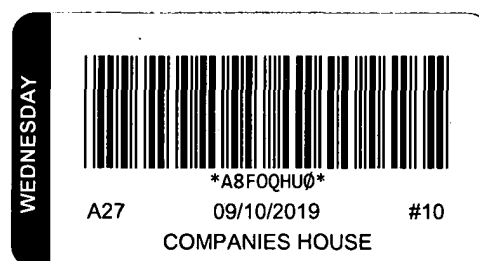


**ST WILFRID'S HOSPICE (EASTBOURNE)**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

**Charity Registration Number: 283686**  
**Company Registration Number: 01594410 (England and Wales)**



**ST WILFRID'S HOSPICE (EASTBOURNE)**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**ST WILFRID'S HOSPICE (EASTBOURNE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2019**

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<b>REGISTERED NAME OF CHARITY</b>	St Wilfrid's Hospice (Eastbourne)
<b>CHARITY NUMBER</b>	283686
<b>COMPANY NUMBER</b>	1594410
<b>PRINCIPAL OFFICE/REGISTERED OFFICE</b>	1 Broadwater Way Eastbourne East Sussex BN22 9PZ
<b>TRUSTEES</b>	Ms F MacIntyre (Chairman) Mr D Adams Dr M Barnes (co-opted 28 May 2019) Mr A Breeze Mrs J Butler Ms L Chambers (appointed 28 September 2018) Dr J McGowan Mrs V Morrey Mrs K Planterose Mr P Slide (resigned 4 September 2019) Mr D Turner
<b>CHIEF EXECUTIVE</b>	Mr D Scott-Ralphs
<b>SENIOR MANAGEMENT TEAM</b>	Mr D Barclay (Medical Director) Mr C Twomey (Nursing Director) Ms A Dechamps (Patient & Family Support Director) Mrs P Russell (Development Director) Ms H Mobberley (Head of People) (resigned 5 July 2019) Mrs J Stockley (Financial Controller) Ms L Dennis (Interim Head of Organisational Development) (appointed 1 July 2019)
<b>PROFESSIONAL ADVISORS</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

### **Chair's Introduction**

I'm pleased to introduce this report of the Trustees for the year ended 31 March 2019. In the past year we have once again been able to reach out to support more people across our catchment area, both patients and families. In the 6 years since moving into our new hospice premises, patient reach has grown by 70%, which is an excellent result and down to both the dedication of our staff and volunteers and the wonderful support of our local community.

Not only have we supported more people than ever in the past year, we have also delivered more support on average to each of them. I'm delighted that we have been able to secure ongoing funding during the year to ensure that all 20 beds in the hospice are fully open. Our actual admissions into the inpatient unit actually went down a little, but this was due to the average length of stay increasing by more than 3 days, which would equate to around 70 admissions across a year. Inpatient bed occupancy was still up by 15% overall and there were also healthy increases in community visits, Wellbeing attendances and psychosocial support. We ran a pilot project to reach out with bereavement support to all children and young people in our catchment area who had lost a close relative and had over 60 referrals. We then bid successfully for 3-year Children in Need funding to expand this programme, now renamed the Seahorse Project. There was also a successful bid to the Big Lottery Fund for 3-year funding to expand our community support volunteering. This will provide 'compassionate neighbour' support to patients in their homes and local communities and there will also be trained volunteers helping with rehabilitation upon discharge from the hospice or hospital.

It has been a strong year financially, with record participation in our key events and increases in corporate, lottery, individual and in memoriam giving. Legacy income continued to be very strong, with an increase in notifications and average gift amount. Shops gross income was also up by 10%, a creditable performance in difficult high street trading conditions. This local voluntary support has enabled us to increase our clinical staff team and to strengthen our support functions. We continue to depend on legacies as a key contributor to our funding and our strategy is to keep strengthening other income generating areas to give a better overall balance. We have also created a Legacy Equalisation Reserve to enable us to maintain operations for the short and medium term in the event of any significant downturn.

At St Wilfrid's we place a high value on good governance and we invited the Cass Centre for Charity Effectiveness to review our governance processes with reference to the Charity Commission Code of Governance. I'm pleased to report that the Cass consultants found a high level of governance already in place, but were able to make recommendations for further strengthening in certain areas. We have put together an implementation programme to take forward these recommendations in the coming year. With a heightened focus on safeguarding in the charity sector, we also reinforced our approach in this area and submitted ourselves to external audit.

I want to express sincere thanks to our staff team and our amazing 600+ volunteers who all contribute to make St Wilfrid's such a dynamic and vibrant place. Collectively they embody our Core Values – Compassionate, Professional, Progressive and Respectful – as evidenced by the many testimonials we receive for our work.

On behalf of my fellow Trustees I also want to express our heartfelt appreciation for everyone who has supported the hospice financially in the past year. Over 70% of our income still comes from local voluntary donations and we could not keep reaching out to more and more people without this generous support. Thank you.

### **HIGHLIGHTS FROM 2018/19**

- We supported 1,641 patients, an increase of 5% on last year. Since moving to our new hospice site in September 2013, patient reach has grown by 70%.
- The total number of people supported directly, including carers and families, was 2,115.
- 32% of patients had a non-cancer diagnosis such as respiratory disease, heart failure and neurological illness including dementia.

## **ST WILFRID'S HOSPICE (EASTBOURNE)**

### **TRUSTEES REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2019**

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- There were 322 Inpatient Unit admissions with an average stay of 17 days. Inpatient activity increased by 15%.
- 1,103 patients were supported in their own homes through 4,502 community nursing visits.
- We also provided 7,613 visits from our Care@Home team, providing personal care in the home.
- Nurseline calls increased by 17% to 15,059 calls.
- 333 Wellbeing patients (up 33%) attended 3,910 sessions (up 38%).
- We provided 2,159 counselling sessions (up 33%) to 431 people (up 32%).
- We set up a new children and young people's bereavement project, the Seahorse Project, for all bereaved young people in our catchment area and took 62 referrals.
- Together with our neighbouring hospice St Michael's Hastings, we trained 350 health and social care staff in end of life care.
- We enjoyed a successful year for general fundraising, up 6% on the prior year.
- Legacy income was very strong at £3.33m, an increase of 34% on last year.

#### **OUR OBJECTIVES AND ACTIVITIES**

The Trustees present their report and accounts for the year ending 31 March 2019. The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities SORP.

##### **Purpose, vision and mission**

St Wilfrid's Hospice Eastbourne was established to promote the relief of sickness, in particular by providing care and services to people over the age of 18 with cancer or any other disease, where it is felt that palliative care is the right course of action. The vision of the charity is for a community where people talk openly about dying, live well until the end of their life and where no one dies alone, afraid or in pain. Our mission statement is 'reaching out to transform end of life care'. The vision and mission are underpinned by the hospice's Core Values: Compassionate, Professional, Progressive and Respectful.

##### **Public Benefit**

St Wilfrid's serves a population of 235,000 living in Eastbourne, Seaford, Pevensey, Hailsham, Uckfield, Heathfield and all areas in between, an area of c.300 square miles. Any adult with a terminal illness can be referred by their GP or other healthcare professional and our support is provided without charge. Around 70% of the hospice's expenditure is funded by voluntary income. The Trustees have considered the Charity Commission's guidance on public benefit and confirm that the charity's activities meet the public benefit test.

##### **Main activities**

Our focus is on providing specialist care and support for people living with a terminal illness and for their carers and families. People are generally referred to the hospice by their hospital team, GP or other healthcare professional. Our support is geared to deal with a range of issues including uncontrolled pain, nausea, breathlessness, fatigue, anxiety and low mood, as well as practical or family concerns. We provide our support through a multidisciplinary team of palliative care doctors, clinical nurse specialists (CNS), registered nurses (RN) healthcare assistants (HCA), physiotherapists, occupational therapists, counsellors, social workers and spiritual support workers. This paid workforce is supported by a team of over 600 volunteers doing a range of roles: welcoming, catering, driving, providing respite sitting, befriending, gardening, serving in one of the hospice's community shops, to name but a few. Our aim is to enable patients to live well for whatever period remains of their lives through our holistic support and ideally to become involved in the early stages of a terminal diagnosis.

The range of our services comprises:-

- An inpatient facility with 20 ground floor, en-suite bedrooms overlooking beautiful gardens, as well as facilities for families to stay over.
- A Wellbeing centre with activity rooms, therapy suites and a gym for rehabilitative palliative care. We run a range of therapeutic and social programmes across 6 days of the week and we also run programmes in the community, for carers as well as for patients.
- Physiotherapy and occupational therapy (OT) support in the hospice and at home.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2019

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- A community nursing service providing support to patients and families in outpatient clinics and in their homes, 7 days a week.
- A 24/7 Nurseline offering advice and support at the time of need.
- A Care@Home service providing personal care to help people remain at home.
- Pre- and post-bereavement counselling in the hospice or in our community hubs in Heathfield and Uckfield.
- Social work support to deal with some of the practical and emotional challenges of a terminal diagnosis.
- Spiritual support to help people find meaning at the end of their lives.
- Education about palliative care for other health and care professionals with whom we work in partnership.

#### Strategy for meeting our objectives

In 2017 the charity launched its 'Closer to You' 5-year strategy, with the following aims:-

- Reaching more people in the hospice catchment area who are at the end of their lives, and those close to them, with personalised support delivered in the hospice and increasingly in their local community.
- Working in close partnership with other parts of the health and care system to deliver seamless support and ensure that the hospice's specialist resources are optimised.
- Demonstrating effective outcomes and impact for those in our care, measured through patient outcomes data and through receiving direct feedback from patients and families.
- Making best use of our employee and volunteer resources and developing these to meet changing needs.
- Increasing and diversifying income streams and ensuring that this income is used well – 'making every hour and penny count'.
- Maintaining effective relationships and a high profile, to engage the support and involvement of our communities.

