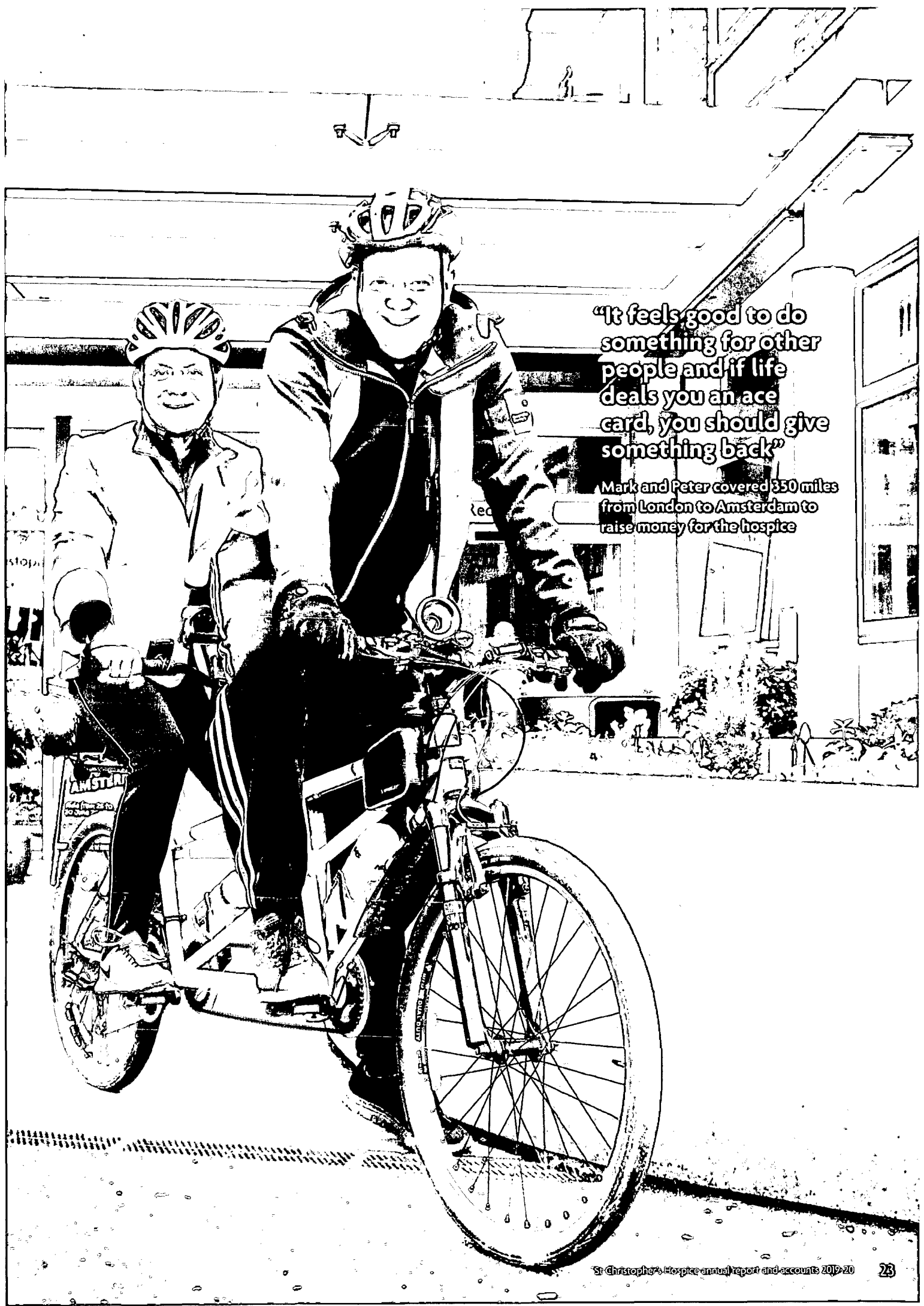
service has been able to provide care for those patients and families in great need, since it was started in 2014.

Fundraising

The Fundraising Team met their targets this year, with significant money raised at major events such as the London to Amsterdam cycle in which 57 cyclists travelled 350 miles, raising over £185k for the hospice. Other successes were our fundraisers in the 2019 London Marathon who raised a phenomenal £65k (over £10k more than the previous year) and our Christmas Market which raised around £15k. It isn't just the events that we organise that keep the hospice going; our committed base of supporters run their own independent events. Last year these supporter events raised £196k – about £15k more than the previous year.

Our annual dinner at the Goldsmiths' Hall welcomed Sir Oliver Letwin as the keynote speaker. The dinner provided the opportunity to explain the work of St Christopher's to a room of influential people in the worlds of finance and law, with the aim of gaining access to much-needed trust funding. As well as the £70k raised in the course of the evening, gifts raised as result of the contacts at the dinner through trusts and foundations totalled around £130k.

Long-term reliance on legacies continues. To improve our income in this area, we will be delivering a more strategic approach to legacy giving at St Christopher's Hospice to harness the power of in-memory giving as a means to steward potential legators. The income provided from gifts in Wills accounts for around half of the money we raise each year from fundraising, and so it is imperative that we speak to people about leaving us a gift in their Will, however big or small, and convey our thanks to those who consider our future in this way.



"It feels good to do something for other people and if life deals you an ace card, you should give something back"

Mark and Peter covered 350 miles from London to Amsterdam to raise money for the hospice

Financial review

These financial statements include the results of St Christopher's Hospice (the 'Charity') and its trading subsidiaries, St Christopher's (Trading) Limited and St Christopher's Personal Care Services Limited ('the Group'), for the year ended 31 March 2020.

The charitable activities of St Christopher's Hospice are identified under five main headings in the Statement of Financial Activities:

- Inpatient care
- Community care/outpatients
- Education and training
- Care at our centres
- Candle Child Bereavement Service.

With the exception of education and training, the services provided to a patient could include one or more of these activities during the course of their care. Therefore the cost of individual patient care may span across one or more of the charitable activities identified.

In addition to these charitable activities, St Christopher's Hospice has a retail company and a personal care company. The activity of these companies is shown on the Statement of Financial Activities as income/costs of trading companies.

For the year ended 31 March 2020, at an operational level, St Christopher's Hospice recorded net expenditure, before other recognised gains and losses, of £37k (2019: £3,104k net income).

Overall, St Christopher's Hospice generated a net decrease in funds of £1,080k (2019: net increase in funds £3,031k). This was after recognising other unrealised gains and losses as follows:

1 Unrealised loss from the investment portfolio of £1,286k (2019: unrealised loss £779k) and a realised gain from the portfolio of £335k (2019: realised gains £945k)

Our investment portfolio managed by Cazenove Capital Management decreased in value from £9,874k at March 2019 to £8,899k at March 2020. This was caused by a drop in value in the final weeks of the year, as a result of turbulence in the market driven by uncertainty and

concerns as a result of the Covid-19 pandemic. Although a significant drop, the investments of St Christopher's Hospice held up well in comparison to general market conditions. There are no plans to draw down on our investment portfolio during 2020/21.

Our bank deposits reduced from £6,588k at March 2019 to £6,136k at March 2020.

Taking our investment portfolio and bank deposits together, our overall investments reduced from £16,462k at March 2019 to £15,035k at March 2020.

2 An actuarial loss from the FRS 102 valuation of the St Christopher's Hospice (1985) Pension Scheme £92k (2019: loss £239k)

The FRS 102 actuarial loss is a result of four factors:

- An actuarial gain on the scheme liabilities of £1,079k (2019: loss of £533k) which arises from a change in the demographic and financial assumptions
- An actuarial loss on the scheme investments portfolio of £456k (2019: gain of £285k)
- Experience losses arising on the plan liabilities of £141k (2019: gains of £9k)
- A loss of £574k to reflect the amount of the pension surplus that is not recoverable (2019: £0k).

Income

Total income received in 2019/20 decreased by 7% to £22,850k (2019: £24,610k). Details of how this has arisen are shown below.

Donations and gifts

Income from donations and gifts for the year of £4,355k were significantly lower (46%) than the prior year (2019: £8,133k). This is because 2018/19 included over £3,795k of money raised specifically to support the construction and initial costs of the new Centre for Awareness & Response into End of Life. With the capital campaign for the centre closing in 2019/20, less was raised for this during the last financial year (£144k).

If income for the Centre for Awareness & Response into End of Life is excluded, donations and gifts for the year were £4,211k (2019: £4,338k). This income is a result of much hard work by the Fundraising Team and continued support from our many donors.

Legacies

Legacies income for the year of £3,743k was lower than last year (2019: £3,949k) reflecting a general trend of decline seen in recent years.

NHS contracts

Income from the NHS of £7,923k (2019: £6,652k) represents just 35% of total income. Income increased during 2019/20 due to an annual increase to our core funding, the awarding of a contract to deliver pharmaceutical services for Guy's and St Thomas', and one-off central government funding to support the hospice sector announced in August 2019.

Income and performance of trading subsidiaries

The revenue of the retail trading company increased by 33% to £4,194k (2019: £3,144k) and profit increased to £1,376k (2019: £806k).

Up to February 2020, we had seen continued income and profit growth from expanding the number of our shops and from a continued programme of transformation. The dedication and commitment from our staff and volunteers has been key to this improvement.

However, the most significant impact of Covid-19 to either the Charity's or trading subsidiaries' finances in the period up to 31 March 2020 has been to our retail trading company. The pandemic harmed the retail sector from February 2020, until we temporarily closed all our shops from 21 March 2020. This meant that we lost retail sales up to 31 March 2020, with much more being lost in 2020/21 with shops being closed up to 18 June 2020.

This loss (and the much more significant loss being felt in 2020/21) has been mitigated by the support from the government via its Covid-19 emergency funding support with the receipt of Retail, Hospitality and Leisure Grants. £550k of this funding has been included within the trading figures for 2019/20. This money will go some way to supporting the financial challenges being felt in 2020/21.

The revenue from the personal care company has decreased to £1,437k (2019: £1,593k). A net operating loss of £272k was made during 2019/20, which follows a net operating loss in the previous year of £82k.

