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COMPANIES HOUSE

Annual Review and Consolidated Financial Statements

for the year ended 31st March, 2022

St Richard's Hospice Foundation
Registered charity no. 515668. Registered company no. 01850502

What we do

St Richard's Hospice is an independent charity caring for adults with a serious progressive illness, improving their quality of life from diagnosis, during treatment and to their last days and supporting their loved ones.

Last year we gave co-ordinated care and support to 3,181patients, loved ones and the bereaved.

We aim to improve patients' quality of life, helping them to live as fully as they can to the end of their lives, however long that may be. We work with other health-care partners to prevent crisis intervention and hospital admissions where possible.

We care for patients in South Worcestershire including Worcester, Droitwich, Pershore, Evesham, Malvern, Tewkesbury, Broadway, Martley and surrounding areas. This includes in-patient and community care, Living Well services and a range of further support. Patients from the Wyre Forest, Kidderminster, Redditch and Bromsgrove areas can access in-patient care.

Everything we do is made possible thanks to the wonderful generosity of our donors, supporters and volunteers.

Our year in numbers

We supported 3,181 patients, their loved ones and the bereaved

938 patients supported by our Community Nursing Team

247 patients cared for in our In-patient Unit.

425 individuals supported by Living Well Services.

2,024 individuals helped by the Family Support Team.

Our CQC inspection report in 2016 gave us an overall rating of good.

Our values

Caring

Caring is at the heart of what we do

We are inclusive and treat everyone as an individual who we respect and value

We take time to listen and respond to the needs of each person

Compassionate

We work with empathy, sensitivity and understanding

We are considerate, kind and fair

We support and empower individual choice

Committed

We are dedicated, reliable and hard working

We continuously strive to deliver high-quality services

We support each other and work together for the benefit of our patients and loved ones