The Closer to You plan is encapsulated in a high level strategy 'roadmap' expressed as a Balanced Scorecard with four segments:

- Meeting stakeholders' needs and expectations
- Excelling in how we operate
- Learning through people and systems
- Resourcing our ambitions

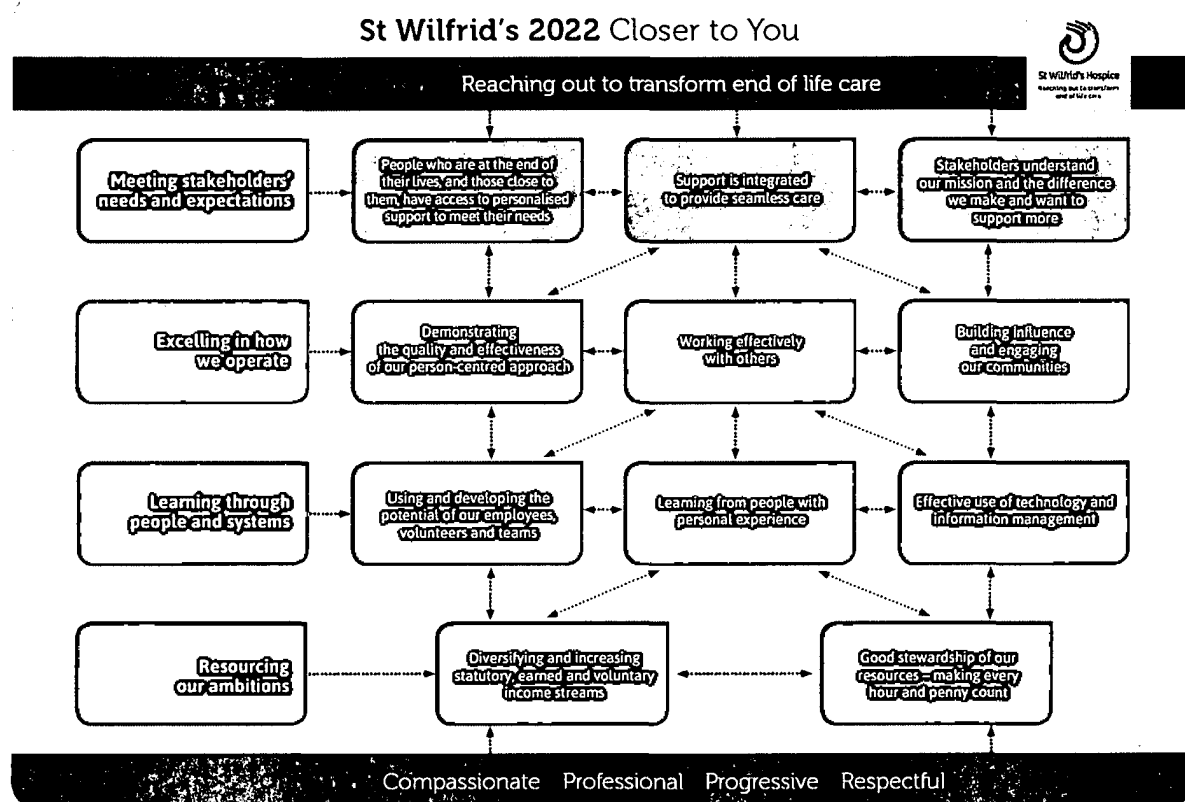
#### Case study – Nicola's story

'My son, Daniel, has been admitted to the IPU on several occasions. He was diagnosed with throat cancer two years ago. He had a laryngectomy, which worked, but the cancer had already spread to Daniel's lungs and spine; we were devastated.

'He didn't want to come into the hospice at first – you hear the word "hospice" and think it's going to be a gloomy place – but it's not at all. Everyone here's so nice, from the doctors to the nurses and housekeeping staff – nothing's too much for them. They've set up Daniel in the family room so his wife and relatives can stay with him: there's usually at least one of us there as we're a big family.

'We bump into other families in the Orchard Lounge when we're making tea, or in the gardens, which are beautiful. It's an awful situation, but other people going through something similar can understand what we're all going through and can be there to support each other.

'I don't know what we would have done without the hospice; I'm planning on coming back as a volunteer – when the time is right, of course – so that I can give something back.'



## ACHIEVEMENTS AND PERFORMANCE

### Meeting the needs and expectations of our stakeholders

In 2018/19 we reached more people than ever before, over 2,100 patients and carers, with direct support to meet physical, emotional, psychological, spiritual and practical need. Patient reach increased by 5% to 1,641 people. In line with our Closer to You strategy, an increasing amount of this support was provided to people in their homes and other community settings. We increased the number of patients supported at home (1,103) and the number of home visits (4,502) and also ran outpatient clinics at the hospice and at Uckfield Hospital.

Yet again we saw increased demand for our 24/7 Nurseline support service, up 17% to just over 15,000 calls. This provides a vital lifeline for patients and families, particularly out of hours. The increased number of calls has put strains on the capacity to respond to all calls quickly and we are reviewing the resourcing and operation of the Nurseline to maintain our responsiveness.

The Care@Home service that we set up in 2017 is proving to be a very important adjunct to our community nursing activity, enabling us to provide daily personal care to patients in their own homes and in many cases thus avoiding a hospice or hospital stay. We supported 116 patients in this way during the year, providing 7,613 care visits across our catchment area and sometimes beyond. The service is funded through the Continuing Healthcare budget following referral and assessment.

Admissions to our 20-bed inpatient unit actually fell in the year to 322, with the main reason for this being the increase in average length of stay, from 14 to 17 days (equating to 70 admissions over the course of a year based on the previous average length of stay). There was actually a 15% increase in overall bed occupancy in the year, reflecting the move from 15 to all 20 beds being available. We took on additional staff during the year to give us extra capacity, with 5 of the beds designated for 'nurse-led' care for people at the end of their lives and who need nursing rather than medical care. Although the hospice is not a long-stay facility, some patients remained in the inpatient unit for extended periods as they were too unwell to go home and there were no suitable alternative placements.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2019

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There was good progress made in our Wellbeing programme of support for patients and families. We began running programmes on Saturdays as well as during the working week and we have increased the range of therapeutic, information-giving and social programmes on offer. Some Wellbeing activities for both patients and carers were delivered in community settings, in line with the Closer to You strategy. 3,910 attendances were recorded from 333 people, an increase of over a third on last year. There was a similar rate of increase in pre- and post-bereavement counselling sessions (2,159) provided for 431 patients and family members.

In response to the recognised need for bereavement support for children and young people in the local area, we set up the Seahorse Project during 2018. This offers a service to any child or young person who has been bereaved, regardless of whether the hospice was involved in providing care. During the year we had 62 referrals from children between the ages of 6 and 18. We also published a couple of child-focussed bereavement booklets and liaised well with schools and GP practices to promote the service. We have now been given a 3-year grant from Children in Need to develop this project further.

We added to our teams in Occupational Therapy and social work to give us greater capacity to do work in the community as well as the hospice. Our social workers operated alongside the clinical teams in providing support to many people and their families concerning benefits and other aspects of daily living, as well as ensuring there were safeguards in place for those with mental capacity issues.

Our Spiritual Support Lead continued to develop strong links with local faith leaders and ran a series of masterclasses with invited speakers, training staff and volunteers in how different faith and belief systems view end of life care. The Spiritual Support Lead is supported by a team of volunteers representing the Christian and other belief systems, ensuring that appropriate informed support can be given to people of all faiths and none. There has been a focus on capturing full demographic information on all patients so that we can understand the person better and what matters to them.

During 2018/19 almost a third of patients had a non-cancer diagnosis, meeting one of the objectives of Closer to You to reach more people with non-malignant illness and thus align more closely with the main causes of death in the area. The main increases were in patients with respiratory disease, liver disease and frailty.

As the specialist provider in end of life care, St Wilfrid's has an important role to play in educating other parts of the health and care system. In this respect we worked collaboratively with St Michael's Hospice in Hastings to train 350 health and care staff on different elements of palliative and supportive care at the end of life. Much of this training was commissioned by the local authority and CCG.

#### **Case study – Anita**

Anita, who lives in Polegate, accessed bereavement support at St Wilfrid's:

'I lost my mum and my sister within days of each other; it was like indescribably difficult. There were a lot of feelings there – a lot of anger – that I couldn't make sense of. Cat, my counsellor, offered a way for me to understand my feelings and gave me the tools to learn to cope; she's been an emotional lifesaver.

'Counselling for those left behind is just as important as the medical care received by patients. I would not be the person I am today without it.'