After successive years of operating losses, the directors of St Christopher's Personal Care Services Limited decided the company should cease trading during 2020/21. As such, the accounts for St Christopher's Personal Care Services Limited incorporated within this annual report and accounts have been prepared on a basis other than going concern.

Investment income

Investment income was similar to last year at £339k (2019: £346k)

Education, fees and other income

Education, fees and other income of £859k was also similar to last year (2019: £793k).

Expenditure

Total expenditure in 2019/20 of £22,887k was 6% higher than the prior year (2019: £21,506k). This is a reflection of higher staff costs due to a 3% increase in full-time equivalent (FTE) headcount and year-on-year salary increases (see below).

The costs of raising voluntary income decreased by 10% to £1,561k (2019: £1,728k) as we did not incur costs associated with running a capital appeal in 2019/20.

Staff costs

Staff costs account for 78% of the total costs of the organisation (2019: 77%). During the year the total average FTE headcount increased to 391 (2019: 378). Further details of staff costs and staffing levels can be found in note 7 to the accounts.

Costs of generating funds

The cost of generating funds includes fundraising, publicity expenditure and the expenses of the trading companies.

Reserves policy and going concern

St Christopher's Hospice holds reserves to improve both the financial security and the operational flexibility of the hospice. The Trustees believe that the level of reserves held should be sufficient to cover the risks to which the Charity is exposed, including safeguarding against volatility of key income streams.

The Trustees consider that, in order to meet these needs, and to operate effectively, St Christopher's should aim to build free reserves of £11,000k. The Charity considers free reserves to be the total of unrestricted Group reserves, less designated funds. The designated funds held by the Charity are listed in the notes to the accounts and include provisions for pensions, capital commitments and the net book value of fixed assets. On this basis, free reserves as at 31 March 2020 were £8,656k (2019: £8,395k).

The Trustees have reviewed the financial position of the Charity and its subsidiaries, its forecast cash flows, and its liquidity position for the foreseeable future. This includes the impact of specific Covid-19 risks as described in the principal risks and uncertainties section below. The Trustees believe that the Charity has adequate resources to continue in operational existence for the foreseeable future. As a result, they continue to adopt the going concern basis of accounting in preparing the annual report and accounts.

Investment policy

The Board of Trustees has approved an investment policy and strategy, which is supervised by the Investment Committee.

The primary objective of the investment policy is to provide financial security and stability for the operation of St Christopher's Hospice. The investment policy also recognises that the Charity is exposed to the risk of a sharp fall in its income due to the variability of legacy income and donations, and to uncertainty of funds from the NHS. To reflect this position, the Investment Committee with Cazenove Capital Management continues to invest in a varied portfolio, in accordance with an asset allocation approved by the Investment Committee.

The Bank of England base rate is at a historically low level of 0.1%, and, as a result, interest rates on the cash deposits set out in note 10 to the accounts have shown little improvement. Investment income has decreased slightly to £339k (2019: £346k) of which £76k (2019: £62k) is interest from cash deposits and £263k (2019: £284k) is dividend and interest income from the Cazenove Capital Management charity portfolio.

The Investment Policy states that, among other things, Trustees will not invest directly in a company if it carries out activities which are directly contrary to the purposes of St Christopher's Hospice and, therefore, against its interests and those of its beneficiaries.

Principal risks and uncertainties

The Trustees, in conjunction with the Executive Team, follow a formal process to manage the risks faced by the Charity.

This process focuses on six potential areas of risk: strategic, financial, services, premises, workforce and information. Risks under each of these headings are assessed as to the severity of the risk to the organisation and accompanied with strategies to eliminate or mitigate the risk.

The risk management process is conducted annually and comprises the following:

- 1 Identification and review of key risks facing the organisation, accompanied by consideration of strategies/plans to be employed to mitigate risks by the Executive Team
- 2 Review of the updated risk register and the mitigation plans by the Board of Trustees
- 3 Review and agreement of the risk register and mitigation plans by the Board of Trustees
- 4 Receipt of reports regarding progress and success of mitigation plans by the Board of Trustees.

This process has confirmed that key risks facing the organisation pertain to uncertain levels of statutory and voluntary income available to the organisation, a current gap between levels of income received and expenditure incurred to run the organisation, compliance with health, safety and regulatory requirements, maximising the benefits from our patient management system and safeguarding data.

Actions intended to mitigate these risks include:

- Active exploration of alternative sources of income to support future work
- Widening of the leadership team to share responsibilities for managing internal processes
- Directing additional resources to improve reporting from the electronic patient record system
- A cross-organisational Information Governance Group that leads our approach to managing the risks associated with holding data.

Risks associated with the Covid-19 pandemic

A separate Covid-19 risk register has been maintained from the start of the Covid-19 outbreak. The key risks have evolved and changed in line with the different stages of the pandemic and as the organisation has found ways to manage these risks. As at July 2020, the key risks relate to: uncertain levels of income following cancelled fundraising events and on reopening our shops; staff and volunteers' wellbeing following a sustained period of change and uncertainty; and failure to adapt to future stages of the Covid-19 pandemic.

Actions intended to mitigate these risks include:

- The establishment of cross-organisational groups that meet regularly to lead our response to Covid-19 – this includes groups that focus on both our clinical response and business continuity in our support services
- Encouraging staff to take their annual leave and support for initiatives to hear and address staff/volunteers' concerns
- Scenario analysis to plan for the impact on our operating surplus/(deficit) and overall reserves of a range of possible Covid-19 scenarios
- Reviewing ways of working during the pandemic to identify lessons learned for how we operate in future.

Risks associated with the United Kingdom's decision to leave the EU

The Trustees are continuing to assess the impact on the Charity of the United Kingdom's decision to leave the EU. The Charity has reviewed the potential risks to operations in the context of the Department of Health & Social Care's *EU Exit Operational Readiness Guidance*. This exercise identified possible risks to the availability of some key drugs and supplies. Measures aimed at mitigating the potential impact of these risks have been considered.

The Trustees have also considered the impact of the ongoing economic and political uncertainty on the generation of income and will continue to hold reserves in order to mitigate potential income volatility.

Structure, governance and management

The Board, consisting of the Trustees named at the back of this report, is responsible for the management of the business of the Charity and for exercising its powers in pursuit of its charitable objects.

The Board has delegated some of its administrative powers to committees covering Remuneration & Nominations and Audit. Each committee has its own terms of reference and reports to the Board.

Trustees are appointed by resolution of the Board for a term of up to three years, upon expiry of which they shall be eligible for re-appointment for a further term or terms of up to three years.

Recruitment and induction of new Trustees

The Board is made up of individuals who have a diverse, varied and balanced cross section of life skills and experience. When embarking on the recruitment process the trustee vacancy is advertised on our website, in various publications and on social media. Prospective candidates are invited to submit their CV and outline their relevance for the role. After the closing date, applicants are shortlisted against the person specification and potential candidates are invited to interview. The interviews are usually carried out by the Chair, Vice Chair and a subset of other Trustees; successful candidates are then formally appointed by a resolution of the Board.

New Trustees undertake an induction process designed to equip them with the information and understanding they need to become effective and valuable members of the Board as quickly as possible. The induction process involves the following:

- 1 Provision of an induction pack containing key information about St Christopher's Hospice, the governance structure, the roles and responsibilities of Trustees and the organisational work of the Board of Trustees and its committees
- 2 The support of a current Trustee who will act as a mentor during the first year of the new Trustee

- 3 An induction programme which enables new Trustees to gain a good understanding of the operations of the hospice

- 4 An informal review meeting with the Chair of the Board at the end of a Trustee's first year.

All Trustees give their time voluntarily and receive no benefit from the Charity. Out-of-pocket expenses incurred by the Trustees in the course of carrying out the role can be reimbursed in accordance with the organisation's expenses policy. No expenses were claimed from the Charity this financial year. All Trustees were required to complete and sign an annual declaration of interests and of any relevant gifts received during the year.

Public benefit

The Board is aware of the Charity Commission's guidance in relation to public benefit. This report indicates how our activities have delivered public benefit.

Trustees' duty to promote the success of the Charity – Section 172 statement

Trustees have a duty to promote the success of the Charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

- The likely consequences of decisions in the long term
- The interests of employees
- The need to foster the Charity's relationships with third-party stakeholders which, in the case of St Christopher's Hospice includes dying people and those close to them, the local community, the NHS and our supporters
- The impact of the Charity's operations on the community and the environment
- The desirability of the Charity maintaining a reputation for high standards of business conduct.

The Board delegates day-to-day management and decision-making to the Joint Chief Executives and Executive Team, who are required to act in furtherance of the Charity's strategy. The Board meets at least four times a year, where it assesses progress against the strategy and identifies areas of focus for the following

year, and where it receives updates on the Charity's performance and plans. Its Committees also review performance and plans with regard to the particular activities overseen by the Committee concerned.

By monitoring that management is acting in accordance with the strategy and in compliance with specific policies, the Board and its Committees obtain assurance that in promoting the success of the Charity, due regard is given to the factors set out in section 172.

Engagement with the Charity's main stakeholder groups are as set out on pages 9-22. The Joint Chief Executives regularly report to the Board on key stakeholder relations and engagement activities, current issues and relevant feedback received from interaction with stakeholders.

The Charity's strategy takes into account the likely consequences of any decision in the long term. During the year, Trustees approved a plan for a refresh of our strategic ambitions for 2020-23. These new ambitions and their rationale are as set out on pages 53-55. The Trustees also follow a formal process to regularly manage and review risks that are faced by the Charity as set out on page 27.

The Charity ensures that it maintains a reputation for high standards of business conduct by having in place a range of policies and processes that promote corporate responsibility and ethical behaviour. Areas covered include: fundraising (our fundraising practices are discussed on page 29); gifts, hospitality and anti-bribery; conflicts of interest; safeguarding; bullying and harassment; and whistleblowing. All these policies are reviewed periodically. We also have dedicated leads for safeguarding and whistleblowing within the Executive Team and the Board of Trustees.