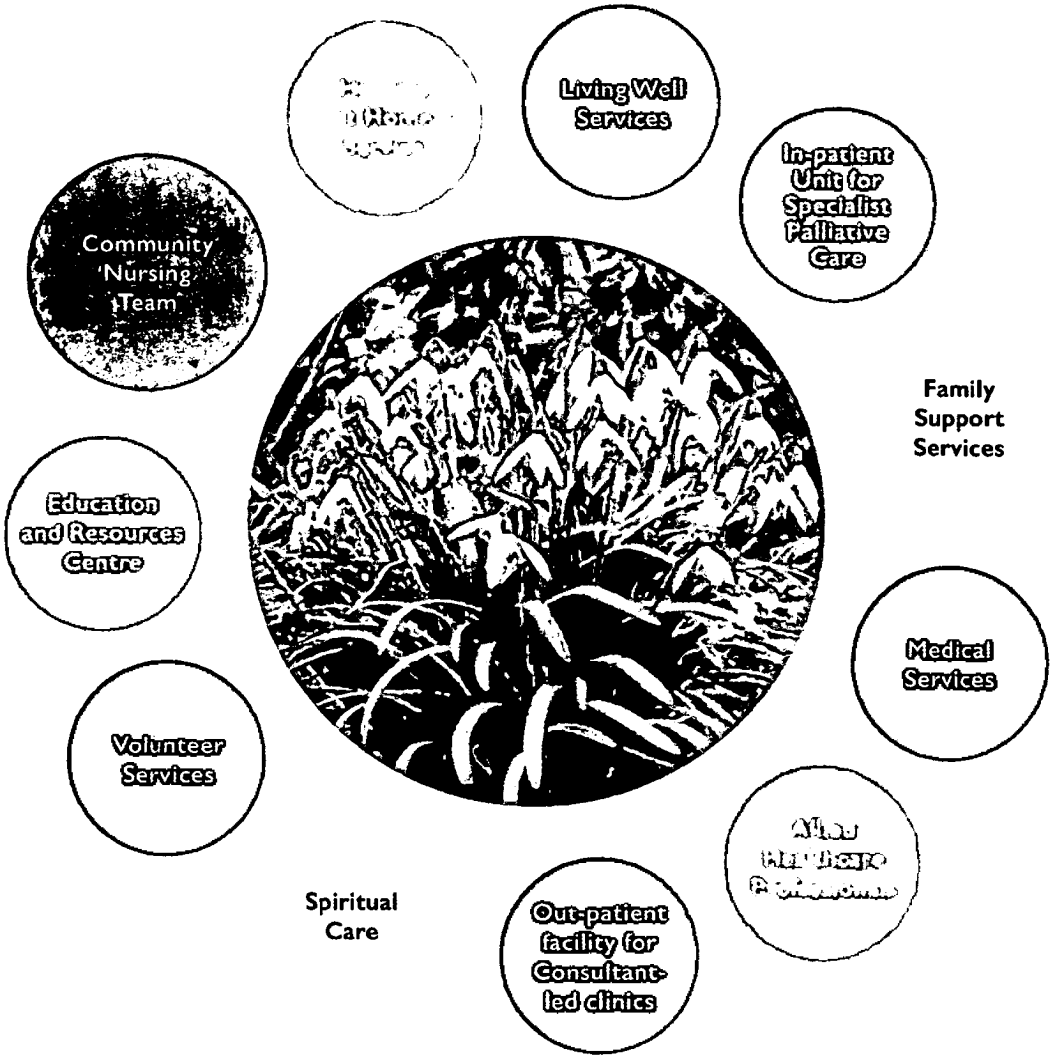
Professional

We aspire to be the best in everything we do

We are innovative and develop our skills through continuous learning and evaluation

We take responsibility for our actions and are accountable.

The care and support we offer



Every day, the team at St Richard's Hospice has more than 1,100 people under our care – at the hospice, in people's own homes or in the community.

(These activities satisfy our purpose as per our governing document.)

Reflections from the Chair

As the new Chair of St Richard's, I am delighted to give my reflections on the life of the hospice in 2021/22, another extraordinary year in our history!

It also provides the opportunity for me to thank all our staff and volunteers for their outstanding contribution to the care and support of our patients and their loved ones, and to pay tribute to the amazing generosity of our donors, supporters and the Worcestershire community, without whom we could not continue our work.

After the very challenging events of the previous year, we had all hoped, along with the rest of the nation, that we would see a return to some kind of normality in 2021/22.

Sadly, the pandemic had other ideas and the year was again disrupted by lockdowns and restrictions, requiring a continued careful response from everyone at St Richard's, in order to keep our patients, their loved ones, staff and volunteers as safe as possible from Covid-19.

So lateral flow tests and Personal Protective Equipment (PPE) for clinical staff continued to dominate our lives, bringing with them a sense of on-going pressure and weariness, when it would have been all too easy to make less effort.

Instead, everyone showed remarkable professionalism and resilience and I am very proud to say that we were able to maintain the high standards of care and support to which we always aspire.

As the year progressed, we began to see a very gradual return to what may well become the "new normal".

Day patients began to return to Wildwood Drive, in small numbers at first, and were able to start using the magnificent new Living Well facilities in The Green, our spacious new, purpose-built, therapeutic and social space.

Staff who had been working entirely from home began to come back to their departments and offices, creating new patterns of flexible working which will have benefits for developing a better work/life balance in the future.

Many volunteers returned to their roles within the hospice itself, and in our shops and warehouse, dedicating an incredible 69,892 hours of time and energy during the year. Inevitably, however, some volunteers decided to retire and so we began the search for new supporters, which continues this year (could you be one of them?).

As the majority of our funding comes from non-statutory sources, our fundraising and commercial divisions are vital to our on-going success, and 2021/22 saw a focus on new income generation opportunities, particularly in the fields of digital and e-commerce.

A major highlight of the year was the magnificent "Worcester's Big Parade" of colourful elephants, who brought morale-boosting cheer to the streets of Worcester in the summer, and whose auction provided an astounding £368,800 for our patients' care.

Also astonishing, given the impact of the pandemic on shopping habits, was the rapid return of customers to our shops, with numbers topping 300,000 for the year. We are very grateful to everyone who donated to us and who shopped with us; you made a vital difference to the services we could provide.

Thanks to everyone's hard work in generating income, and to success in bidding for government business support grants, as well as to the amazing generosity of our community, we ended the financial year in a strong position. St Richard's exists to provide care and support to adults with a serious, progressive illness, and to their loved ones; it is due to the extraordinary efforts, kindness and compassion of so many people that we can report another successful year in 2021/22. On behalf of our patients, I send my heartfelt thanks to you all.