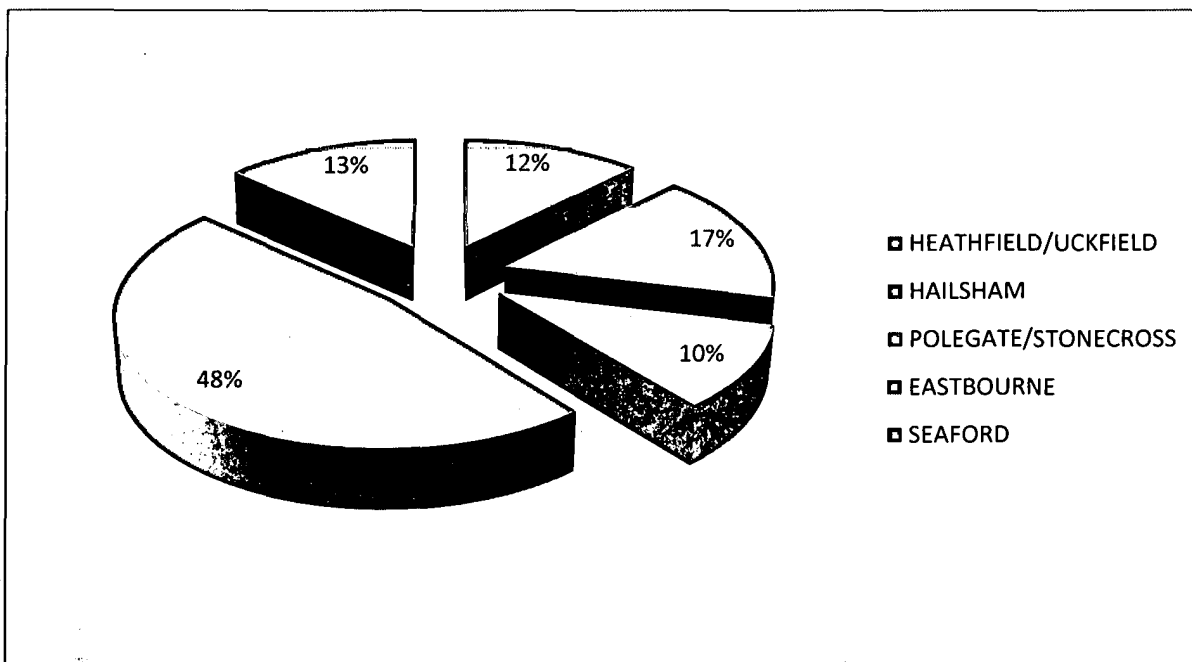


**ST WILFRID'S HOSPICE (EASTBOURNE)**

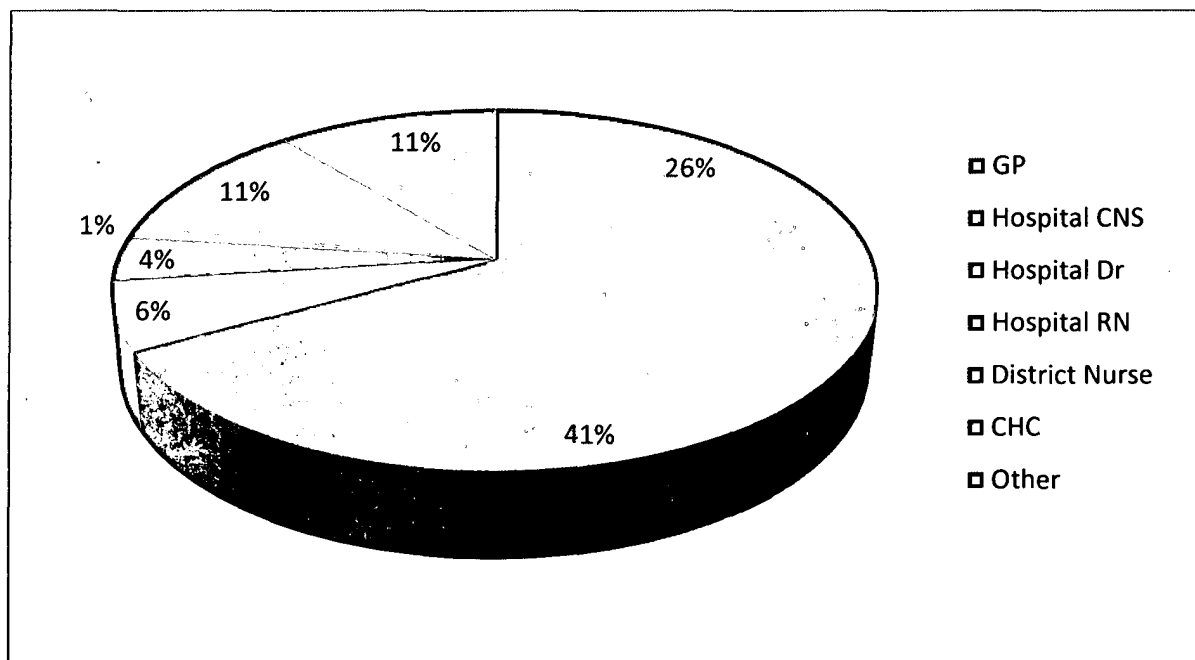
**TRUSTEES REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2019**

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*Where our patients come from*



*Source of referral*

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2019

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##### Excelling in how we operate

Improvements in how we operate included further integration of the community nursing team in two localities, north and south, making further use of the hub in Uckfield Hospital that we established in 2017. We began developing a Single Point of Contact system for referrals and triaging and created the roles of duty doctor, Clinical Nurse Specialists and Registered Nurses in order to be able to be more responsive to urgent need. In conjunction with St Michael's Hospice, we simplified the referral form to streamline this process.

Quality assurance remains a key focus for the hospice. We conducted over 30 clinical audits during the year in areas such as infection control, falls risk assessment, medication, the delivery of oral care and the impact of GDPR. Regular Quality Assurance Forums were held looking at different aspects of care, which included a detailed examination of complaints (there were 7 clinical complaints during the year) and what we can learn from them. There was regular monitoring of the 4 Quality Improvement Priorities for 2018/19: improving the hospice approach to managing medicines; strengthening information governance; improving equity of access to hospice care; and improving the approach to Advance Care Planning. These are reported on separately in the hospice Quality Accounts, which can be found on the St Wilfrid's ([stwhospice.org](http://stwhospice.org)) and NHS ([nhs.uk/quality-accounts](http://nhs.uk/quality-accounts)) websites. On the subject of GDPR, a huge amount of work was undertaken by an expanded information governance group and the hospice was deemed to be compliant in meeting its responsibilities.

The hospice uses a variety of means to gather information about patients so that we can provide a personalised approach and also to receive feedback about how we are making a difference. A new first contact form seeks to capture the full diversity of who people are and what matters to them. The OACC suite of patient measures – AKPS, Phase of Illness, IPOS and Views on Care – continues to be developed. During the year we introduced the VOICES (Views of Informal Carers – Evaluation of Services) survey for bereaved families, sending this out six weeks after someone has died. We have introduced a small number of Quality and Feedback Volunteers to help in the information gathering process and this is working well. We also received funding during the year to begin a Male Carers Project, to better understand the support needs of male carers, using an experience-based co-design approach.

##### Case Study – Pamela

Pamela sees our Clinical Nurse Specialists at the hospice as an outpatient:

'I have found everything at the hospice perfect; it's like a second home to me. When you step through the doors, you are not just *any* patient, or *any* person, but an *individual*.

'You're always greeted with a hug, and I feel so listened to here. I can unburden myself to Helen, my Clinical Nurse Specialist, and I'm reminded that I am not in this alone: we're in it together.


'Helen has been so helpful in guiding me through my options and in arranging any extra support or treatments that might enhance my quality of life. For example, she sent me for a course of reflexology with one of the hospice's complementary therapists, which was so beneficial.

'She has also been excellent with my daughter and granddaughter to help them feel supported; the care from St Wilfrid's doesn't stop with me, but we're treated as a family unit.


'You only realise how important the hospice is once you need it. I feel so lucky to have it on my doorstep.'

## Making a difference: the benefit of using volunteers in obtaining Views on Care data

**Dr Charlotte Harrison** Specialty Doctor // **Tara Schrikker** Quality Improvement Lead //  
**Dr David Barclay** Medical Director



St Wilfrid's Hospice



**Results**

The volunteer experience was universally positive. Volunteers felt privileged that patients were able to speak openly and honestly about the quality of care received and felt their contribution to improving service delivery was acknowledged.

For completeness, we present the VoC data:

**74%** of patients had improved quality of life from hospice interventions and

**91%** gained benefit from hospice services.

This venture has successfully expanded the volunteer role and helped to inform and shape future service development.

helps me to build a rapport with a patient

I find it rewarding

**Background**

St Wilfrid's Hospice in Eastbourne, East Sussex, introduced Views on Care (VoC), part of the Outcome and Assessment Complexity Collaboration suite of measures, on the Inpatient Unit (IPU) with data collected by nursing staff. To facilitate non-biased feedback from patients within the community, where this initiative had not commenced, the hospice introduced the role of a Quality & Feedback Volunteer.

As this was successful in the community, the role was extended to all clinical areas, including the IPU. There is no published evidence to suggest that volunteers are active in gaining feedback on this outcome measure.


**Aims and objectives**

- To evaluate the introduction and experience of Quality & Feedback Volunteers in collecting VoC data.

**Methods**

Four individuals from the current volunteer workforce were identified with an interest in this new role. Training was provided which included simulated patient scenarios and confidentiality and communication skills, enabling volunteers to be confident in approaching and questioning patients at end of life.

VoC feedback was collected via telephone or face-to-face interaction and inputted to the patient's electronic records supported by the Quality Improvement Lead at the hospice. Feedback from the volunteers on their experience was gathered in a focus group.



**Conclusion**



The supported introduction of Quality & Feedback Volunteers within the hospice has been positive and enabled the roll out of the VoC measure in all clinical settings.


**REASSURED**  
**APPRECIATE**  
**EXCELLENT**  
**REASSURING**  
**CONFIDENCE**  
**SUPPORT**  
**SUPPORTED**  
**SAFE**  
**REASSURANCE**  
**AVAILABILITY**  
**RELIEVED**  
**DEDICATION**  
**DIFFERENCE**  
**GRATEFUL**

St Wilfrid's Hospice, 1 Broadwater Way,  
Eastbourne, East Sussex BN22 9PZ

Registered Charity Number: 263686; Registered Company Number: 3594430

01323 434200 [stwhospice.org](http://stwhospice.org)

 [stwhospice](https://www.facebook.com/stwhospice)  [stwilfridstweet](https://twitter.com/stwilfridstweet)



## **ST WILFRID'S HOSPICE (EASTBOURNE)**

### **TRUSTEES REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2019**

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##### **Learning through people and systems**

There were 59 new people joining the organisation during 2018/19, 44 to contracted roles and 15 to the bank workforce. There are now over 200 paid roles within the hospice, giving an FTE workforce of 145 people. The volunteer cadre also grew during the year by 7%, with 630 'active' volunteers at the end of March and over 100 new volunteers were trained during the year.

We made a successful bid to the Big Lottery Fund to expand our community support volunteer programme and have been given a grant of £462k over three years. 17 Young Clinical Volunteers 'graduated' during the year following a six-month placement, during which they studied for the Care Certificate and we also welcomed students in nursing, physiotherapy and occupational therapy. There were over 1,000 learning and development days for our workforce and we rolled out a training programme on the hospice's core values – Compassionate, Professional, Progressive, Respectful – to 200 staff and volunteers.

Work was done to reinvigorate the staff and volunteer forums and we have moved away from an annual lengthy staff survey to shorter quarterly 'pulse' surveys, with a small number of standard questions asked each time to use for benchmarking and others used to explore a particular topic. We have begun to measure net promoter score in these surveys and this showed a net positive score of +78 for those who would recommend St Wilfrid's as an employer and +98 as a care provider.

Behind the scenes, we replaced our IT servers, which were installed when the new hospice opened in 2013 and also moved to a new telephony system using SIP trunking, meaning that calls are now routed through the internet. It is both cheaper and more efficient. Our patient recording system continues to be Crosscare and we upgraded this during 2018/19, streamlining the recording process and introducing a workflow system. We also upgraded our fundraising database, Raiser's Edge. Given that the hospice is now over five years old, we engaged a consulting firm to help us to put together a long-term asset management plan, allowing us to plan for refurbishment and renewal of our building and other plant and equipment over the next 15 years.

We are keen to work increasingly in a collaborative way with the other Sussex hospices, to learn from each other and to better advocate for palliative and end of life care. In early 2018, the Chief Executives initiated a meeting with their Chairs and nominated trustees drawn from all 7 Sussex based local hospices, including St Wilfrid's, to proactively look at the potential for more formal collaboration between our hospices. We did so being very aware of the opportunities and risks that frame the future context for hospice care. We agreed that this work should build on the examples of good practice that had been taken forward in an ad-hoc manner in the past.

To support the review, external consultants were appointed to lead work within each hospice. In March 2019, the CEOs presented the results of this Sussex hospice wide prioritisation process to a wide group of trustees. Our shared aim at this stage was to identify those collaborative possibilities that offered real value for our beneficiaries and would enable us to build momentum. We were all looking for areas where there was proof of concept and the opportunity to achieve quick wins. The work recommended four areas of focus where shared collaboration could be taken forward.