Fundraising disclosure

St Christopher's Hospice has voluntarily subscribed to the Fundraising Regulator and is committed to the Fundraising Promise and adherence to the Code of Fundraising Practice set by the Fundraising Regulator.

We encourage the fundraising service providers we engage with to also sign up to the code. Our fundraising effort is led by Compton Fundraising consultants who are members of the Association of Fundraising Consultants (AFC) promoting best practice and mission

to set the very highest standards of fundraising. As a member of the AFC, Compton Fundraising have signed the AFC Code of Practice together with the Fundraising Regulator's Code of Fundraising Practice. Compton Fundraising consultants work closely with the in-house Fundraising Team on a day-to-day basis and set and agree the annual fundraising targets with the Executive Team of St Christopher's Hospice. Performance against targets is monitored and formally presented monthly to the Director of Finance & Corporate Services and Joint Chief Executives.

In addition, the Fundraising Team engages professional third-party suppliers to help us raise funds particularly where we do not have the expertise in house. We have safeguards in place when working with suppliers to protect our supporters and the Charity's reputation, including Lottery Fundraising Services, the company which supports our lottery. We ensure all these agents observe the highest standards in terms of fundraising practice and monitor their performance through the use of mystery shopping and random checks with donors.

St Christopher's Hospice is a member of the Hospice Income Generation Network and many of our fundraisers are members of the Institute of Fundraising.

Our website outlines our complaints policy for the public. We received zero complaints in 2019/20 (2018/19: two complaints). Our policy is to respond to all complaints within 10 days. Serious complaints are escalated to our Executive Team and Trustees to consider lessons learnt. We report to the Fundraising Regulator and Gambling Commission on the totality of our complaints.

We have policies and procedures in place to safeguard the vulnerable and we ensure our fundraisers and third-party suppliers adhere to these policies. We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us. We received no requests through this service last year.

Pay policy for senior staff

The pay of the senior staff is reviewed on a regular basis and normally increased in line with the organisational pay review. The pay of the Joint Chief Executives is set by the Remuneration & Nominations Committee. The pay for the remainder of the senior staff is agreed

by the Joint Chief Executives, in consultation with the Director of People & Organisational Development.

Disabled people

St Christopher's Hospice is a 'Disability Confident' employer. This means that we undertake full and fair consideration of all applications for employment including those made by disabled persons. We offer a guaranteed interview to those applicants who qualify under the 'Disability Confident' scheme and we are also committed to both support disabled people back into the workplace as well as supporting those already employed within the organisation. We have partnership arrangements with a number of external organisations, including the Shaw Trust which helps bring people back into the workplace and the Wolfson Neurorehabilitation Centre, which provides further support for disabled people employed with us.

Equality and diversity

St Christopher's Hospice continued its partnership with Stonewall during 2019/20 to support representatives from the LGBT community. In addition, St Christopher's Hospice signed the 'Mindful Employer Charter' to demonstrate its commitment to supporting individuals with mental health illnesses and to actively seek to alleviate causes of workplace stress where possible.

The organisation has worked hard to improve black and minority ethnic (BAME) staff representation across the organisation and we have been delighted to see an increase from 17% to 22% by the end of 2019/20.

In December, we provided training to the Equality and Diversity Group, members of the Executive Team and other senior managers on 'Conquering Unconscious Bias for a More Diverse and Inclusive Workplace'. Those present completed one or two online assessments to test their own unconscious bias behaviours. Following this training, we are exploring where unconscious bias may exist within the organisation, to ensure that our systems and processes are sufficiently robust to prevent any such biases from turning into non-inclusive or discriminatory behaviours.

Gender pay gap

The gender pay gap information shows any difference in the average earnings between all men and all women

employed across the organisation. The April 2019 data identified that of our 526 staff (excluding bank workers) 86% were women and 14% were men.

Our data identified that the average hourly rate was 8.1% higher for men in April 2019 compared to 12.9% in April 2018.

There has also been a small increase in the number of full-time female workers compared to 2018, which has helped to improve the overall balance of the Median data from being 3.4% lower for women in 2018 to 0.61% lower for women in 2019.

Employee information

St Christopher's Hospice is committed to providing information to employees on matters of concern to them and consulting employees, or their representatives (e.g. via our Staff Forum), on a regular basis so that their views can be taken into account when making decisions.

Statement of Board's responsibilities

The Board members (Directors for the purposes of company law) who served during the year, and the period for which they were in office, are detailed on page 58.

The Board is responsible for preparing the Report of the Board of Trustees and the financial statements in accordance with applicable law and regulations.

Company law requires the Board to prepare financial statements for each financial year. Under that law the Board has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Board must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the result of the Group for that period. In preparing these financial statements, the Board are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgments and accounting estimates that are reasonable and prudent

- Follow applicable accounting standards
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

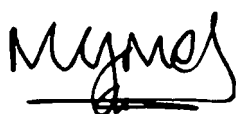
The Board is responsible for keeping adequate accounting records which are sufficient to show and explain the Group and Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to auditors

The Trustees have taken all necessary steps to make themselves aware, as Trustees, of any relevant audit information and to establish that the auditors are aware of that information.

As far as the Trustees are aware, there is no relevant audit information of which the Charity's auditors are unaware.

Signed on behalf of The Board of Trustees



Morgan Jones
Chair of Trustees
St Christopher's Hospice, 51-59 Lawrie Park Road,
London SE26 6DZ
23 July 2020

Independent auditor's report to the Members of St Christopher's Hospice

Opinion

We have audited the financial statements of St Christopher's Hospice (the 'Charity') for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity 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 *FRS 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 Charity and the Group's affairs as at 31 March 2020 and of the Group's income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

Other information

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

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 Strategic Report and Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Trustees' Report.

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specific by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Board's responsibilities set out on page 30, the Trustees 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 Charity'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 Charity 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.

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 the audit report

This report is made solely to the Charity'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 Charity'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 Charity and the Charity's members as a body for our audit work, for this report, or for the opinions we have formed.



Stephen Mills

Senior Statutory Auditor

for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 4FS

13 October 2020

Consolidated statement of financial activities for the year ended 31 March 2020

	Notes	Unrestricted funds £'000	Restricted funds £'000	2020 Total £'000	2019 Total £'000
Income from					
Donations and gifts		3,769	586	4,355	8,133
Legacies		3,743	–	3,743	3,949
Charitable activities					
<i>NHS funding for patient care</i>	2	7,923	–	7,923	6,652
<i>Education, fees and other income</i>	3	859	–	859	793
Other trading activities					
<i>Income of trading companies</i>	4	5,631	–	5,631	4,737
<i>Investment income</i>		339	–	339	346
Total income		22,264	586	22,850	24,610
Expenditure on					
Raising voluntary income		1,561	–	1,561	1,728
Trading companies	4	4,527	–	4,527	4,013
		6,088	–	6,088	5,741
Charitable activities					
<i>Inpatient care</i>		10,356	59	10,415	9,576
<i>Community care/outpatients</i>		3,699	154	3,853	3,617
<i>Education and training</i>		1,113	131	1,244	1,473
<i>Care at our centres</i>		1,020	86	1,106	936
<i>Candle Child Bereavement Service</i>		138	43	181	163
		16,326	473	16,799	15,765
Total expenditure	5	22,414	473	22,887	21,506
Net (expenditure)/income before transfers	6	(150)	113	(37)	3,104
Transfer between funds (relate to capital programme)		2,053	(2,053)	–	–
Net income/(expenditure) before other recognised gains and losses		1,903	(1,940)	(37)	3,104
Other recognised gains/losses					
Actuarial (losses)/gains on defined benefit pension scheme	19	(92)	–	(92)	(239)
Gain on investments: realised	10	335	–	335	945
Loss on investments: unrealised	10	(1,286)	–	(1,286)	(779)
Net movement in funds		860	(1,940)	(1,080)	3,031
Total funds at 1 April 2019	15, 16, 17	26,789	5,214	32,003	28,972
Total funds at 31 March 2020	15, 16, 17	27,649	3,274	30,923	32,003

All recognised gains and losses are included in the consolidated statement of financial activities.

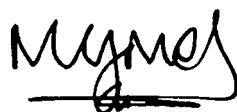
St Christopher's Hospice and St Christopher's (Trading) Ltd transactions are derived from continuing activities. St Christopher's Personal Care Services Ltd transactions are discontinuing subsequent to the year end. The post tax profit of discontinuing operations during 2019/20 was £94k. An analysis of the results by company is shown in Note 4.

The allocation between unrestricted and restricted funds for 2019 is shown in Note 18.

Consolidated balance sheet as at 31 March 2020

	Notes	2020 £'000	2019 £'000
Fixed assets			
Tangible fixed assets	9	8,487	6,349
Intangible assets	9	355	482
Investments	10	15,035	16,462
		<u>23,877</u>	<u>23,293</u>
Current assets			
Debtors	11	5,541	4,569
Interest bearing bank accounts		<u>3,232</u>	<u>5,949</u>
		<u>8,773</u>	<u>10,518</u>
Creditors			
Amounts falling due within one year	12	<u>(1,727)</u>	<u>(1,602)</u>
Net current assets		<u>7,046</u>	<u>8,916</u>
Net assets excluding pension scheme asset/(liability)		<u>30,923</u>	<u>32,209</u>
Defined benefit pension scheme asset/(liability)	19	<u>–</u>	<u>(206)</u>
Net assets including pension scheme asset/(liability)		<u>30,923</u>	<u>32,003</u>
Funds			
Restricted	15	3,274	5,214
Unrestricted			
<i>General</i>		8,650	9,458
<i>Designated</i>	16	18,993	18,394
<i>Non-charitable</i>		<u>6</u>	<u>(857)</u>
Total unrestricted funds excluding pension liability		<u>27,649</u>	<u>26,995</u>
Pension pension scheme asset/(liability)		<u>–</u>	<u>(206)</u>
Total unrestricted funds including pension asset/(liability)		<u>27,649</u>	<u>26,789</u>
Total funds		<u>30,923</u>	<u>32,003</u>