Jenny Cowpe
Chair of Governors

Linda's story

"The difference here is you are given ways you can progress."

These are the words of Linda Woodhams, who was pictured using techniques to improve her mobility with physio Gill Jubb in the newly created exercise studio.

The studio is one of the new therapy rooms which surround The Green – a beautiful, communal space at the heart of the hospice. Linda, from Worcester, attended Living Well therapeutic day sessions at the hospice once a week.

During her visits, Linda accessed support from hospice doctors, took part in tai chi sessions, and learned techniques to manage symptoms of her illness at home.

Speaking about her experience of physiotherapy at St Richard's, Linda said: "The biggest thing this has given me is some sort of control in what is going on. It gives me something to build on and targets to work towards."

The Living Well Team's vision is for patients and their families to feel empowered to live well with their illness, and have the best quality of life possible.

The Gateway Service

The Gateway Service acts as a 'gateway to hospice care' for patients, families and professionals.

The Gateway Team is staffed with three Community Clinical Nurse Specialists and a Social Worker. This team of highly skilled professionals makes telephone contact with every new referral into the hospice and for Bereavement Support South Worcestershire.

They undertake a telephone triage assessment and ensure that the patient gets the right support, from the right person or team, at the right time. As the first point of contact we explain all about hospice services and offer patient/family choice about access to care.

The nurses field calls for the Community Nursing Team when they are out visiting and can manage complex symptoms and provide emotional support as needed.

The Gateway Team manages all of the helpline calls for people requiring immediate assistance and advice to get urgent help when needed, signposting to other services as appropriate.

The team also supports the planned and unplanned admissions and transfers to the hospice from the community and hospitals, co-ordinating with professionals to provide admission for end of life care or expert symptoms' management.

"It is so good to know that you are at the end of the phone if I need you. You are always there for me."

"I call you because I know you will hear my worries and respond to them."

"Thank you for putting everything into place. Since we called you, we have received so much support from all the right people."

Members of the Gateway Service

The Gateway Team regularly calls patients and families to provide compassionate support at the end of the telephone.

The team's emotional support continued to guide families through difficult times with the pandemic, when restrictions prevented physical contact. Their telephone support has been pivotal in helping people cope with the challenging times everyone has faced.

Gateway have also been able to support health care professionals with their distress and with the challenges of managing care remotely.

"I think you and all of your colleagues throughout the hospice are absolutely wonderful. Even on the other end of the telephone you are all so supportive. Thank you all."

1,530 referrals into Gateway

8,797 telephone calls

253 IPU admissions supported

629 people supported by telephone calls only

Our nursing team in the community

Most of our patients tell us that they would prefer to spend their last days in their own homes. This is where they feel safe and comfortable, and can spend precious time with their loved ones.

Our highly experienced Clinical Nurse Specialists (CNSs), supported by Senior Staff Nurses (SSNs), use their skills and knowledge to help manage patients' symptoms, support them, their families and carers in making informed choices and will also refer onto appropriate additional services.

How they are supported is determined by what the patient prefers: this can be through face-to-face meetings at the patient's home or via telephone or digital consultation.

Often the patient will choose a combination of face-to-face, telephone, text and email contact. The team continues to deliver high-quality care and responds to the ever-increasing complex dynamics of social and psychological needs of patients as well as addressing their physical symptoms.

The CNSs will work alongside other health care professionals, social service departments and voluntary/charity organisations to ensure the patient has the access to the services which may be needed to support their care.

The hospice Secondary Breast Cancer Nurse Specialist works flexibly across the acute hospital, oncology clinics, wards and St Richard's Hospice responding to the changing needs and support for the patients.

While there has been a return to normality within the wider community, the team remains committed to protecting our patients from contact with Covid-19 as much as possible. With this in mind, when a home visit is required the team continues to employ the Covid screening tool first implemented in March 2020.

This ensures the risk for patients, relatives and staff is minimised. It also allows the CNS to use and advise the appropriate level of PPE to be worn.