Recommendations from this work were unanimously agreed and the collaborative opportunities will now be more fully worked up during 2019 by experts drawn from the 7 Sussex hospices. In addition, a governance framework for driving forward further collaboration will also be recommended to all Sussex Hospice Boards. The initial areas of focus are as follows:

- External Education: Developing a common approach to supporting Care Homes.
- Workforce: Developing a common approach to Apprenticeships (including nursing associates).
- Workforce: Developing common Management Development Programmes.
- Developing common service impact data and delivery insights.

##### **Resourcing our ambitions**

The charity exceeded its income targets for the year and also came in under budget on expenditure. The Financial Review gives the full detail of this. We were pleased to see an increase in statutory income, due to the expansion of Care@Home and the operation of the 5 nurse-led beds, both of which are funded via Continuing Healthcare.

In Fundraising, income levels were up across income streams. The Closer to You message continued to resonate well with donors and events participants and we had over 1,100 walkers, a record number, for our flagship event Starlight

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2019

Stroll. Total events income increased by 25% on the prior year. A number of new products were introduced for those giving in memory of a loved one and this income stream was up by 9% on the previous year. We opened a new shop in Eastbourne selling furniture, bric a brac and collectibles and this traded well. Trading gross income overall increased by 10%. £5.83 was raised for every £1 spent on fundraising.

One of the initiatives to meet our ambition of 'making every hour and penny count' was to join the Hospice Quality Partnership in 2018. This company, which is jointly owned by its hospice members, seeks best value in procurement of a range of products and services. We were able to quickly realise savings in the re-tendering of utilities contracts and have also achieved savings on stationery and office equipment purchases.

On the communications front, there were over 16m 'opportunities to see' a message about St Wilfrid's through a variety of print and broadcast media. Our social media following grew by about 23% through our website, Facebook, Twitter and Instagram. Social media was very effective in helping us to promote our growing events programme during the year.

#### Key measures used to assess performance

The key dashboard performance measures monitored during 2018/19 were:-

- Total patients supported – 1,641 (up 5.2%)
- Total individuals in receipt of support – 2,115 (up 5.8%)
- Bed occupancy on Inpatients Unit – 84% of available days (decrease from 88% but on higher number of beds)
- Average length of stay on Inpatients Unit – 17 days (up from 14)
- Number of patients with a non-cancer diagnosis – 32.45% (up from 29%)
- Average number of working days lost per person – 7.3 (up from 6.5)
- Staff turnover – 17.3% annualised (up from 11.9%)
- Voluntary income vs budget – 131% of target
- Liquid resources – 7 months (target 6 months)
- Website and social media followers – 22,633 (up 22.9%)

#### Performance of material fundraising activities against objectives

The main fundraising activities produced the following income:

	2018/19	2017/18	Increase/decrease	Variance
	£k	£k	£k	%
Legacies	3,316	2,479	+837	+34%
Donations and Gifts	1,637	1,564	+73	+5%
Lottery	327	294	+33	+11%
Trading	1,020	941	+79	+8%

#### FINANCIAL REVIEW

##### Review of the financial position at the end of the year

The charity is reporting a consolidated net surplus of £1,239k this year against a surplus of £822k in 2017/18. Total income this year was £8,320k, a £1,265k increase (17.9%) on 2017/18 (£7,055k). The significant events explaining this increase are noted in the next section and in the fundraising performance review in the previous section. Total expenditure this year amounted to £7,181k, which is an increase of 14.7% from £6,259k in 2017/18. Our expenditure profile was:

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT (continued)

### FOR THE YEAR ENDED 31 MARCH 2019

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	2018/19		2017/18	
	£k	%	£k	%
Patient Care	5,472	76	4,868	78
Fundraising	849	12	584	9
Trading	860	12	807	13

The operating profit has led to an increase in cash to £3,516k (17/18 £2,742k). During the year, two investment properties were sold and we received a legacy estate of one further investment property which is now in the assets held for resale account.

Legacies have increased by £837k (+34%) in the year. Notifications have increased this year. The amount of legacies receivable that was accrued in the 2018/19 accounts (£1,056k) was an increase on the amount accrued for in 2017/18 (£459k). Of the £1,056k accrued in 2018/19 accounts, £21k relates to legacy income accrued in 2017/18 still awaited.

NHS funding was increased by £251k (+15%) in the year. The grant received from Eastbourne, Hailsham & Seaford and High Weald, Lewes Havens CCGs included an uplift of 0.1%. There is also additional funding for the Clinical Nurse Specialist teams.

#### Investment Policy

The primary investment objective is to protect funds to meet the requirements of the reserves policy. Investment decisions are made and monitored by the Audit Committee, which is a formal governance committee of the Board of Trustees. The bulk of surplus funds are currently held in cash and short-term deposits. There is a small investment property portfolio (currently 2 properties with a shared interest in a third) which has resulted from properties bequeathed to the charity and let out for rental income rather than sold immediately.

#### Funding sources

Our funding comes from:

Legacies	40%	(17/18 36%)
Gifts and Donations	20%	(17/18 22%)
Statutory Funding	23%	(17/18 24%)
Trading	12%	(17/18 13%)
Lottery	4%	(17/18 4%)
Investments/other	1%	(17/18 1%)

#### Reserves Policy

##### Operating reserve

The key risk the charity faces is the challenge to financial sustainability as a result of a temporary or longer-term fall in its given, granted or earned income. Over 70% of the charity's income derives from public giving, with a heavy dependence upon general donations and legacy income, which can be unpredictable within a defined time period. The Trustees consider it prudent and desirable to ensure that the risks and challenges to income in the short and medium term can be met without significant disruption to services. The Trustees consider that an operating reserve of four to six months of full running costs is appropriate to mitigate this risk, with an aim to keep the reserve at the top end of this range.

##### Restricted Reserve

Some funds are given to the charity to use for specific purposes and where this is the case they are held on trust in a restricted reserve and drawn on as the funds are required for the purposes for which they were given. Where a capital asset is bought with the funds, the reserve is drawn down in line with the depreciation of the asset rather than in totality at the time of purchase.

##### Fixed Asset Reserve

This represents the amount of the total reserves that are tied up in tangible fixed assets that cannot be realised easily, mainly the hospice building, plant and equipment.

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**TRUSTEES REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2019**

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Legacy Equalisation Reserve

This reserve was set up in 2018 to smooth out any year on year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income. The charity therefore needs to include legacy income in its cost budgeting, so this reserve is an added contingency to avoid any disruption to day to day activity in the event of low legacy receipts in a given year.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2019

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##### Asset Management Reserve

A 15-year asset management survey has been completed, which identifies potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed therefore to set funds aside for any future work.

##### Strategic Development Reserve

The Trustees recognise their responsibility to ensure that monies given to the charity are used to further the charity's objects and meet the needs of its beneficiaries. Any funds surplus to those required for the other designated reserve funds are held in a strategic development reserve. The strategic development reserve is earmarked to contribute to the funding of the charity's "Closer to You" strategic plan for the period 2017-2022. Part of the strategic development reserve is held in investment properties yielding an income.

At 31 March 2019 the charity had total reserves of £15.8m (17/18 £14.6m), represented as follows:

Operating Reserve	£3m	(17/18 £2m )
Legacy Equalisation Reserve	£0.91m	(17/18 £0.6m)
Asset Management Reserve	£0.2m	(17/18 £0.1m)
Restricted Reserve	£0.43m	(17/18 £0.45m )
Fixed Asset Reserve	£10.26m	(17/18 £10.41m)
Strategic Development Reserve	£1m	(17/18 £1m)



## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2019

#### RISK MANAGEMENT

A strategic risk register detailing and ranking the key risks the charity faces is reviewed by the senior management team on a regular basis and by the Board of Trustees twice a year. There are then individual risk registers for each area of operation. All risks faced by the charity are given a risk rating. A risk score is obtained by considering the likelihood of the risk occurring and the impact that occurrence would have on the charity. The top risks identified on the strategic register as at 31 March 2019 were:

<b>Risk identified</b>	<b>Action taken to mitigate the risk</b>
Uncertainty of income or escalation of costs leading to financial deficit.	Income generation strategy developed and kept updated. Investment in income generation team. Diversification of income sources. Legacy Equalisation reserve established and new forecasting review done. Joined Hospice Quality Partnership. Regular reforecasting to allow management of budget.
Insufficient cash and reserves.	Creation of Legacy Equalisation and Asset Management reserves. Sale of some investment properties to boost liquid reserves. Contingency borrowing capacity in place.
Staffing and infrastructure capacity.	Additions made to clinical and non-clinical staff teams. Increased volunteer resource. New IT servers installed and upgrades to IT systems. New staff wellbeing initiatives in place. Succession planning exercise.
Safeguarding.	Audit undertaken of safeguarding policy and practice. Mandatory training programme for all staff and for Trustees. Safeguarding considered in all operational risk registers. Whistleblowing policy updated. Quality Forums allowing teams to look at clinical risk and audit of practice. Benchmarking against national guidance.
Business continuity.	Major incident and recovery plan in place, with test exercises undertaken. Upgrading of IT servers and telephony system. Daily backups of key databases. Free flu jabs offered to all staff.
Cost of repairing or replacing fixed assets.	Fixed asset register in place. 15-year asset management plan created and Asset Management Reserve. Dilapidations provision now made for shops.

#### FUNDRAISING APPROACH AND PERFORMANCE

##### **Approach to monitoring of activities and membership of voluntary schemes for regulating fundraising.**

The charity undertakes fundraising activity with its supporters in line with the Fundraising Code of Practice set by the Fundraising Regulator and the Institute of Fundraising. The charity is registered with both bodies and regularly monitors changes in legislation and is also registered with the Fundraising Preference Service.

St Wilfrid's lottery is run by Local Hospice Lottery Ltd, which is a member of the Hospice Lotteries Association and the Lotteries Council and licensed by the Gambling commission.

The charity's fundraising activities include hospice-arranged events; personal challenges; direct mailing; legacy, regular giving, in memory and corporate campaigns; community talks, school activities, clubs, societies, and church involvement; engaging with grant-making bodies including charitable foundations and trusts.

## **ST WILFRID'S HOSPICE (EASTBOURNE)**

### **TRUSTEES REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2019**

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We also have a planned communications programme, including a website for information, donations and registrations; social media including Facebook, Twitter, and Instagram; a monthly internal newsletter for staff and volunteers; a 3-times yearly magazine for mailing to supporters and for public consumption; and an annual report and accounts.