The financial statements were approved by The Board of Trustees on 23 July 2020 and signed on its behalf by:



Morgan Jones
Chair of Trustees

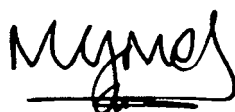


Richard Saunders
Trustee

Balance sheet: St Christopher's Hospice entity only as at 31 March 2020

	Notes	2020 £'000	2019 £'000
Fixed assets			
Tangible fixed assets	9	8,266	6,117
Intangible assets	9	355	482
Investments	10	15,434	16,862
		<u>24,055</u>	<u>23,461</u>
Current assets			
Debtors	11	5,664	4,835
Interest-bearing bank accounts		2,819	5,589
		<u>8,483</u>	<u>10,424</u>
Creditors			
Amounts falling due within one year	12	(1,621)	(1,504)
Net current assets		<u>6,862</u>	<u>8,920</u>
Net assets excluding pension scheme liability		<u>30,917</u>	<u>32,381</u>
Defined benefit pension scheme liability	19	—	(206)
Net assets including pension scheme liability		<u>30,917</u>	<u>32,175</u>
Funds			
Restricted	15	3,274	5,214
Unrestricted			
General		8,650	8,773
Designated	16	18,993	18,394
Total unrestricted funds excluding pension liability		<u>27,643</u>	<u>27,167</u>
Pension reserve		—	(206)
Total unrestricted funds including pension liability		<u>27,643</u>	<u>26,961</u>
Total funds		<u>30,917</u>	<u>32,175</u>

The financial statements were approved by The Board of Trustees on 23 July 2020 and signed on its behalf by:



Morgan Jones
Chair of Trustees



Richard Saunders
Trustee

Consolidated statement of cash flows for the year ended 31 March 2020

		2020	2019
	Notes	£'000	£'000
Net cash (used in)/generated by operating activities	A	(645)	3,623
Cash flows from investing activities			
Interest and dividends received		339	346
Purchase of tangible and intangible fixed assets		(2,552)	(1,645)
Increase in investments		141	243
Net cash used in investing activities		<u>(2,072)</u>	<u>(1,056)</u>
Change in cash and cash equivalents in the year		(2,717)	2,567
Cash at the beginning of the year		5,949	3,382
Cash at the end of the year		<u>3,232</u>	<u>5,949</u>
 Reconciliation of net movement in funds to net cash outflow from operating activities			
	Notes	2020	2019
	A	£'000	£'000
Net (expenditure)/income		(1,080)	3,031
Interest and dividends receivable		(339)	(346)
Depreciation and amortisation charges		541	715
Unrealised loss on investments		1,286	779
(Increase) in debtors		(972)	(891)
Increase in creditors		125	393
(Decrease) in defined benefit pension scheme deficit		(206)	(58)
Net cash (used in)/generated by operating activities		<u>(645)</u>	<u>3,623</u>

Notes to the financial statements for the year ended 31 March 2020

1 Principal accounting policies

1.1 Basis of accounting

The financial statements are prepared under the historical cost basis and comply with the Companies Act 2006. The financial statements have been prepared in accordance with the Statement of Recommended Practice (*Accounting and Reporting by Charities*), issued in September 2015 (FRS 102), other relevant provisions of the memorandum and articles of association, and with applicable UK accounting standards.

The figures for the both years reflect the full adoption of FRS (Financial Reporting Standard) 102.

The Charity meets the definition of a public benefit entity under FRS102.

1.2 Going concern

These financial statements have been prepared on a going concern basis.

The Covid-19 pandemic will result in the Charity receiving less fundraising income during 2020/21 due to cancelled events and a reduction in other donations. The Charity's subsidiary St Christopher's (Trading) Limited will also receive less income after temporarily closing all its shops from March to June 2020. The impact of Covid-19 on our fundraising income and shops income for the remainder of 2020/21 and beyond is also uncertain.

However, after carrying out scenario analysis to plan for the impact on both our operating surplus/(deficit) and overall reserves of a range of possible Covid-19 scenarios over the short to medium term, the Trustees are confident that the Charity can meet its liabilities as they fall due.

The Trustees therefore consider that the Charity holds sufficient reserves for the going concern basis to be appropriate.

1.3 Basis of consolidation

The statement of financial activities and balance sheet consolidate the financial statements of the Charity, its wholly owned subsidiaries St Christopher's (Trading) Limited and St Christopher's Personal Care Services Limited.

No separate Statement of Financial Activities is presented for the Charity as permitted by Section 408 of the Companies Act 2006 and SORP (FRS102). The net expenditure dealt with in the Charity's Statement of Financial Activities for the year ended 31 March 2020 was £1,258k (2019: £1,900k net income).

1.4 Fund accounting

Restricted income funds

Restricted funds are funds subject to specific restricted conditions requested by the donors. Where the restriction relates to the purchase of a capital item then the condition will be treated as having been met when the asset is purchased.

Unrestricted income funds

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the Board in furtherance of the general charitable objects.

Designated funds are amounts included within unrestricted funds that have been set aside by the Board for particular purposes. Designated funds include:

- **Fixed assets** This reflects the net book value of unrestricted tangible and intangible fixed assets
- **Pension Liability** These are designated funds held against the defined benefit pension scheme deficit. The amount shown relates to the deficit from the most recent Triennial valuation, less pension contributions made following this valuation, less the liability disclosed under FRS 102
- **St Christopher's Fund** This represents investments held and managed by Cazenove Capital Management for the purposes of generating income
- **St Christopher's CARE** These are designated monies to fund the construction of our new Centre for Awareness & Response into End of Life (St Christopher's CARE, formerly known as the Learning Hub).

Details on the level of funds in each element are provided in notes 15 and 16.

1.5 Income

Income represents the total income receivable during the year comprising donations, legacies, NHS contracts, grants, fees, interest and other income generated during the year.

Legacies must be recognised when the following conditions are confirmed:

- There has been grant of probate
- The executors have established that there are sufficient funds to pay the legacy
- Any conditions attached to the legacy are either within the control of the Charity or have been met.

NHS contracts and fees are recognised when it can reasonably be assumed that the Charity is entitled to the income and the amount can be estimated with sufficient reliability.

Income from trading companies arises from two sources:

- Sales of goods in charity shops
- Provision of personal care services.

1.6 Expenditure

The costs of inpatient care, community care/outpatients, education and training, care at our centres, Candle Child Bereavement Service and cost of raising voluntary income comprise expenditure both directly and indirectly attributable to the activity concerned. Indirectly attributable costs such as physiotherapy and social work have been allocated to activities using an appropriate cost allocation basis.

Support costs have been allocated to activities on the basis of staff time spent. Governance costs, which are charitable, relate to the stewardship of the Charity's assets, organisational administration and compliance with constitutional and statutory requirements.

1.7 Estimation uncertainty

Key areas for estimation uncertainty are considered to be the defined pension liability and accrued legacy income.

Please refer to note 19 for a detailed review of the relevant assumptions in relation to the defined benefit pension liability.

Accrued legacy income is calculated on the basis of the valuation of the net estate of each testator, based on management's best estimate. The source of estimation uncertainty is that the valuation of the estates at a point in time is inherently uncertain and can change significantly over a short period of time.

The carrying amount of legacies accrued (note 11) as at 31 March 2020 was £3,345k (2019: £3,176k)

1.8 Taxation

St Christopher's Hospice is a registered charity. Income and chargeable gains, which are applied for charitable purposes, are exempt from liability to direct taxation. Income tax recoverable in respect of donations under gift aid, investment income and legacies is included with the income to which it relates.

1.9 Capitalisation and depreciation

Tangible fixed assets are capitalised with a de minimis limit where relevant.

Assets under construction are not depreciated. Depreciation and amortisation are calculated to write off the cost of tangible fixed assets on a straight-line basis over the expected useful lives of the assets concerned at the following rates:

Leasehold buildings:	over the term of the lease
Freehold buildings:	-2% straight line basis
Freehold refurbishments:	-10% straight line basis
Equipment and motor vehicles:	-10% to 33% straight line basis
Intangible assets:	-33% straight line basis

1.10 Pension schemes

St Christopher's Hospice contributes to the St Christopher's Hospice (1985) Pension Scheme, a defined benefit scheme. The pension scheme is administered by Trustees and is separate from the hospice. See note 19 for further details.

St Christopher's Hospice also contributes to a defined contribution scheme. Contributions in respect of the year are charged to the Statement of Financial Activities in the year to which they relate.

St Christopher's Hospice has an arrangement with the NHS that permits members of the NHS final salary pension scheme to maintain their membership when they are subsequently employed by the hospice. The NHS currently provides a subsidy on the contributions payable by the hospice. The net contributions in respect of the year are charged to the Statement of Financial Activities in the year to which they relate.

1.11 Operating leases

Rentals payable under operating leases are charged on a straight-line basis over the term of the lease.

2 National Health Service

	2020 £'000	2019 £'000
NHS contracts	7,923	6,652

3 Education, fees and other income

	2020 £'000	2019 £'000
Education	271	290
Fees and other income	588	503
	<u>859</u>	<u>793</u>

4 Group undertakings

Summary of results of group undertakings:

2020	St Christopher's Hospice £'000	St Christopher's (Trading) Ltd £'000	St Christopher's Personal Care Services Ltd £'000	Group total £'000
Income	17,219	4,194	1,437	22,850
Expenditure	(18,360)	(2,818)	(1,709)	(22,887)
(Deficit)/profit/(loss) for the year	(1,141)	1,376	(272)	(37)
Other recognised (losses)/gains	(1,409)	–	366	(1,043)
Distributions	1,290	(1,290)	–	–
Net (expenditure)/income for the year	<u>(1,260)</u>	<u>86</u>	<u>94</u>	<u>(1,080)</u>

The net assets of St Christopher's Trading Ltd were £407k at 31 March 2020. The net assets of St Christopher's Personal Care Services Ltd were £0 at 31 March 2020.