The excellent access to appropriate PPE provided by the hospice remains essential for staff conducting face-to-face contacts. Patients and families are reassured by the diligence of the team when conducting home visits.

All staff adhere to the government guidance around lateral flow testing and PCR testing, adapting practice following government recommendations. As part of the wider primary care community team, the CNSs and SSNs continue their close links with GPs and Neighbourhood Teams to enhance the care given.

In this review year the Clinical Nurse Specialist team had 42,538 contacts via face-to-face, telephone, text, email or digital platforms.

Hospice at Home

Our Hospice at Home service provides critical 24-hour care and support to enable people to remain in their own home for their end of life care.

During the year the team
- **cared for 373 patients**
- **carried out 1,941 face-to-face visits**
- **made 2,242 telephone calls to plan support or provide telephone support**

Referrals are received from multiple sources such as the St Richard's Community Nurses, GPs, the NHS Neighbourhood Teams and acute and community hospitals.

Referrals are individually assessed to meet the needs of the family and patient.

Referrals are for:
Crisis care: where a patient's situation is changing rapidly and there is a high risk of unnecessary admission to hospital.

Hospice at Home is able to provide urgent physical nursing care and emotional support at short notice to allow the crisis to be addressed or on-going care needs to be assessed. This care reacts to need at the time of request and coordinators work closely with health care providers to ensure families' needs can be met.

Packages of care: are time-limited and are an interim measure whilst a longer-term provider of care is identified. This nursing care allows the Hospice at Home Team to provide personal hygiene care and support to enable patients to achieve their activities of daily living with dignity and respect.

Carer support: is a crucial part of Hospice at Home service provision. By supporting the carer, we are able to increase the likelihood of the patient remaining at home (if that is their wish). This also includes where patients are supported whilst their carer may attend support at St Richard's Hospice, their own appointments, or have the opportunity for some uninterrupted rest.

The Hospice at Home Team can expertly assess care requirements and liaise with other organisations to ensure patients' needs are met. This support for carers continues to be a significant part of the work for the team and can often prevent crisis and subsequent admission to the hospice In-patient Unit or acute care. The team developed creative ways of sharing care during the pandemic and continue to work closely with the wider health economy to support patient care in their own home. Liaising closely with the NHS Continuing Healthcare (CHC) and Neighbourhood Teams they continue to identify patients who need support (care packages or one-off visits) to allow discharge from acute beds.

Members of the Hospice at Home Team

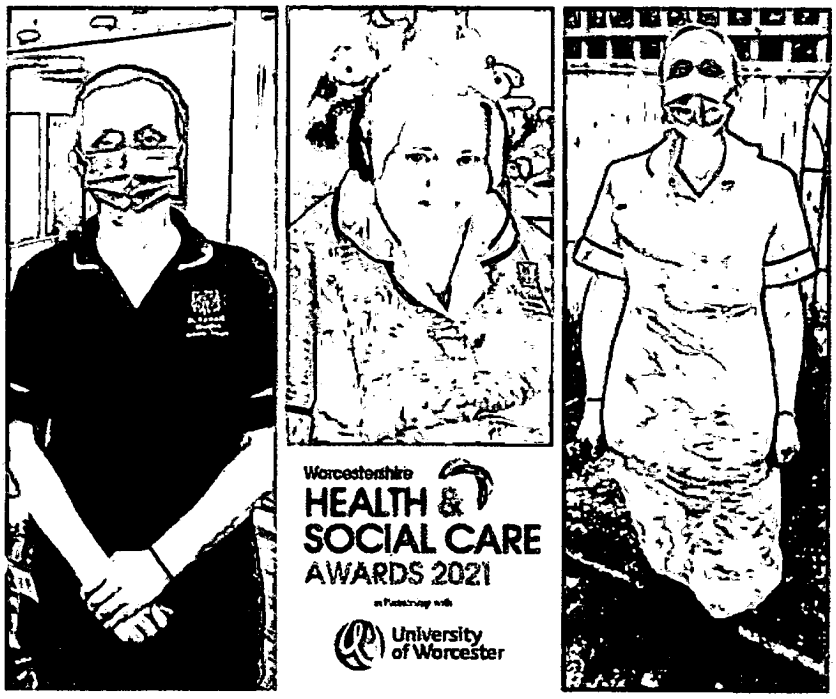
The Living Well Centre

The Living Well Centre at St Richard's Hospice in its simplest terms supports patients to live well until they die. Our overall goal is to empower our patients to live with challenging conditions with a range of complex symptoms.