#### **Monitoring of activities carried out by third parties**

The charity has in place a lottery contract, which specifies that Local Hospice Lottery undertakes to conform to statutory and local authority requirements to ensure gambling is conducted in a fair, responsible and open way and to prevent being associated with crime or disorder.

The hospice plays an active oversight role in the training and development of lottery canvassers and ensures that any complaints are dealt with promptly and responsibly, in line with the Fundraising Code of Practice.

Contracts with mailing fulfilment houses ensure that all data handling conforms to the requirements of the Data Protection Act (2018) and Privacy and Electronic Communications Regulations (PECR) (2003), and with the Hospice Information Governance Policy and Information Governance, Supporters sub policy.

#### **Number of complaints received by the charity**

Two complaints about fundraising and trading were received during the year and were resolved promptly.

#### **Protection of vulnerable people and other members of the Public**

Hospice fundraising complies with the charity's ethical fundraising policy and the Fundraising Code of Practice. The charity's fundraising promise specifies what information about supporters is collected and how that information is used. Our policy sets out the circumstances in which information about a supporter may be disclosed; how personal information is stored; and the rights of data subjects. All written and email communication contains a statement about how information will be used, an option to state or change data preferences, and a link to our full fundraising promise on the hospice website.

#### **PLANS FOR FUTURE PERIODS**

The main aims and plans for the coming year stem from the 4 spheres of activity in our Closer to You Strategy Map.

#### **Meeting stakeholders' needs and expectations**

- Increase overall reach of patients and families supported (target 10% growth).
- Extend the Single Point of Contact service to improve referral, triage and response times.
- Enable self-referral to services.
- Improve support to care homes.
- Develop our approach to supporting patients with dementia as a primary diagnosis.
- Improve ability to meet psychological distress in patients and carers.
- Develop the Seahorse children and young people bereavement service.

#### **Excelling in how we operate**

- Review and improve the efficiency of Nurseline.
- Increase the number of outpatient interactions as a proportion of community support.
- Review and improve outcomes assessment measures.
- Improve advance care and pre-emptive care planning in all clinical settings.
- Demonstrate excellence in safeguarding policy and practice.
- Engage with other Sussex hospices and local partners in collaboration projects.
- Develop effective donor recognition and stewardship.

#### **Learning through people and systems**

- Develop the community volunteering programme.
- Undertake a workforce review to future proof clinical staffing.
- Develop organisational competency framework.
- Upgrade IT operating environment.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2019

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- Strengthen feedback and engagement from patients and carers.

#### Resourcing our ambitions

- Achieve budgeted total income of £7.9m.
- Deliver a break even position at year end.
- Increase Care@Home funding streams and income.
- Optimise use of nurse-led beds.
- Undertake 'Project Save' to find efficiencies and be greener in how we work.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

St Wilfrid's Hospice (Eastbourne) is a company limited by guarantee. The Articles of Association were last amended in 2017. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute up to £5 in the event of a winding up. The Trustees are also the directors for the purpose of company law.

#### Organisational structure

St Wilfrid's Hospice (Eastbourne) had 2 subsidiary companies at 31 March 2019:

- St Wilfrid's Hospice Eastbourne Trading Company Limited. Registered Company No: 2198239. Set up to run the retail and other trading activities of the hospice.
- St Wilfrid's Hospice (Eastbourne) Projects Limited. Registered Company No: 07054375. Set up to deal with the management, design and construction of the new hospice. This company will remain in existence for a period of up to 10 years following completion of the building.

The results of St Wilfrid's Hospice (Eastbourne) Projects Limited have not been consolidated into these financial statements as its results are immaterial to the Charity and the Group. During the year the charity wound up 3 dormant companies – St Wilfrid's Hospice Lottery Company Limited, St Wilfrid's Hospice (Eastbourne) Retail Company Limited, and Broadwater Project Management Limited.

The decision was taken during the year to transfer the bulk of the shops trading activity (except for bought-in goods) and its assets and liabilities, including the shops leases, to the main charity. This transfer took effect from 1 April 2019.

#### Appointment of Trustees and committee structure

Trustees are recruited against a set of competencies and to bring a diverse set of skills and experience to the charity. The Board of Trustees and the senior management team work in partnership when developing policy and strategy. In their fiduciary role the Trustees account for the organisation's compliance with regulation and they monitor the performance of the organisation against the strategy and business plan. They receive a full induction and a governance development budget is set aside for training focused on strengthening governance performance.

During the year the charity engaged the Cass Centre for Charity Effectiveness to undertake a full review of the governance process in the context of the Charity Commission Code of Governance. This review found a high level of governance performance overall and suggested areas for further strengthening, from which a plan has been developed to implement in 2019/20.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2019

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Trustees may serve a maximum of 3 terms of 3 years. The Board meets 6 times a year and there is an annual strategy planning day. There are Trustee sub-committees for Audit, Clinical Governance, People (formerly Remuneration & Appointments) and Income Generation (which is newly established and also considers the business of the trading company). Three Trustees are directors of the trading company and there is one non-Trustee who sits on this Board. Additionally, a Trustee sits on the Health & Safety committee, which is chaired by the Chief Executive and has staff representation. Terms of reference and Trustee membership for all committees are approved by the Board of Trustees annually. Trustees have individual performance reviews with the Chair each year and the Chair is also reviewed. The Trustees who served during the year and their attendance at Board meetings were:

Ms F MacIntyre, Chair ♣ ^ 6  
Mr D Adams # 6  
Mr A Breeze ♦ 6  
Mrs J Butler ♣ Chair of the Clinical Governance Committee 6  
Ms L Chambers ♦ 4  
Ms J McGowan ♣ 5  
Mrs V Morrey ^ 6  
Mrs K. Planterose ^ ♦ Chair of the Audit Committee 5  
Mr P Slide ^ # 6  
Mr D Turner ♦ # Chair of the Income Generation Committee and Trading Board 5  
Dr M Barnes ♣ (appointed 28 May 2019)

#### Members of Trustee Committees:

♦ Audit Committee  
♣ Clinical Governance Committee  
■ Health and Safety Committee  
^ People Committee  
# Trading Company Board

#### Decision making

An annual business plan setting out the objectives for the year ahead is approved by the Board of Trustees before the start of a new financial year. This is accompanied by the setting of an annual budget and cashflow and the agreement of a set of corporate key performance indicators. The Audit Committee reviews a schedule of delegated authority within which the senior management team operates. The Board of Trustees approves the schedule of delegated authority before the start of a new financial year. The day to day running of the charity is delegated to the Chief Executive and senior management team.

#### Committee activities

The main activities of the Board sub-committees during the year were as follows:-

#### Audit Committee

- Scrutinized the IT strategy.
- Monitored GDPR compliance.
- Oversaw the settlement of a contentious legacy.
- Scrutinized the audit findings report including the management response and recommended statutory accounts 2017/18 for Board approval.
- Oversaw an audit on cash handling processes.
- Scrutinized an annual H&S report.
- Scrutinized the Company Secretary's annual report.
- Conducted an annual review of contracts.
- Following notification of a change of accounting treatment for Gift Aid, explored options for payments from Trading Company to Hospice. Sign a deed of covenant.
- Recommended 2019/20 annual timetable of activity and schedule of delegated authority for Board approval.

## **ST WILFRID'S HOSPICE (EASTBOURNE)**

### **TRUSTEES REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2019**

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- Scrutinised and recommended draft budget 2019/20 for Board approval.

#### **Clinical Governance Committee**

- Scrutinised annual report on Safeguarding. Ensured that safeguarding has increased prominence at the Board and CGC as a separate standing agenda item. Planning for a named trustee to assume a safeguarding role.
- Reviewed complaint themes from 2017/18.
- Reviewed quality and safety report at each meeting showing key data for falls, medication errors, pressure ulcers, incidents and outcomes data.
- Scrutinised research proposals.
- Monitored Care Quality Commission (CQC) inspection arrangements and quality assurance visits.
- Received presentations on nurse-led beds, medicines management, therapies and community nursing.

#### **People Committee**

- Reviewed key terms and conditions for hospice staff.
- Reviewed senior manager remuneration.
- Agreed cost of living increase for hospice staff.
- Reviewed proposals for changes to career progression framework.

(The Income Generation Committee met for the first time after year end).

#### **Arrangements for setting the pay and remuneration of key management personnel**

Senior management team salaries are reviewed by the People Committee on the recommendation of the Chief Executive.. The Board of Trustees reviews the salary of the Chief Executive following recommendations by the People Committee. The organisation contributes to a national benchmarking study undertaken by Hospice UK and salaries are reviewed with reference to this sector benchmarking study and to other relevant pay surveys.

#### **Any relationships with a wider network (e.g. umbrella group)**

The charity is a member of Hospice UK, a national membership organisation that advocates for the interests of hospices in the United Kingdom.

# **ST WILFRID'S HOSPICE (EASTBOURNE)**

## **TRUSTEES REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2019**

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### **STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS**

The Trustees, who are also directors of St Wilfrid's Hospice (Eastbourne) for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website.

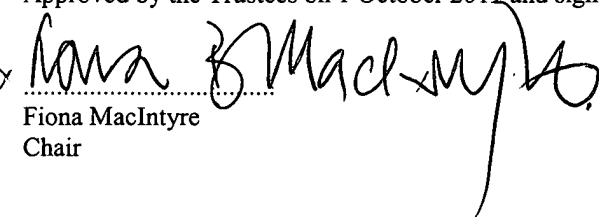
Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

### **AUDITORS**

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that the charitable company will go to tender for its auditors for the forthcoming year has been agreed.

In signing this report, the Trustees are also approving the Strategic Report, in their capacity as company Directors.