2019	St Christopher's Hospice £'000	St Christopher's (Trading) Ltd £'000	St Christopher's Personal Care Services Ltd £'000	Group total £'000
Income	19,873	3,144	1,593	24,610
Expenditure	(17,493)	(2,338)	(1,675)	(21,506)
Surplus/profit/(loss) for the year	2,380	806	(82)	3,104
Other recognised (losses)/gains	(1,233)	–	1,150	(73)
Distributions	779	(779)	–	–
Net income/result for the year	<u>1,936</u>	<u>27</u>	<u>1,068</u>	<u>3,031</u>

The net assets of St Christopher's Trading Ltd were £321k at 31 March 2019. The net liabilities of St Christopher's Personal Care Services Ltd were £93k at 31 March 2019.

St Christopher's Hospice has three wholly owned subsidiaries:

Company	Activity	Company number
St Christopher's (Trading) Ltd	Operation of charity shops for the hospice	02604519
St Christopher's Personal Care Services Ltd	Provision of personal care services	08872082
SCH (Trading) Limited	Dormant	02055682

The directors of Personal Care Services Limited have decided the company should cease trading during 2020/21. As such, the accounts and the value of the assets for St Christopher's Personal Care Services Limited have been prepared on a basis other than going concern.

Related party transactions

During the year the company entered into transactions with related parties. Transactions entered into and balances outstanding are as follows:

	2020 St Christopher's (Trading) Ltd £'000	2020 St Christopher's Personal Care Services Ltd £'000	2019 St Christopher's (Trading) Ltd £'000	2019 St Christopher's Personal Care Services Ltd £'000
Re-charged to related parties				
Management charge	66	—	64	—
Salaries	1,403	1,520	1,115	1,519
Leasehold depreciation	38	—	24	—
Other costs	21	122	32	107
Group debt adjustments		(366)	—	(1,150)
Re-charged by related parties				
Shop fit-out costs	(71)	—	(117)	—
Total	1,457	1,276	1,118	476
Balance owed at 31 March	847	243	279	378

The intercompany balance owed by St Christopher's Personal Care Services Limited to St Christopher's Hospice was reduced by £366k during the financial year.

This reduction represented two elements:

- £193k of costs incurred by St Christopher's Personal Care Services Limited in undertaking charitable activities on behalf of the hospice
- £173k of its remaining debt to bring the total amount owed to St Christopher's Hospice as at the 31st March 2020 to £243k.

5 Expenditure

	Direct costs £'000	Support costs £'000	Total 2020 £'000	Total 2019 £'000
Costs of raising funds				
Fundraising and publicity	1,432	129	1,561	1,728
Trading activities	4,527	—	4,527	4,013
	<u>5,959</u>	<u>129</u>	<u>6,088</u>	<u>5,741</u>
Charitable activities				
Inpatient care	9,557	858	10,415	9,576
Community care/outpatients	3,768	85	3,853	3,617
Education and training	1,137	107	1,244	1,473
Care at our centres	1,067	39	1,106	936
Candle Child Bereavement Service	174	7	181	163
Total cost of charitable activities	<u>15,703</u>	<u>1,096</u>	<u>16,799</u>	<u>15,765</u>
Total expenditure	<u>21,662</u>	<u>1,225</u>	<u>22,887</u>	<u>21,506</u>

Included in the costs above are governance costs of £43k (2019: £98k)

Analysis of support costs

	2020 £'000	2019 £'000
Facilities management	268	203
IT management	378	392
Finance	249	236
Personnel	330	298
	<u>1,225</u>	<u>1,129</u>

Support costs have been allocated to activities on the basis of staff time spent.

6 Net income/(expenditure)

	2020 £'000	2019 £'000
Net income/(expenditure) is stated after charging/(crediting)		
Auditors' remuneration: audit fee	32	26
Auditors' remuneration: tax and tagging compliance services	4	3
Auditors' remuneration: pension	5	5
Depreciation and amortisation	541	715
Interest receivable	(339)	(346)
	<u></u>	<u></u>

7 Staff costs

	2020 £'000	2019 £'000
Salaries and wages	12,397	11,562
Social security costs	1,082	1,025
Pension costs (see note 19 below)	977	952
Staff costs of the Charity	<u>14,456</u>	<u>13,539</u>
Staff costs of trading activities (includes pension costs of £116k in 2020 (2019: £101k))	<u>3,049</u>	<u>2,755</u>
	<u>17,505</u>	<u>16,294</u>

Payments were made under a voluntary severance scheme of £34k (2019: £54k).

The average number of employees during the year (excluding bank) was:

	Head count 2020	Head count 2019	FTEs 2020	FTEs 2019
Hospice (includes support staff)	275	272	225	222
Community care/outpatients	55	54	48	46
Education and training	13	16	10	12
Care at our centres	6	9	5	7
Personal Care Services	67	63	53	48
Charity shops	59	49	50	43
	<u>475</u>	<u>463</u>	<u>391</u>	<u>378</u>

The number of employees whose earnings fell within the band:

	2020	2019
£60,000 to £69,999	10	8
£70,000 to £79,999	6	3
£80,000 to £89,999	1	1
£90,000 to £99,999	1	1
£100,000 to £109,999	—	—
£110,000 to £119,999	—	1
£120,000 to £129,999	1	—
£130,000 to £139,999	—	—
£150,000 to £159,999	1	1

Pension contributions of £169k (2019: £129k) were paid in respect of these employees.

The Board of Trustees consider the key management personal to be the Executive Team 6.18 FTEs (2019: 4.80 FTEs) and the total benefit paid to the key management personnel was £684k (2019: £548k).

8 Board of Trustees

Remuneration and reimbursed expenses

No remuneration was paid to members of the Board during either year. No expenses were reimbursed to trustees (2020: £nil). No general expenses were incurred in respect of trustees (2019: £nil).

St Christopher's Hospice paid £2,100 (2019: £2,100) for indemnity insurance for the Trustees of the St Christopher's Hospice (1985) Pension Scheme.

St Christopher's Hospice also paid £3,164 for Trustee Liability Insurance for its Trustees, but for 2020 this cover is included in the Combined Liability and Directors and Officers policy and therefore the cost for the Trustee liability cover cannot be determined.

Donations from Trustees

The Trustees have donated a total of £50k (2019: £40k) during the year. Of this, £10k was restricted to St Christopher's CARE.

9.1 Tangible fixed assets

Group	Freehold land and buildings £'000	Assets under construction £'000	Freehold refurb- ishment £'000	Leasehold land and buildings £'000	Equipment and motor vehicles £'000	Total £'000
Cost						
At 1 April 2019	6,533	2,284	3,786	381	199	13,183
Additions	–	2,099	–	71	355	2,525
At 31 March 2020	6,533	4,383	3,786	452	554	15,708
Depreciation						
At 1 April 2019	3,060	–	3,440	225	109	6,834
Amount provided	129	–	138	38	82	387
At 31 March 2020	3,189	–	3,578	263	191	7,221
Net book values						
At 31 March 2020	3,344	4,383	208	189	363	8,487
At 31 March 2019	3,473	2,284	346	156	90	6,349
Charity						
Cost						
At 1 April 2019	6,214	2,284	3,786	381	165	12,830
Additions	–	2,099	–	71	355	2,525
At 31 March 2020	6,214	4,383	3,786	452	520	15,355
Depreciation						
At 1 April 2019	2,962	–	3,440	225	86	6,713
Amount provided	123	–	138	38	77	376
At 31 March 2020	3,085	–	3,578	263	163	7,089
Net book values						
At 31 March 2020	3,129	4,383	208	189	357	8,266
At 31 March 2019	3,252	2,284	346	156	79	6,117

Caritas House, the freehold property in Orpington, was revalued by Jones Lang Lasalle in April 2014. Under the transitional arrangements of FRS 102, the valuation at the date of transition is considered to be the deemed cost of this property.

9.2 Intangible fixed assets

	Software £'000
Group and Charity cost	
At 1 April 2019	766
Additions	27
At 31 March 2020	793
Amortisation	
At 1 April 2019	284
Amount provided	154
At 31 March 2020	438
Net book values	
At 31 March 2020	355
At 1 April 2019	482

The net book value at 31 March 2020 represents fixed assets used for:

	Freehold land and buildings £'000	Leasehold land and buildings £'000	Equipment and motor vehicles £'000	Software £'000	Total £'000
Charitable purposes					
Inpatient care	4,256	—	231	232	4,719
Community care/outpatients	1,308	—	52	52	1,412
Education and training	1,568	—	22	22	1,612
Care at our centres	525	—	20	14	559
	<u>7,657</u>	<u>—</u>	<u>325</u>	<u>320</u>	<u>8,302</u>
Charity shops	277	189	39	35	540
	<u>7,934</u>	<u>189</u>	<u>364</u>	<u>355</u>	<u>8,842</u>

10 Investments

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
At 1 April 2019	16,462	17,484	16,862	17,984
Additions	3,377	667	3,377	666
Disposals	(3,007)	(4,027)	(3,007)	(4,127)
Increase in market value: realised	335	945	335	945
Decrease in market value: unrealised	(1,286)	(779)	(1,286)	(779)
	<u>15,882</u>	<u>14,290</u>	<u>16,281</u>	<u>14,689</u>
Movement in cash balance	(847)	2,172	(847)	2,173
At 31 March 2020	<u>15,034</u>	<u>16,462</u>	<u>15,434</u>	<u>16,862</u>

Analysed as follows:

Funds managed by Cazenove Capital Management

UK equities	2,065	3,141	2,065	3,141
International equities	3,505	3,249	3,505	3,249
Bonds	486	250	486	250
Property	1,054	1,269	1,054	1,269
Multi asset	1,113	1,096	1,113	1,096
Alternatives: other and commodities	511	309	511	309
Cash	165	560	165	560
	<u>8,899</u>	<u>9,874</u>	<u>8,899</u>	<u>9,874</u>

Other investments

Bank deposits	6,135	6,588	6,135	6,588
Investment in subsidiary undertakings (below)	—	—	400	400
	<u>6,135</u>	<u>6,588</u>	<u>6,535</u>	<u>6,988</u>
Total investments	<u>15,034</u>	<u>16,462</u>	<u>15,434</u>	<u>16,862</u>

The historical cost of the investments managed by Cazenove Capital Management is £9,040k (2019: £8,640k)

The charity owns all of the 400,000 £1 ordinary shares in St Christopher's (Trading) Limited and the £1 share capital in St Christopher's Personal Care Services Limited. SCH (Trading) Limited is a dormant subsidiary. The share capital of 100,000 £1 ordinary shares was fully written down during the year ending 31 March 2019.