Our team consists of Nurses, Living Well Assistant Practitioners, Doctors, Physiotherapists, Occupational Therapists, a Creative/Diversional Therapist, and Complementary Therapists.

We have also been ably supported by a core team of volunteers who have committed to providing support to patients through these difficult times – we would not be able to do what we do without their unwavering support and input. During this last year, we have been able to invite patients back into the Living Well Centre to support them in the Therapeutic Programme. Patients are invited to attend a hybrid service whereby they are supported face-to-face one week and virtually the next. We have found that some patients make the choice to continue virtual only support via telephone or video call. The team provides short term intensive support to empower patients to self-manage complex symptoms.

The goals of the programme remain consistent – holistic, rehabilitative, palliative care delivered by a wide range of professionals that aims to support the patient to set achievable goals. The achievement of these goals impacts positively on their quality of life. This care also impacts on a person's spirituality and sense of self. We continue to offer a range of online courses that support complex symptom management. Patients and carers continue to benefit from the expert knowledge that our team members possess and feedback is positive about these interventions.



St Richard's Living Well team wins the Palliative or End of Life Care Award

The care that we deliver remains patient-centred whilst engaging with families, carers, and also the wider healthcare community within our county. We signpost patients to other resources available within their local communities so that they are empowered to make their own choices. We continue to support carers and connect with them via our groups, and also connect them with other hospice services as required. The year has continued to prove challenging with the decision made in December 2021 to suspend our face-to-face service due to rising Covid cases in the UK. The ability to do this is testament to the adaptability of the staff.

The team continues to have a thirst to evolve the service to be the best that we can be for our patients. As we look to the future we are continuing to plan the restoration of further face-to-face services, including our Living Well Courses.

425 individuals supported by Living Well Services.

"In doing the Tai Chi course it has given me the skills and knowledge to maintain my condition, not necessarily improve it and now I need to practice my exercises in order to maintain my strength."

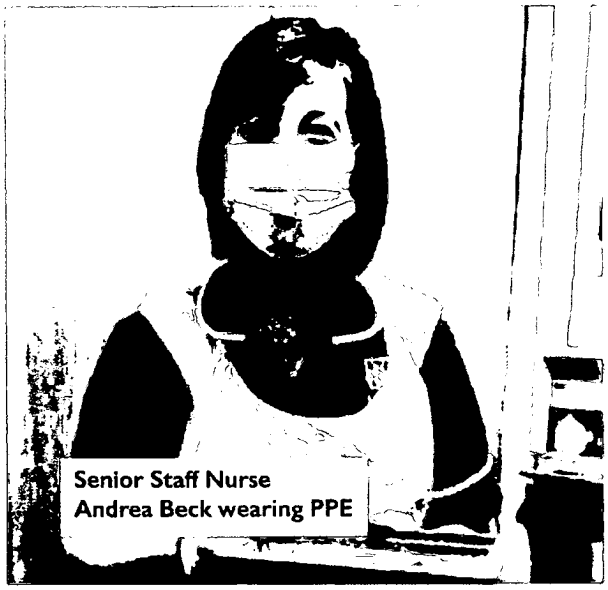
Out-patient Clinics

The Living Well Centre continues to host joint supportive palliative clinics for individuals affected by Parkinson's Disease, respiratory conditions, heart failure and renal failure. Patients continue to be supported by telephone or video call.

The clinics aim to support patients to manage their complex symptoms proactively to improve quality of life. They also support them to plan for the future with those people that are important to them.

The In-patient Unit

The In-patient Unit (IPU) continues to provide specialist, individualised palliative and end of life care that is totally focused around the needs of the patient and those who are important to them.



Senior Staff Nurse Andrea Beck wearing PPE

We aim to respond to all of the needs that a patient or family may have – including pain and symptom control issues, physical problems or spiritual, social or psychological concerns.

This care is provided by a team that includes Specialist Doctors, Nurses, Chaplaincy, Physiotherapists, Occupational Therapists and Complementary Therapists.