Approved by the Trustees on 1 October 2019 and signed on their behalf by:

x   
.....  
Fiona MacIntyre  
Chair

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

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#### Opinion

We have audited the financial statements of St Wilfrid's Hospice (Eastbourne) Limited for the year ended 31 March 2019 which comprise Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard, 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2019 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

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

#### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### 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 group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

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#### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

#### Matters on which we are required to report by exception

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

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

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

#### Use of this report

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



Anna Bennett (Senior statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors

Date: 3/10/19

10 Queen Street Place  
London  
EC4R 1AG



**ST WILFRID'S HOSPICE (EASTBOURNE)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
(Including Income and Expenditure Account)

**FOR THE YEAR ENDED 31 MARCH 2019**

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
<b>INCOME FROM:</b>						
<b>Donations and legacies</b>	2	4,695,424	-	259,058	4,954,482	4,042,703
<b>Charitable activities</b>						
Statutory funding and grants	2	1,937,191	-	-	1,937,191	1,686,097
<b>Other trading activities</b>						
Income from trading	3	1,020,805	-	-	1,020,805	941,659
Income from lottery		327,026	-	-	327,026	293,956
<b>Investments</b>	4	47,851	-	-	47,851	42,510
<b>Other</b>	5	33,160	-	-	33,160	48,968
<b>Total income</b>		<u>8,061,457</u>	<u>-</u>	<u>259,058</u>	<u>8,320,515</u>	<u>7,055,893</u>
<b>EXPENDITURE ON:</b>						
<b>Raising funds</b>						
Fundraising costs	6	844,952	-	3,913	848,865	584,124
Trading costs of goods sold and other costs	3	860,310	-	-	860,310	806,716
<b>Charitable activities</b>						
In patient	6	3,187,861	-	67,739	3,255,600	2,885,192
Wellbeing	6	637,224	-	51,961	689,185	621,650
Community Nursing	6	1,370,709	-	155,891	1,526,600	1,361,815
<b>Total expenditure</b>		<u>6,901,056</u>	<u>-</u>	<u>279,504</u>	<u>7,180,560</u>	<u>6,259,497</u>
Net gains/(losses) on investments		<u>98,640</u>	<u>-</u>	<u>-</u>	<u>98,640</u>	<u>25,887</u>
<b>Net income(expenditure)</b>		<u>1,259,041</u>	<u>-</u>	<u>(20,446)</u>	<u>1,238,595</u>	<u>822,283</u>
Gross transfers between funds		<u>(259,041)</u>	<u>259,041</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<u>1,000,000</u>	<u>259,041</u>	<u>(20,446)</u>	<u>1,238,595</u>	<u>822,283</u>
Fund balances at 1 April 2018		<u>2,000,000</u>	<u>12,124,411</u>	<u>448,052</u>	<u>14,572,463</u>	<u>13,750,180</u>
Fund balances at 31 March 2019	20,21	<u>3,000,000</u>	<u>12,383,452</u>	<u>427,606</u>	<u>15,811,058</u>	<u>14,572,463</u>

All income and expenditure arises from continuing activities.

Full details of income and expenditure by fund for the prior year are given in note 25.

The notes on pages 26 to 43 form part of the financial statements.

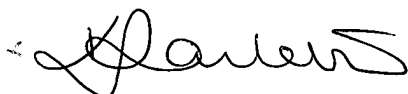
**ST WILFRID'S HOSPICE (EASTBOURNE)**

**BALANCE SHEET**

**AS AT 31 MARCH 2019**

		<b>Hospice</b>		<b>Group</b>	
	<b>Notes</b>	<b>2019 £</b>	<b>2018 £</b>	<b>2019 £</b>	<b>2018 £</b>
<b>FIXED ASSETS</b>					
Tangible assets	12	10,263,141	10,399,702	10,264,701	10,411,281
Investment properties	13	753,278	788,981	753,278	788,981
		<u>11,016,419</u>	<u>11,188,683</u>	<u>11,017,979</u>	<u>11,200,262</u>
<b>CURRENT ASSETS</b>					
Stocks		6,204	6,872	7,078	9,704
Assets Held for Resale	15	250,000	230,000	250,000	230,000
Debtors	14	2,375,776	1,613,830	2,250,943	1,506,750
Investments	16	2,280	2,090	2,179	1,989
Cash at bank and in hand		3,347,940	2,610,631	3,516,651	2,742,183
		<u>5,982,200</u>	<u>4,463,423</u>	<u>6,026,851</u>	<u>4,490,626</u>
<b>CREDITORS: amounts falling due within one year</b>	17	<u>(1,197,744)</u>	<u>(1,089,829)</u>	<u>(1,233,772)</u>	<u>(1,118,425)</u>
<b>NET CURRENT ASSETS</b>		<u>4,784,456</u>	<u>3,373,594</u>	<u>4,793,079</u>	<u>3,372,201</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>15,800,875</u>	<u>14,562,277</u>	<u>15,811,058</u>	<u>14,572,463</u>
<b>NET ASSETS</b>		<u>15,800,875</u>	<u>14,562,277</u>	<u>15,811,058</u>	<u>14,572,463</u>
<b>FUNDS:</b>					
Restricted funds	20	427,606	448,052	427,606	448,052
Unrestricted funds:					
Designated funds	21	12,383,452	12,124,411	12,383,452	12,124,411
Operating reserve		2,989,817	1,989,814	3,000,000	2,000,000
		<u>15,800,875</u>	<u>14,562,277</u>	<u>15,811,058</u>	<u>14,572,463</u>

The accounts were approved by the Trustees and authorised for issue on 1 October 2019 and signed on its behalf by:



Mrs K Planterose (Chair of Audit Committee)

The surplus for the charity only for the year is £1,238,595 (Surplus 2018: £822,283).

The notes on pages 26 to 43 form part of the financial statements.

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**STATEMENT OF CASH FLOWS**

**AS AT 31 MARCH 2019**

	Note	2019 £	2018 £
<b>Cash flows from operating activities:</b>			
<i>Net cash provided by (used in) operating activities</i>	23	460,517	900,914
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		47,851	42,510
Proceeds from the sale of plant and equipment			1,047
Proceeds from the sale of property		363,751	237,000
Purchase of property, plant and equipment		(198,354)	(122,582)
Transfer of investment properties		100,703	(3,221)
<b>Net cash provided by (used in) investing activities</b>		<u>313,951</u>	<u>154,754</u>
<b>Change in cash and cash equivalents in the reporting period</b>		774,468	1,055,668
Cash and cash equivalents at the beginning of the reporting period		<u>2,742,183</u>	<u>1,686,515</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>3,516,651</u></u>	<u><u>2,742,183</u></u>

# ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2019

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### 1. ACCOUNTING POLICIES

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

#### 1.1 Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

#### 1.2 General information

The charity is a private company limited by guarantee, incorporated in England and Wales (company number: 01594410) and a charity in England and Wales (charity number: 283686). The charity's registered office is 1 Broadwater way, Eastbourne, East Sussex, BN22 9PZ.

#### 1.3 Preparation of accounts on a going concern basis

The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives Trustees confidence the charity remains a going concern for the foreseeable future.

#### 1.4 Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary St Wilfrid's Hospice Eastbourne Trading Company Limited (registered number: 02198239). The results of the wholly owned subsidiary, St Wilfrid's Hospice (Eastbourne) Projects Limited, has not been consolidated into these financial statements as their results are immaterial to the charity and group. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The registered office for these subsidiaries is the same as the parent.

The consolidated statement of financial activities, income and expenditure account and balance sheet include the financial statements of the company and its subsidiary undertaking made up to 31 March 2019. The company has taken advantage of the exemption from presenting its own income and expenditure account. The surplus of the company for the financial year amounted to £1,238,595 (2018: Surplus 822,283). All intercompany transactions are eliminated on consolidation.

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2019

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**1. ACCOUNTING POLICIES (continued)**

**1.5 Income**

All income is included in the SOFA when the charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. For legacies, entitlement is when the charity is notified of an impending distribution with certainty of value, or when the legacy is received. We use information provided and judgement to conclude whether the legacy meets the revenue recognition criteria and is therefore accrued in the accounts.

Statutory funding comprise amounts receivable in the year from the NHS.

Lottery income represents ticket sales received in respect of lotteries held during the year. Income from tickets sold in advance of a draw being held is carried forward to the period in which the draw takes place.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Rental income is recognised on a receivable basis.

**1.6 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is classified under the following activity headings:

- Costs of raising funds comprises of fundraising, charity shops, lottery and trading activities
- Expenditure on charitable activities comprises of adults and children services for families facing terminal illness
- Other expenditure represents the costs associated with investment properties

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Supports costs are those incurred directly in support of expenditure on the objects of the charity. These are allocated to charitable activities in proportion to other expenditure.

Governance costs relate to compliance with charity and company regulations and the strategic direction of the organisation.

**1.7 Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold land is not depreciated	
Freehold buildings	2% p.a. on cost
Computer equipment	20% - 33.3% p.a. on cost
Plant and equipment	10% - 33.3% p.a. on cost
Fixtures and fittings	20% p.a. on cost
Motor vehicles	10% - 25% p.a. on cost

Investment properties are included in the balance sheet at their open market value. Depreciation is provided only on those investment properties which are leasehold and where the unexpired lease term is less than 20 years.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2019

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### 1. ACCOUNTING POLICIES (continued)

#### 1.8 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

#### 1.9 Investments

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

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

#### 1.10 Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

#### 1.11 Creditors and provisions

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

#### 1.12 Debtors

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

#### 1.13 Cash at bank and in hand

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

#### 1.14 Pensions

The charity operates a defined contribution pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

#### 1.15 Donated goods

The Trustees consider the valuation of donated goods for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

#### 1.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds comprise funds received for a specific expenditure as specified by the donor. The aim and use of each restricted fund is set out in the notes to the financial statements.

**ST WILFRID'S HOSPICE (EASTBOURNE)****NOTES TO THE ACCOUNTS (continued)****YEAR ENDED 31 MARCH 2019****1. ACCOUNTING POLICIES (continued)****1.17 Estimates and judgements**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates. The Trustees consider the evaluation of useful economic life of fixed assets to be the area of judgement with a significant effect on the financial statements. Further details on this judgement are provided in the relevant section above.

**1.18 Assets held for resale**

Assets held for resale are shown in the financial statements at market value. Profit and losses on the realisation of assets held for resale are shown as realised gains and losses in the Statement of Financial Activities. Realised gains or losses are calculated between sales proceeds and their opening carrying values.

**2. DONATIONS, LEGACIES AND STATUTORY FUNDING**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2019 £</b>
Donations and gifts	1,378,788	259,058	1,637,846
Legacies receivable	3,316,636	-	3,316,636
Grants receivable for core activities	1,937,191	-	1,937,191
	<u>6,632,615</u>	<u>259,058</u>	<u>6,891,673</u>

**DONATIONS, LEGACIES AND STATUTORY FUNDING**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2018 £</b>
<b>Prior Year – 2018</b>			
Donations and gifts	1,193,227	370,522	1,563,749
Legacies receivable	2,478,954	-	2,478,954
Grants receivable for core activities	1,686,097	-	1,686,097
	<u>5,358,278</u>	<u>370,522</u>	<u>5,728,800</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2019**

3. ACTIVITIES FOR GENERATING FUNDS	2019		2018	
	£	£	£	£
<b>Trading income and costs</b>				
<b>Trading income</b>				
Donated goods income	806,246		749,684	
Bought in goods income	14,834		15,468	
Street café income	199,725		176,507	
Lottery funding	-		-	
		1,020,805		941,659
<b>Trading expenses</b>				
Cost of sales	11,364		9,604	
Street café costs	160,121		165,185	
Staff expenses	371,378		321,808	
Property expenses	233,887		232,564	
Administration expenses	64,076		57,095	
Dilapidations/Depreciation	19,997		20,599	
	860,823		806,855	
Less interest received	(513)		(139)	
		860,310		806,716
<b>Total (deficit)/surplus</b>		160,495		134,943
<b>Number of shops</b>		8		7

Note: £Nil (2018: £461) of loan interest and £12,000 management fee have been eliminated on consolidation, which increases the trading surplus compared to the Trading Company surplus shown in note 11.