The directors of Personal Care Services Limited have decided the company should cease trading during 2020/21. As such, the accounts and the value its assets for St Christopher's Personal Care Services Limited have been prepared on basis other than going concern.

11 Debtors

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Trade debtors	502	451	325	291
Legacies receivable	3,345	3,176	3,345	3,176
Sundry debtors, prepayments and accrued income	1,694	942	904	711
Amount due from St Christopher's Trading	—	—	847	279
Amount due from St Christopher's Personal Care Services	—	—	243	378
	<u>5,541</u>	<u>4,569</u>	<u>5,664</u>	<u>4,835</u>

12 Creditors: amounts falling due within one year

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Trade creditors	307	616	303	587
Payroll taxes and social security	465	460	465	460
Other creditors and accruals	799	457	697	388
Income received in advance	156	69	156	69
	<u>1,727</u>	<u>1,602</u>	<u>1,621</u>	<u>1,504</u>

13 Lease commitments

The Group leases a number of properties and motor vehicles under operating leases.

	Land and buildings 2020 £'000	Land and buildings 2019 £'000	Motor vehicles and office equipment 2020 £'000	Motor vehicles and office equipment 2019 £'000
Operating leases payments to be made				
Within one year	737	554	67	55
In two to five years	2,315	1,618	111	141
Over five years	1,914	1,419	—	—
	<u>4,966</u>	<u>3,591</u>	<u>178</u>	<u>196</u>

14 Financial commitments

As at 31 March 2020, approved commitments of up to £2,291k were authorised by the Board of Trustees in respect of the construction of the new Centre for Awareness & Response into End of Life (St Christopher's CARE). This will be funded through restricted and designated funds raised from voluntary income.

15 Restricted funds

	Balance 1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance 31 March 2020 £'000
Candle Child Bereavement Service	–	43	43	–	–
Education: Bursaries	13	17	13	–	17
Education: Summer School	31	–	9	–	22
Educational activities related to India	24	–	12	–	12
Dementia focused training and education	72	–	13	–	59
Education: Cognitive Behavioural Therapy	2	31	7	–	26
Support for St Christopher's CARE	1,149	1	6	–	1,144
St Christopher's CARE: Capital Fund	1,911	144	2	(2,053)	–
Ward refurbishment project	42	5	15	–	32
Young Adults project	53	26	76	–	3
Wives Fellowship fund	100	39	16	–	123
Research: Stern legacy	361	–	38	–	323
Community action	47	35	41	–	41
Project ECHO	11	–	11	–	–
Burdett Trust for Nursing	93	13	11	–	95
Nightingale Fellowship	100	–	–	–	100
Inpatient equipment	8	24	2	–	30
Coach4Care	–	42	13	–	29
Bereavement Help Points	–	29	17	–	12
NRPF project	–	–	15	–	(15)
Care with Compassion	–	12	4	–	8
Anniversary Centre	–	10	10	–	–
Complex Needs in Primary Care at EoL	–	82	28	–	54
Challenging Conversations in Lewisham	–	12	–	–	12
Caritas House	1,169	–	25	–	1,144
Other funds	28	21	46	–	3
Total restricted funds	5,214	586	473	(2,053)	3,274

Research: Stern legacy

St Christopher's Hospice was the beneficiary of a restricted legacy for use in research into myeloma and end of life palliative care. Accordingly, the funds have been used to establish a research project into myeloma at the Cicely Saunders International research institution and will be used to fund other research projects in end of life care.

Caritas House

This fund was originally established to cover the cost of building Harris HospisCare premises and offices. It now reflects the net book value of Caritas House.

St Christopher's CARE

This fund represents monies received to build St Christopher's CARE (The Centre for Awareness & Response into End of Life). Transfers within this fund relate to capital expenditure on St Christopher's CARE during the year.

Support for St Christopher's CARE

This fund is restricted to supporting expenditure for St Christopher's CARE (The Centre for Awareness & Response into End of Life) in its first years of operating.

16 Designated funds

	Balance at 1 April 2019 £'000	New design- ations and transfers £'000	Balance at 31 March 2020 £'000
Fixed assets	5,662	2,037	7,699
Pension liability	858	(463)	395
St Christopher's Fund	9,874	(975)	8,899
St Christopher's CARE	2,000	—	2,000
	<u>18,394</u>	<u>599</u>	<u>18,993</u>

Fixed assets: this reflects the net book value of unrestricted tangible and intangible fixed assets.

Pension liability: these are designated funds held against the defined benefit pension scheme deficit. The amount shown relates to the deficit from the most recent triennial valuation, less pension contributions made following this valuation, less the liability disclosed under FRS 102.

St Christopher's Fund: this represents investments held and managed by Cazenove Capital Management for the purposes of generating income.

St Christopher's CARE: these are designated monies to fund the construction of St Christopher's CARE.

17 Analysis of group net assets between funds

	St Christopher's Fund £'000	Pension scheme £'000	Other specific funds £'000	Fixed assets £'000	Working capital £'000	Total £'000
Restricted income	—	—	2,130	1,144	—	3,274
Unrestricted income						
<i>Designated</i>	8,899	395	2,000	7,699	—	18,993
<i>General</i>	—	—	—	—	8,656	8,656
	<u>8,899</u>	<u>395</u>	<u>4,130</u>	<u>8,842</u>	<u>8,656</u>	<u>30,923</u>

18 Consolidated statement of financial activities for the year ended 31 March 2019

	Unrestricted funds £'000	Restricted funds £'000	2019 total £'000
Income from			
Donations and gifts	3,653	4,480	8,133
Legacies	3,949	—	3,949
Charitable activities			
<i>NHS funding for patient care</i>	6,652	—	6,652
<i>Education, fees and other income</i>	793	—	793
Other trading activities			
<i>Income of trading companies</i>	4,737	—	4,737
<i>Investment income</i>	346	—	346
Total income	20,130	4,480	24,610
Expenditure on			
Raising voluntary income	1,728	—	1,728
Trading companies	4,013	—	4,013
	5,741	—	5,741
Charitable activities			
<i>Inpatient care</i>	9,544	32	9,576
<i>Community care/outpatients</i>	3,424	193	3,617
<i>Education and training</i>	1,355	118	1,473
<i>Care in our centres</i>	781	155	936
<i>Candle Child Bereavement Service</i>	112	51	163
	15,216	549	15,765
Total expenditure	20,957	549	21,506
Net income/(expenditure) before transfers	(827)	3,931	3,104
Transfer between funds (relate to capital programme)	1,465	(1,465)	—
Net income/(expenditure) before other recognised gains and losses	638	2,466	3,104
Other recognised gains/losses			
Actuarial gains/(losses) on defined benefit pension scheme	(239)	—	(239)
Gain on investments: realised	945	—	945
(Loss)/gain on investments: unrealised	(779)	—	(779)
Net movement in funds	565	2,466	3,031
Total funds at 1 April 2018	26,224	2,748	28,972
Total funds at 31 March 2019	26,789	5,214	32,003

19 Pension schemes

a St Christopher's Hospice (1985) scheme

The hospice operates a pension scheme, the St Christopher's Hospice (1985) Pension Scheme, which provides benefits based on final pensionable salary. The assets of the scheme are held separately from those of the hospice. The scheme was closed to new members in April 2002 and closed to future accruals from March 2010.

Contributions are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees' working lives. The pension charge for the year was £300k (2019: £300k).

Triennial valuation

The contribution rates are determined by a qualified actuary on the basis of triennial valuation. The results of the last triennial valuation at 31 March 2019 showed that the value of the scheme's assets was £10,413k (2016: £8,600k) and that this represented a 94% (2016: 87%) funding level, with a deficit of £695k (2016: £1,297k). The Actuary confirmed that the minimum funding requirement regulations had been met.

The hospice has agreed with the Trustees that it will aim to eliminate the deficit over a period of 5 years and 2 months from 1 July 2017 by the payment of annual contributions of £300,000. In addition and in accordance with the actuarial valuation, the hospice has agreed with the Trustees that it will meet the expenses of the scheme and levies payable to the Pension Protection Fund.

The Actuary has subsequently updated the valuation to 31 March 2020 and showed a deficit of £1,483k. The increase in the deficit was driven by a drop in value in the final weeks of the year, as a result of significant instability and turbulence in the financial markets driven by uncertainty and concerns as a result of the Covid-19 pandemic.

FRS (Financial Reporting Standard) 102: Disclosure Report

FRS 102 is fully effective for accounting periods beginning on or after 1 January 2015. The statement of financial activities, the balance sheet and the disclosures in the notes to these financial statements meet the requirements of FRS 102. The major assumptions used by the actuary are shown below.

Present values of defined benefit obligation, fair value of assets and defined benefit asset (liability)

	Period ended 31 March 2020 £'000	Period ended 31 March 2019 £'000	Period ended 31 March 2018 £'000
Fair value of plan assets	10,190	10,414	9,825
Present value of defined benefit obligation	(9,616)	(10,620)	(10,089)
Unrecognised surplus	(574)	—	—
Defined benefit asset/(liability) to be recognised	—	(206)	(264)

Reconciliation of opening and closing balances of the defined benefit obligation

	Period ended 31 March 2020 £'000	Period ended 31 March 2019 £'000
Net defined benefit obligation at start of period	10,620	10,089
Interest expense	241	254
Actuarial losses/(gains)	(938)	524
Benefits paid	(307)	(247)
Defined benefit obligation at end of period	9,616	10,620

Reconciliation of opening and closing balances of the fair value of plan assets

	Period ended 31 March 2020 £'000	Period ended 31 March 2019 £'000
Fair value of plan assets at start of period	10,414	9,825
Interest income	239	251
Actuarial (losses)/gains	(456)	285
Contributions by the hospice	300	300
Benefits paid	(307)	(247)
Fair value of plan assets at end of period	<u>10,190</u>	<u>10,414</u>

The actual return on the plan assets over the period ended 31 March 2020 was (£217,000).