IPU staff were awarded the prestigious Cavell Star for their care

We continue to follow government guidance and stringent infection control measures including the wearing of PPE, maintaining effective hand washing and we also restricted face-to-face visiting to keep people as safe as possible.

Where face-to-face contact is not a safe option, we encourage families to stay in touch using technology such as video calls and apps and provide portable technology in patient rooms to enable virtual visiting where appropriate.

This year on IPU has been exceptionally challenging including embedding an enhanced Infection Prevention and Control programme, co-ordinating shift patterns around shielding, self-isolation and sickness plus introducing regular staff, patient and visitor testing regimes, all helping to keep everyone safe.

Patient safety, equity, treatment and comfort have been our priorities throughout the pandemic and it's a real testament to all involved that we have been able to maintain our high clinical and holistic standards throughout.

Thank you all so very much for caring for my father during the final week of this life, to his passing on Monday.

I could not have been more reassured that he was in the best possible place with the right medical care, but more importantly with kind and compassionate people.

Visiting every day he was there, I found it to be a friendly and calming experience, with the warmth and friendliness of both the team in reception, and the nurses and doctors.

Carl's story

Carl Thompson was delighted to hold the newly won Premiership Rugby Cup by Worcester Warriors when he was cared for in the In-patient Unit.

"This special moment illustrates just how caring the staff are and how much they listen to you as an individual person.

"Being a Warriors fan and enjoying rugby was something they picked up on and followed through. The staff are very intuitive, predicting what my needs are which is really helpful," said Carl.

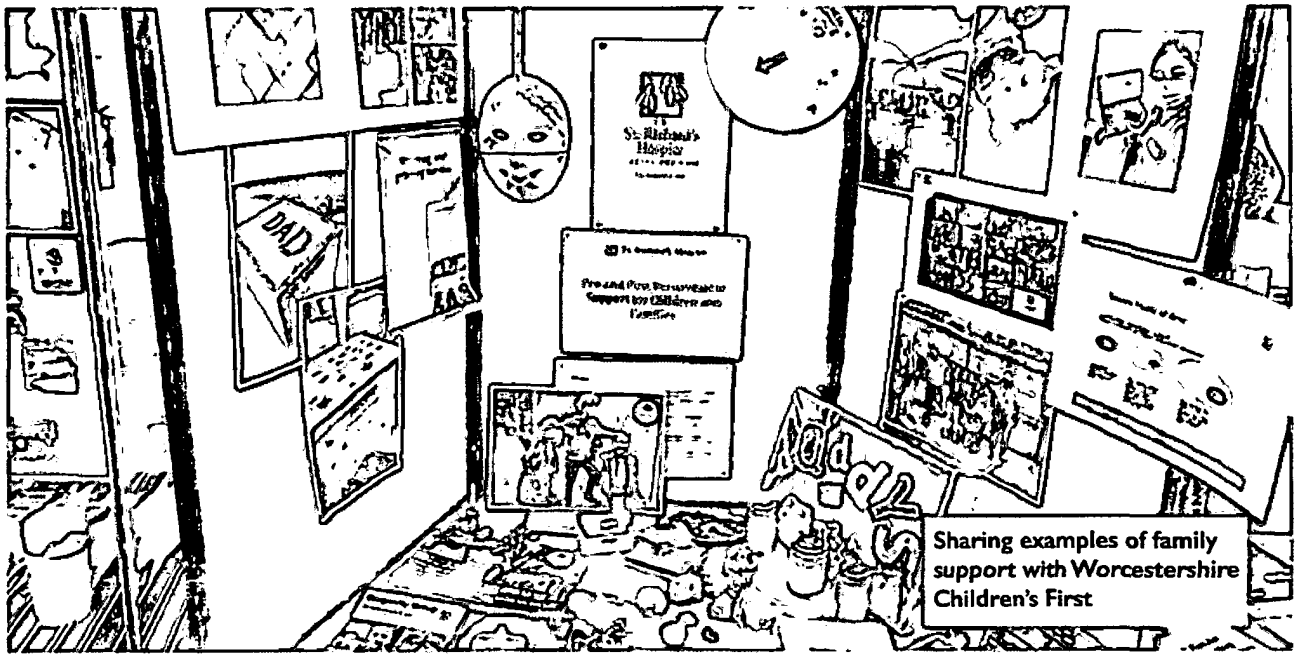
"I just wanted to say a huge thank you for taking such good care of my husband over the past two days. Although he was with you for a short time before he passed, my family and I felt very comforted knowing how caring you were and took such care of him in his final hours. We thank you from the bottom of our hearts."