**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2019**

4.	INVESTMENT INCOME			2019 £	2018 £
	Rental income from investment properties			35,734	38,636
	Income from listed investments			51	51
	Interest receivable			12,066	3,823
				<u>47,851</u>	<u>42,510</u>
5.	OTHER INCOME			2019 £	2018 £
	Education courses and recharges			24,776	22,120
	Other income			8,384	26,848
				<u>33,160</u>	<u>48,968</u>
6.	TOTAL EXPENDITURE				
	Staff Costs £	Other Direct Costs £	Support Costs Allocation £	Total 2019 £	
	Charitable expenditure				
	Primary costs				
	Inpatient	1,888,617	453,160	913,823	3,255,600
	Wellbeing	442,940	33,437	212,808	689,185
	Community Nursing	999,909	45,706	480,985	1,526,600
		<u>3,331,466</u>	<u>532,303</u>	<u>1,607,616</u>	<u>5,471,385</u>
	Costs of generating funds				
	Non-charitable trading	362,816	497,494		860,310
	Fundraising	372,204	297,555	179,106	848,865
		<u>4,066,486</u>	<u>1,327,352</u>	<u>1,786,722</u>	<u>7,180,560</u>

Clinical Nurse Specialists costs now included in Community Nursing, previously included within Inpatient – 2018 costs have been amended to reflect this change.

**SUPPORT COSTS**

	<b>2019</b>
	<b>Total</b>
	<b>£</b>
Support staff	1,038,064
Office	213,163
Premises and utilities	517,075
Governance	18,420
	<u>1,786,722</u>

**GOVERNANCE COSTS**

Legal and professional	6,065
Auditors' remuneration	12,355
	<u>18,420</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2019**

**6. TOTAL EXPENDITURE (continued)**

**Prior Year - 2018**

	<b>Staff Costs £</b>	<b>Other Direct Costs £</b>	<b>Support Costs Allocation £</b>	<b>Total 2018 £</b>
<b>Charitable expenditure</b>				
<b>Primary costs</b>				
Inpatient	1,589,990	408,192	887,010	2,885,192
Wellbeing	379,674	30,168	211,808	621,650
Community Nursing	851,502	35,284	475,029	1,361,815
	<u>2,821,166</u>	<u>473,644</u>	<u>1,573,847</u>	<u>4,868,657</u>
<b>Costs of generating funds</b>				
Non-charitable trading	314,702	492,014	-	806,716
Fundraising	261,284	177,071	145,769	584,124
	<u>3,397,152</u>	<u>1,142,729</u>	<u>1,719,616</u>	<u>6,259,497</u>

**SUPPORT COSTS**

	<b>2018 Total £</b>
Support staff	911,700
Office	212,203
Premises and utilities	579,156
Governance	16,557
	<u>1,719,616</u>

**GOVERNANCE COSTS**

Legal and professional	3,482
Auditors' remuneration	13,075
	<u>16,557</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2019**

<b>7. NET INCOME/(EXPENDITURE)</b>	<b>2019 £</b>	<b>2018 £</b>
Net income is stated after:		
Auditors' remuneration		
- Audit services	12,355	13,075
Depreciation	<u>344,816</u>	<u>432,783</u>

**8. TRUSTEES**

One of the Trustees received expenses in respect of travel and subsistence of £482 during the year (2018: Two Trustees - £408).

None of the other trustees (or any persons connected with them) received any remuneration or reimbursement of expenses during the year.

<b>9. EMPLOYEES</b>	<b>The Hospice</b>		<b>The Group</b>	
	<b>2019 Number</b>	<b>2018 Number</b>	<b>2019 Number</b>	<b>2018 Number</b>
The average monthly number of employees during the year was:				
Inpatient	53	51	53	51
Wellbeing	27	20	27	20
Hospice at Home	47	45	47	45
Support staff	43	43	43	43
Fundraising	13	11	13	11
Trading company	-	-	22	18
	<u>183</u>	<u>170</u>	<u>205</u>	<u>188</u>
The full time equivalent number of employees at March was:				
Inpatient	38	37	38	37
Wellbeing	18	13	18	13
Hospice at Home	27	26	27	26
Support staff	31	31	31	31
Fundraising	12	10	12	10
Trading company	-	-	19	16
	<u>126</u>	<u>117</u>	<u>145</u>	<u>133</u>
<b>Employment costs</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Wages and salaries	4,101,690	3,482,980	4,428,076	3,768,382
National insurance	329,199	280,512	353,040	302,280
Pension costs	298,224	228,961	311,858	236,495
Redundancy payments	-	1,695	-	1,695
	<u>4,729,113</u>	<u>3,994,148</u>	<u>5,092,974</u>	<u>4,308,852</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)****NOTES TO THE ACCOUNTS (continued)****YEAR ENDED 31 MARCH 2019****9. EMPLOYEES ( continued )**

The number of employees whose annual remuneration was £60,000 or more were:

	2019 Number	2018 Number
£60,000 - £70,000	2	-
£70,001 - £80,000	1	1
£80,001 - £100,000	1	1

Contributions totalling £23,111 (2018: £14,047) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

The total employee benefits of the relevant key management personnel of the Group were £518,726 (2018: £349,719). Of this, £441,367 (2018: £285,538) relates to relevant key management personnel of the Charity. Two new members of the Senior Management Team have been included for 2019.

**10. TAXATION**

The company is a registered charity and as such is exempt from taxation on its income so long as this is applied for charitable purposes.

**11. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY**

The charity has a wholly owned group company which is incorporated in the UK. St Wilfrid's Hospice Trading Company Limited sells donated goods from 8 different branches and the Street Café operations as shown in note 3 to the accounts. The company distributed its taxable profits to St Wilfrid's Hospice (Eastbourne) under a Gift Aid Declaration. A summary of its trading results is shown below.

	2019 £	2018 £
Turnover	1,020,805	941,659
Operating expenses	(872,823)	(819,316)
Operating profit	147,982	122,343
Interest receivable	513	139
Net income	148,495	122,482
Amount distributed to St Wilfrid's Hospice (Eastbourne) under Gift Aid declaration	(148,495)	(122,482)
Retained in subsidiary	-	-

A donated goods gift aid scheme was started in February 2012, whereby donated goods were sold by the trading company on behalf of the Hospice. This scheme raised £94,710 (2018: £67,012) which includes gift aid reclaimed by the charity in the year. These amounts are included in Hospice income under 'Donations and gifts'.

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2019**

**12. TANGIBLE FIXED ASSETS**

<b>Charity</b>	<b>Land and Buildings £</b>	<b>Computer Equipment £</b>	<b>Plant and equipment £</b>	<b>Fixtures And Fittings £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost</b>						
At 1 April 2018	11,061,022	474,833	31,239	619,583	45,542	12,232,219
Additions	-	56,567	38,854	74,296	26,520	196,237
Disposals	-	-	-	(16,160)	-	(16,160)
Transfers	-	77,144	-	73,185	-	150,329
At 31 March 2019	11,061,022	608,544	70,093	750,904	72,062	12,562,625
<b>Depreciation</b>						
At 1 April 2018	912,257	415,544	10,672	487,669	6,375	1,832,517
Charge for the year	202,120	48,887	7,243	74,007	6,474	338,731
On disposals	-	-	-	(16,160)	-	(16,160)
Transfers	-	75,144	-	69,252	-	144,396
At 31 March 2019	1,114,377	539,575	17,915	614,768	12,849	2,299,484
<b>Net Book Value</b>						
At 31 March 2019	9,946,645	68,969	52,178	136,136	59,213	10,263,141
At 31 March 2018	10,148,765	59,289	20,567	131,914	39,167	10,399,702
<b>Group</b>						
<b>Cost</b>						
At 1 April 2018	11,061,022	551,977	31,240	697,079	47,112	12,388,430
Additions	-	58,217	38,854	74,763	26,520	198,354
Disposals	-	-	-	(20,938)	(1,570)	(22,508)
At 31 March 2019	11,061,022	610,194	70,094	750,904	72,062	12,564,276
<b>Depreciation</b>						
At 1 April 2018	912,257	488,446	10,672	558,343	7,431	1,977,149
Charge for the year	202,120	51,221	7,243	77,362	6,870	344,816
On disposals	-	-	-	(20,938)	(1,452)	(22,390)
At 31 March 2019	1,114,377	539,667	17,915	614,767	12,849	2,299,575
<b>Net Book Value</b>						
At 31 March 2019	9,946,645	70,527	52,179	136,137	59,213	10,264,701
At 31 March 2018	10,148,765	63,531	20,568	138,736	39,681	10,411,281

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2019**

**13. FIXED ASSET INVESTMENTS - GROUP AND CHARITY**

	<b>Investment Properties £</b>
Market value at 1 April 2018	788,981
Disposals at cost	(703)
Transfer to assets held for sale	(100,000)
Revaluation	65,000
	<u>753,278</u>
<b>Market value at 31 March 2019</b>	<u>753,278</u>
<b>Historical cost:</b>	
At 31 March 2019	416,148
At 31 March 2018	<u>516,851</u>

The Trustees are of the opinion that the market value of the properties held is not materially different from the carrying value in the financial statements.