Defined benefit costs recognised in net (expenditure)/income

	Period ended 31 March 2020 £'000	Period ended 31 March 2019 £'000
Net interest cost	2	3

Defined benefit costs recognised in other gains and losses

	Period ended 31 March 2020 £'000	Period ended 31 March 2019 £'000
Return on plan assets (excluding amounts included in net interest cost): (loss)/gain	(456)	285
Experience gains and losses arising on the plan liabilities: (loss)/gain	(141)	9
Effects of changes in the demographic and financial assumptions underlying the present value of the plan liabilities: gain/(loss)	1,079	(533)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost): loss	(574)	—
Total amount recognised in other gains and (losses)	<u>(92)</u>	<u>(239)</u>

Assets

	Period ended 31 March 2020 £'000	Period ended 31 March 2019 £'000	Period ended 31 March 2018 £'000
Diversified growth	3,219	3,266	2,847
Corporate bonds	2,025	1,525	1,470
Index-linked gilts	664	520	440
Liability-driven investments	3,013	3,671	3,846
Overseas equity	1,128	1,298	929
Cash and other	151	134	293
Total assets	<u>10,190</u>	<u>10,414</u>	<u>9,825</u>

None of the fair values of the assets shown above include any direct investments in the hospice's own financial instruments or any property occupied by, or other assets used by, the hospice.

Assumptions

	Period ended 31 March 2020 % pa	Period ended 31 March 2019 % pa	Period ended 31 March 2018 % pa
Discount rate	2.40	2.30	2.55
Inflation (RPI)	2.90	3.50	3.40
Allowance for revaluation of deferred pensions of RPI or 5% pa if less	2.90	3.50	3.40
Allowance for pensions in payment increases of RPI or 5% pa if less	2.90	3.50	3.40
Allowance for commutation of pension for cash at retirement	75%	75%	75%

The mortality assumptions adopted at 31 March 2020 imply the following life expectancies at age 65 years:

Male retiring in 2020:	22.1
Female retiring in 2020:	23.8
Male retiring in 2040	23.4
Female retiring in 2040:	25.3

The best estimate of contributions to be paid by the hospice to the scheme for the period commencing 1 April 2020 is £300k.

b St Christopher's defined contribution scheme

The St Christopher's defined contribution scheme was set up in September 2001. In April 2010 the St Christopher's Personal Pension (2010) defined contribution scheme was established and members of the existing defined contribution scheme transferred to this new scheme with effect from January 2011. The contribution of the hospice was on average 19% for former members of the St Christopher's (1985) scheme and 5% for all other members, which represented a total charge for the year of £427k (2019: £455k) to the St Christopher's GPP (2010) defined contribution scheme.

c NHS Pension Scheme

Details of the scheme are provided in note 1.10. The contribution of the hospice was 14.38%, which was offset by a 27% subsidy on the contribution. This represented a net charge for the year of £497k (2019: £497k).

20 Post balance sheet events

Covid-19

While the Covid-19 pandemic arose before the end of the period under review and is not a post balance sheet event, it has had a significant impact on the Group's income streams during the first few months of 2020/21. Shops remained closed until 21 June, public fundraising events were cancelled and the finances of the Charity's donor base appear to be increasingly constrained.

We expect this to result in less income from gifts and donations and our retail trading subsidiary during 2020/21. However support from the government's Covid-19 emergency funding during 2020/21 has gone a long way to support this. This money has come from areas such as the job retention scheme (furlough) and the Charity's share of NHS England funding to support hospices, which has been distributed by Hospice UK.

St Christopher's Personal Care Services Ltd

The directors of St Christopher's Personal Care Services Ltd have decided to cease trading during 2020/21. This was announced post year-end and is therefore also a post balance sheet event.

Looking ahead: our new strategy



We have much to look forward to in the coming year and hope that you will continue to remain interested and supportive of our work.

As Morgan mentioned in his opening message, we have focused much time and energy on the development of our three year strategy, known as our **Ambitions 2020-23**, which will guide the development of our services and wider activities.

We're confident that these plans will help us to improve end of life care for people around the world, building on the pioneering vision of our founder, Dame Cicely Saunders, who sparked an international response and developed a new speciality, palliative care, through opening St Christopher's Hospice 53 years ago.

Over the following pages we share the details of this strategy which will form our focus for the next three years and which we will report on in our future annual report and accounts. We hope you are inspired by our plans for the future and that we can rely on your support to make these a reality. Working together, we can and will improve end of life care across south east London and beyond.

Thank you.

Heather Richardson and Shaun O'Leary

Heather Richardson and Shaun O'Leary
Joint Chief Executives



We hope you are inspired by our plans for the future and that we can rely on your support to make these a reality

Ambitions 2020-23

Why a new strategy?

We've made much progress since 1967, when Dame Cicely Saunders founded St Christopher's Hospice and marked the start of the modern hospice movement. In that time we've supported around 70,000 people across south east London and helped millions more around the world get the care they deserve by training over 100,000 people.

Over the last five years we've made significant progress against our strategic priorities, which you will have seen from page 5 of this annual report and accounts. As part of that work, we have developed a new model of care which is helping us to support the many more people who need us.

We raised £6.5 million to build a Centre for Awareness & Response into End of Life so we can provide training for many more people, including the public as well as

professionals, and achieved the highest level of quality from the CQC who rated our care as 'Outstanding' after an inspection in 2019.

More recently, we've risen to the challenges and opportunities presented by the Covid-19 pandemic. We've launched virtual learning opportunities to support healthcare professionals caring for increasing numbers of dying people; amended our care model to support more people at home around the clock including those in care homes; established a vibrant community aid programme; and have established a weekly online wellbeing programme giving patients a way of staying connected to St Christopher's Hospice and each other at a time when so many people are isolated and alone due to social distancing measures.

Yet, despite these great leaps, there is still so much more to be done and we will continue to be here until suffering at end of life is no longer a feature of our society. But, if we are to eradicate this suffering,

Adapt our
care services
to meet people's
changing needs
to...



...improve
people's
experience of
end of life locally

Invest in
hospice-led
innovation related
to death, dying
and loss to...



...strengthen
hospices'
contribution
nationally

Increase public
and professional
confidence and
knowledge about
end of life to...



...transform
end of
life care
globally

we know we must continually adapt to the changing landscape. We know that by 2030 the number of annual deaths is predicted to increase by 17% (Gomes and Higginson – England and Wales), meaning many more people will need our support. So we will need to adapt our services to respond to this ever-growing demand.

We also know that by 2037, nine million people will be caring for a family member, friend or neighbour at home in the UK (Carers UK Policy Briefing 2014). So our training must extend to members of the public who will need guidance and support to cope with the demanding responsibilities of caring for their mum, dad or sister at the end of their lives.

The proportion of people dying in care homes will grow significantly, inviting more input from the hospice in that setting. We recognise other similar opportunities to work in partnership – with colleagues in hospitals, primary care and other healthcare settings to improve the experience of end of life.

What is the new strategy?

That's why we have developed three key **Ambitions**, as shown on the previous page.

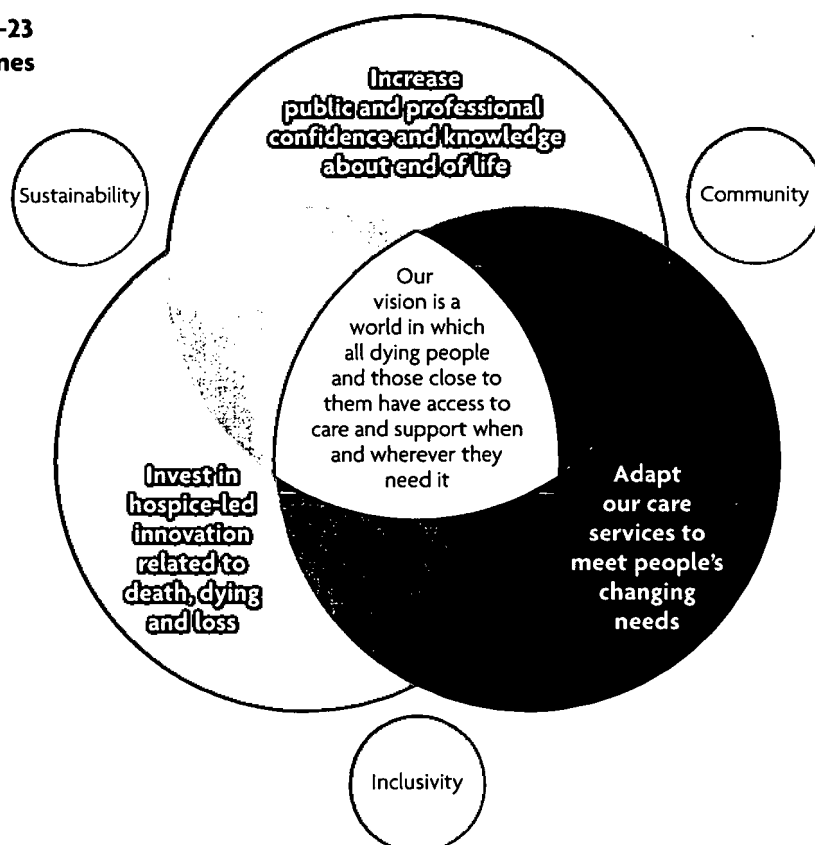
These ambitions will guide our work over the next three years and will only become a reality if we ensure they are considered in light of three key themes: **community**, **sustainability** and **inclusivity**.

The graphic shown below illustrates these key themes in detail and indicates how they fit alongside our wider vision and ambitions as an organisation.

How will we measure our progress against the strategy?

We have identified set targets for each of our Ambitions and will report on our progress against these each year in our annual report and accounts. You can expect to read about our first year of progress in next year's report.

Our Ambitions 2020-23 and supporting themes



A huge thank you to all our supporters

We are hugely grateful to the individuals, corporate sponsors, trusts and all those who have so kindly chosen to remember St Christopher's Hospice in their Wills. Thanks to you, we've been able to provide care and support to over 7,500 people in the last year. Thank you for making this possible.

Trusts

April Trust
BBC Children in Need
Betty Baxter Charitable Will Settlement
Bill Brown's Charitable Settlement of 1989
Boshier-Hinton Foundation
Bruce Wake Charitable Trust
C Brewer & Sons Ltd Trust
Cecil Rosen Foundation
City Bridge Trust
Culra Charitable Trust
Dixie Rose Findlay Charitable Trust
Dr Friedrich Stock Memorial Trust
Forsters Charitable Fund
G.M. Morrison Charitable Trust
GP Ganatra Charitable Trust
Jacob Charitable Trust
Jet's Charitable Trust
John Laing Charitable Trust
L&Q Foundation
London Catalyst
Lucille Graham Trust Limited
Masonic Charitable Foundation
Merriman Charitable Foundation
Metropolitan Public Gardens Association
Mr & Mrs Barrie Catchpole Charitable Settlement
Mrs Maud Van Norden's Charitable Foundation
Mrs R.U.B. White Charitable Trust
National Lottery Community Fund
Penelope Gluckstein Trust
Penguins Against Cancer
Philip King Charitable Trust
Rothschild & Co
South London Anglo Indian Association
St James's Place Charitable Foundation

The Anthony Hart Charity Trust
The Arthur and Audrey Silkin Charitable Trust
The B & P Glasser Charitable Trust
The Barleycorn Trust
The Barnes Ouzounian Foundation
The Burdett Trust for Nursing
The Charity of Sir Richard Whittington
The Concert Artistes' Association Samaritan Fund
The Douglas-Morris Charitable Trust
The Dulwich Almshouse Charity
The Elizabeth & Prince Zaiger Trust
The Elizabeth Frankland Moore and Star Foundation
The Enid Linder Foundation
The Eversley Charitable Trust
The Fairstead Trust
The Four Winds Trust
The G D Herbert Charitable Trust
The Gail Wilson Charitable Trust
The Godfrey Winn Will Trust
The Goldsmiths' Company
The Hayes (Kent) Trust
The Hospital Saturday Fund
The Irving Memorial Trust
The Jack Petchey Foundation
The JC and KC Foundation
The Joan Wyatt Charitable Trust
The John Horseman Trust
The Kathleen Hannay Memorial Charity
The Kathleen Smith Foundation
The Kobler Trust
The Lynn Foundation
The Mageni Trust
The Michael and Anna Wix Charitable Trust
The Milton-Lloyd Charitable Trust
The Morgan and Sarah Charitable Trust

The Nightingale Fellowship
The Rachel Fund
The Rest-Harrow Trust
The Robert Holman Memorial Trust
The Stanley Foster Charitable Trust
The Thomas J. Horne Memorial Trust
The Timothy Franey Charitable Foundation
The Toler Foundation
The Whitgift Foundation
The William Allen Young Charitable Trust
The Willie and Mabel Morris Charitable Trust
Whitehill Chase Foundation Trust

Solicitors

5 Stone Buildings
Amphlett Lissimore
Batchelors Solicitors
BDB Pitmans
Boodle Hatfield
Charles Russell Speechlys
Collyer Bristow LLP
Currey & Co.
Ewings & Co Solicitors
Farrer & Co
Forsters LLP
Glazer Delmar Solicitors
Grant Saw Solicitors
Hepburns Solicitors
John Lamb LLP
Maurice Turnor Gardner LLP
McClure Solicitors
Michelmores
Mishcon De Reya
Payne Hicks Beach
Rawlinson & Hunter
RHJ Devonshire
Stonehage Fleming Family and Partners
Taylor Wessing
Thomas Dunton
Walder Wyss Ltd
Wilsons Law
Withers Worldwide

Corporates and groups

173 (Orpington) Squadron Air Cadets
 23rd Bromley (St Augustine's) Scout Group
 5th Beckenham South Scout Group
 Acorn Residential Estate Agents
 Addington Court Golf Club Veterans
 Addiscombe Norwood & Shirley Round Table No 138
 AllenDay Recruitment
 APSCo
 Argonauts Lodge
 Ashmore Veterinary Centre
 Atkins UK & Europe - Legal, Insurance and Integrity
 Baltic Exchange
 Bank of America Merrill Lynch
 Barclays Wealth Canary Wharf
 Barrie Cope Ltd
 Beckenham Rugby Club
 Bespoke Windows Ltd.
 Blythe Hill Tavern
 Branching Out
 Bricklayers Arms
 Bristol Street Motors Ford Orpington
 Bromley Council
 Cameo Event Hire
 Capital Generation Partners
 Capital International Ltd
 Catalyst PR
 Charities Trust
 Co-operative Food, Crescent Way
 Cosmetics for Charities
 Cross the Line Band
 Croydon Police Cadets
 Crystal Palace Football Club Marshalls
 Dixon Wilson
 Epic Inflatables
 Farnborough Old Boys Guild FC
 First Tram Operations Ltd
 Future Directions Financial Services Ltd
 General Napier Public House

Giveacar Ltd
 Global Impact
 Google
 Green St Green Rovers FC
 Greyhound Public House
 Grips Wheels and Tyres
 Harbour Litigation Funding Ltd
 Host Management Ltd
 HSBC Plc
 ICCM
 ID Verde (The Landscape Group)
 IdentityE2E
 J C Electrical Ltd
 James Dixon Primary School
 John Lewis Bluewater
 Jumping Jacks Bouncy Castles
 Kevington Hall Ltd
 Kingsdale Foundation School
 LGM Records
 Lindy Hop Dancers
 Link Asset Services
 Lloyds Banking Group
 LV= Croydon
 Magic & Bubbles
 Marks & Spencer Orpington - Nugent Park
 Maybrey Precision Castings Ltd
 Metropolis Business Media
 Morgan Hunt Ltd
 Nando's Sydenham
 Nationwide Orpington
 Network Rail
 Ogilvy
 Orpington May Queen Group
 Pedder
 Pet Perfection
 Petts Wood Runners
 Pinks Funeral Directors
 PRA Group (UK) Limited
 Reptile Events
 Roberts and Denny's Removals
 Roseberys Auction House
 Rotary Club of Addiscombe & Shirley (prev Croydon East)
 Rotary Club of Beckenham
 Rotary Club of Chislehurst
 Rotary Club of Langley Park

Rotary Club of Orpington Crofton
 Rotary Club of Ravensbourne
 Rotary Club of Sidcup
 Rotary Club of West Wickham
 SGN
 Signify Technology
 Sinclair Gibson LLP
 Smith & Williamson Group
 Sophia Webster Ltd
 Sotheby's
 SPL Installations Ltd
 St Christopher's School Trust (Epsom) Limited
 St Mark's Players
 Stagecoach
 Sweet Harmony
 Tailwaggers
 Taylors Bulbs
 Technip FMC
 The Chancery
 The Co-op
 The Crown Inn
 The Dulwich Champagne Reception Committee
 The Dulwich Friends of St Christopher's
 The Matchbox Theatre
 The Pacemakers
 The Spa at Beckenham
 The Transatlantic Traffords
 The Travel Corporation
 Thompson Taraz
 Tonibell Ice Cream
 Travel Insurance Industry Committee
 Waitrose – Bromley South
 Waitrose – Green Street Green
 Walker's Chocolates
 Walsingham Motor Insurance Limited
 Ward Security Limited – Administration Centre
 West Norwood Cemetery and Crematorium
 Wimbledon and Wandle Scout Marching Band
 Women in Fellowship

Who's who at St Christopher's

Executive Team



Heather Richardson
Joint Chief Executive



Shaun O'Leary
Joint Chief Executive



Rob George
Medical Director



Mandy Piper-Killick
Director of People &
Organisational Development



Amanda Mayo
Care Director



Jan Noble
Director of Quality
& Innovation



John Vickers
Director of Finance &
Corporate Services*



Karl Askew
Director of Finance &
Corporate Services**

Trustee Board



Morgan Jones
Chair



Jane Walters
Vice Chair



Gill Baker
Trustee



Eleanor Brown
Trustee



Vivian Bazalgette
Trustee



Terrence Collis
Trustee



Joanna Donaldson
Trustee



Ian Judson
Trustee



Daniel Kelly
Trustee



Catherine McDonald
Trustee



Barbara Noble
Trustee



Nita Rogers
Trustee



Richard Saunders
Trustee



Lila Thompson
Trustee

Patron

HRH Princess Alexandra

President

Lord Ian McColl

Vice Presidents

Dr Gillian Ford CB
Sheila Hancock OBE
Dame Pauline Harris DBE DL
Colin Russell
John Rhodes
Rodney Bennion OBE
Dr Sam Klagsbrun
Phyllis Cunningham CBE
Barbara Richardson
Ruth Saunders
Dr Catherine Dent
Dr Tyrrell Evans

Company Secretary

Shaun O'Leary

Registered office

51-59 Lawrie Park Road,
Sydenham, London SE26 6DZ

Bankers

HSBC Bank plc
165 Fleet Street, London
EC4A 2DY

Independent auditors

Mazars LLP
2nd Floor, 6 Sutton Plaza,
Sutton Court Road,
Sutton, Surrey SM1 4FS

Registration numbers

Registered charity
number 210667

Registered company
number 00681880

VAT registration
number 523613961

St Christopher's
More than just a hospice

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StChristopher's

More than just a hospice

Sydenham site

51-59 Lawrie Park Road, Sydenham, London SE26 6DZ

Orpington site

Caritas House, Tregony Road, Orpington BR6 9XA

Telephone **020 8768 4500**

Email info@stchristophers.org.uk

www.stchristophers.org.uk

   [stchrishospice](https://www.instagram.com/stchrishospice)

Registered charity 210667 registered with the Fundraising Regulator

Registered company number 00681880

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