**14. DEBTORS**

	<b>The Hospice</b>		<b>The Group</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Legacies	1,056,344	459,248	1,056,344	459,248
Trade debtors	816,671	788,558	824,952	796,110
Amounts owed by group undertakings	162,028	162,128	-	-
Prepayments & accrued income	172,455	129,770	195,257	174,753
Other debtors	168,278	74,126	174,390	76,639
	<u>2,375,776</u>	<u>1,613,830</u>	<u>2,250,943</u>	<u>1,506,750</u>

**15. ASSETS HELD FOR RESALE – GROUP AND CHARITY**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Assets held for resale – property	250,000	230,000
<b>Total</b>	<u>250,000</u>	<u>230,000</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2019**

<b>16. CURRENT ASSET INVESTMENTS</b>	<b>2019 £</b>	<b>2018 £</b>
Quoted investments	2,179	1,989
<b>Total – the Group</b>	<b>2,179</b>	<b>1,989</b>
Investment in subsidiaries		
Share capital		
- St Wilfrid's Hospice (Eastbourne) Projects Limited	1	1
- St Wilfrid's Hospice Eastbourne Trading Company Limited	100	100
<b>Total – the Hospice</b>	<b>2,280</b>	<b>2,090</b>

In the opinion of the trustees, the aggregate value of the company's investment in subsidiary undertakings is not less than the amount included in the balance sheet

<b>17. CREDITORS: amounts falling due within one year</b>	<b>The Hospice</b>		<b>The Group</b>	
	<b>2019 £</b>	<b>2018 £</b>	<b>2019 £</b>	<b>2018 £</b>
Other loans	-	4,800	-	4,800
Trade creditors	107,904	124,019	123,009	144,887
Amounts owed to group undertakings	-	36,523	-	36,523
Taxes and social security costs	92,150	92,119	92,150	92,119
Other creditors	78,755	56,510	78,755	56,510
Accruals	169,512	76,435	190,435	84,163
Deferred Income	749,423	699,423	749,423	699,423
	<b>1,197,744</b>	<b>1,089,829</b>	<b>1,233,772</b>	<b>1,118,425</b>

**18. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £161,273 (2018: £108,528). The company also contributes to the NHS Pension Scheme on behalf of employees. Total pension costs in the year amounted to £311,858 (2018: £236,495).

**19. COMPANY LIMITED BY GUARANTEE**

The Trust has no share capital and is limited by guarantee. In the event of the Trust being wound up, the liability of each member is limited to £5.

**20. RESTRICTED FUNDS – GROUP AND CHARITY**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2018 £	Movement in funds		Balance at 31 March 2019 £
		Income £	Expenditure £	
IPU Capital and Improving Patient Care appeal	99,745	72,090	(39,650)	132,185
Hospice in the Community	241,129	53,016	(155,236)	138,909
Wellbeing Appeal	21,811	59,412	(43,753)	37,470
Minibus Appeal	60,077	-	(7,199)	52,878
Spiritual Support Fund	14,342	14,971	(24,498)	4,815
Garden Project	1,326	22,302	(347)	23,281
Big Lottery Volunteers Project	-	25,660	(311)	25,349
Other Restricted Funds	9,622	11,607	(8,510)	12,719
	<u>448,052</u>	<u>259,058</u>	<u>(279,504)</u>	<u>427,606</u>

- The IPU Capital and Improving Patient Care Appeal is fundraising for IPU capital items and continuing patient care including nursing.
- The Hospice in the Community fund is supporting the 'Closer to you' fund for growth in the community during 2019-2020 and will be used over the next two years.
- The Wellbeing Appeal is a fund to support the Wellbeing clinics and facilities for our day care patients
- The Minibus Appeal was set up to purchase a new minibus and the on-going running costs. This fund will be used over the life of the mini bus
- The Spiritual Support Fund is set up to meet the expenditure for the running costs of the Hospice's spiritual support work.
- The Garden Project is to pay for a gazebo and new pavements around the Hospice and will be used during 2019-2020.
- The Big Lottery Volunteers Project is to fund a new community volunteers project over three years.
- Other Restricted Funds represents donations and fundraising given for specific projects.



**ST WILFRID'S HOSPICE (EASTBOURNE)****NOTES TO THE ACCOUNTS (continued)****YEAR ENDED 31 MARCH 2019****20. RESTRICTED FUNDS (continued)**

Prior Year Restricted funds	Balance at 1 April 2017 £	Movement in funds		Balance at 31 March 2018 £
		Income £	Expenditure £	
IPU Capital and Improving Patient Care appeal	67,916	50,934	(19,105)	99,745
Hospice in the Community	3,000	253,329	(15,200)	241,129
Wellbeing Appeal	19,376	15,540	(13,105)	21,811
Minibus Appeal	68,117	-	(8,040)	60,077
Spiritual Support Fund	-	29,600	(15,258)	14,342
Garden Project	-	1,326	-	1,326
Other Restricted Funds	20	19,793	(10,191)	9,622
	<u>158,429</u>	<u>370,522</u>	<u>(80,899)</u>	<u>448,052</u>

# ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2019

### 21. DESIGNATED FUNDS – GROUP AND CHARITY

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

	Balance at 1 April 2018 £	Movement in funds			Balance at 31 March 2019 £
		Income £	Expenditure £	Transfers £	
Asset Management Reserve	100,000	-	-	100,000	200,000
Legacy Equalisation Reserve	600,000	-	-	305,621	905,621
Strategic Development Reserve	1,013,130	-	-	-	1,013,130
Fixed Asset Reserve	10,411,281	-	-	(146,580)	10,264,701
	<u>12,124,411</u>	<u>-</u>	<u>-</u>	<u>259,041</u>	<u>12,383,452</u>

	Balance at 1 April 2017 £	Movement in funds			Balance at 31 March 2018 £
		Income £	Expenditure £	Transfers £	
Asset Management Reserve	-	-	-	100,000	100,000
Legacy Equalisation Reserve	-	-	-	600,000	600,000
Strategic Development Reserve	1,369,285	-	-	(356,155)	1,013,130
Fixed Asset Reserve	10,722,466	-	-	(311,185)	10,411,281
	<u>12,091,751</u>	<u>-</u>	<u>-</u>	<u>32,660</u>	<u>12,124,411</u>

The Asset Management Reserve has been set up to cover any potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed to set funds aside for any future work and to transfer a further amount of £100k this year.

The Legacy Equalisation Reserve has been set up to smooth out any year on year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income. The charity therefore needs to include legacy income in its cost budgeting, so this reserve will help to avoid any disruption to day to day activity in the event of low legacy receipts in a given year. A further transfer to the fund has been agreed this year.

The Strategic Development Reserve fund represents all monies except those held in other reserves, which are earmarked to fund planned strategic developments to the service and buildings. There has been no movement this year.

The Fixed Asset Reserve represents the charity's investments in fixed assets.  
The transfers out this year represent the net position of additions, disposals and depreciation.

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2019**

<b>22. ANALYSIS OF NET ASSETS BETWEEN FUNDS</b>	<b>Unrestricted Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total £</b>
Fund balances at 31 March 2019 are represented by:				
Tangible fixed assets	-	10,264,701	-	10,264,701
Fixed Asset Investments	753,278	-	-	753,278
Current assets	3,480,494	2,118,751	427,606	6,026,851
Creditors: amounts falling due within one year	(1,233,772)	-	-	(1,233,772)
	<u>3,000,000</u>	<u>12,383,452</u>	<u>427,606</u>	<u>15,811,058</u>
<b>ANALYSIS OF NET ASSETS BETWEEN FUNDS - Prior Year</b>	<b>Unrestricted Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total £</b>
Fund balances at 31 March 2018 are represented by:				
Tangible fixed assets	-	10,411,281	-	10,411,281
Fixed Asset Investments	788,981	-	-	788,981
Current assets	2,329,444	1,713,130	448,052	4,490,626
Creditors: amounts falling due within one year	(1,118,425)	-	-	(1,118,425)
	<u>2,000,000</u>	<u>12,124,411</u>	<u>448,052</u>	<u>14,572,463</u>
<b>23. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>			<b>2019 £</b>	<b>2018 £</b>
Net income/(expenditure) for the reporting period (as per the statement of financial activities)			1,238,595	822,283
<b>Adjustments for:</b>				
Depreciation charges			344,816	432,783
(Gains)/losses on investments			(98,941)	(25,887)
Dividends, interest and rent from investments			(47,851)	(42,510)
Loss/(profit) on the sale of fixed assets			118	(65)
Decrease/(increase) in stocks			2,626	5,063
(Increase)/decrease in debtors			(744,193)	(973,122)
Increase/(decrease) in creditors			115,347	682,369
Transfer to assets held for resale			(350,000)	-
<b>Net cash provided by (used in) operating activities</b>			<u>460,517</u>	<u>900,914</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)****NOTES TO THE ACCOUNTS (continued)****YEAR ENDED 31 MARCH 2019**

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<b>24. OPERATING LEASES COMMITMENTS</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
<b>Group Leases which expire:</b>		
Within one year	15,978	8,643
Within two to five years	35,684	741
<b>Charity Leases which expire:</b>		
Within one year	2,393	2,323
Within two to five years	8,374	741

At the year end, the charity was committed to make the above payments in total in respect of operating leases.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2019

### 25. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2018):

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2018 £
<b>INCOME FROM:</b>					
<b>Donations and legacies</b>	2	3,672,181	-	370,522	4,042,703
<b>Charitable activities</b>					
Statutory funding and grants	2	1,686,097	-	-	1,686,097
<b>Other trading activities</b>					
Income from trading	3	941,659	-	-	941,659
Income from lottery		293,956	-	-	293,956
<b>Investments</b>	4	42,510	-	-	42,510
<b>Other</b>	5	48,968	-	-	48,968
<b>Total income</b>		<u>6,685,371</u>	<u>-</u>	<u>370,522</u>	<u>7,055,893</u>
<b>EXPENDITURE ON:</b>					
<b>Raising funds</b>					
Fundraising costs	6	580,067	-	4,057	584,124
Trading costs of goods sold and other costs	3	806,716	-	-	806,716
<b>Charitable activities</b>					
In patient	6	2,842,414	-	42,778	2,885,192
Wellbeing	6	603,929	-	17,721	621,650
Community Nursing	6	1,345,472	-	16,343	1,361,815
<b>Total expenditure</b>		<u>6,178,598</u>	<u>-</u>	<u>80,899</u>	<u>6,259,497</u>
Net gains/(losses) on investments		<u>25,887</u>	<u>-</u>	<u>-</u>	<u>25,887</u>
<b>Net income(expenditure)</b>		<u>532,660</u>	<u>-</u>	<u>289,623</u>	<u>822,283</u>
Gross transfers between funds		<u>(32,660)</u>	<u>32,660</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<u>500,000</u>	<u>32,660</u>	<u>289,623</u>	<u>822,283</u>
Fund balances at 1 April 2017		<u>1,500,000</u>	<u>12,091,751</u>	<u>158,429</u>	<u>13,750,180</u>
Fund balances at 31 March 2018	20,21	<u><u>2,000,000</u></u>	<u><u>12,124,411</u></u>	<u><u>448,052</u></u>	<u><u>14,572,463</u></u>