Supporting the family

The Family Support Service provides a wide range of help to patients, their families and carers including counselling, bereavement support, social work, community volunteer support, citizens advice and group support. Bereavement Support South Worcestershire (BSSW) is hosted by St Richard's Hospice and supports individuals and families who are bereaved unexpectedly.

Some Family Support services switched to virtual services and telephone support during this review year. Face-to-face support has been offered where possible and when safe to do so. The team also shared their expertise on bereavement with other organisations and schools to benefit even more people during the pandemic.

Face-to-face work is slowly being re-introduced alongside virtual services.



Sharing examples of family support with Worcestershire Children's First

Social work referrals: adult: 71 child: 103

18,174 contacts by telephone/virtual/online

268 visits to patients on the In-patient Unit

109 Safeguarding incidents, **177** Safeguarding discussions

2,024 individuals helped by the Family Support Team

£335,252 obtained for patients and families in benefits and trust fund grants by the Citizens Advice team

John and Ros' story

"In a way, our love for each other came from previous sadness and heartache."

These words are from John, 77, who met his new wife Ros, 75, at our walking group for bereaved adults last year. The group offers a space for people to meet others in a similar situation, and support one another.

After first meeting, the pair slowly began to spend more time with each other.

"From day one, it was obvious we were comfortable with each other," says John, who we supported with counselling after his wife died in 2019. "I could talk to Ros about anything.

"We were both still grieving. It was still too early for us to even consider a relationship and we both respected each other."
Over time, they grew closer and married earlier this year.

Ros, whose husband was cared for by St Richard's before he died, explains: "John and I can talk to each other about bereavement.

"We can respect each other's feelings if the other one is having a sad moment."

bereavementsupport
SOUTHWORCESTERSHIRE

Bereavement Support South Worcestershire

[illegible]

276 adults and children referred into BSSW

Supporting each other in groups

[illegible]

[illegible]

Groups: 540 attendances and 109 sessions

Family Support Volunteers

[illegible]

Members of the Bereavement Walking Group met Worcester's Big Parade elephants

Therapies

Physiotherapy

The Physiotherapy Team has continued to support patients in IPU and Living Well Services. Staffing has been restricted at times but the service has been well supported by the team and Bank staff. Patients are offered a comprehensive assessment, and from this, person-centred goals are formulated.

Treatments are provided in line with the patient's goals and are reviewed regularly. The physiotherapy service has continued to lead on the Living Well Adapted Tai Chi course which is well attended, and the Living Well Managing Breathlessness course, both via Zoom. The team is ably supported by our Therapy Support Assistants.

282 individuals were referred for physiotherapy

Occupational Therapy

The Occupational Therapy service support patients in IPU and in the Living Well Centre. Patients are assessed holistically and person-centred goals are agreed with the patient.

The team supports discharges from IPU and complete home assessments as required. They are then able to advise appropriate aids and equipment that will support the patient to achieve their goals.

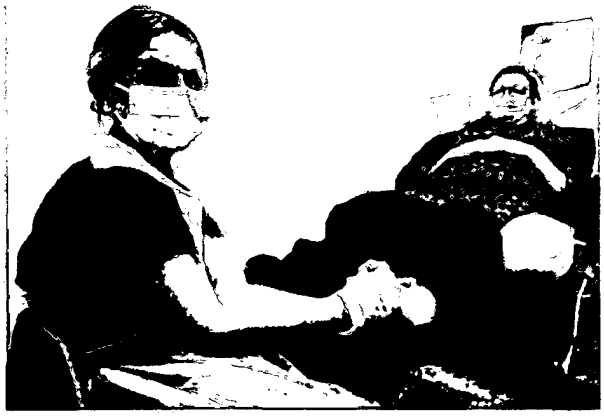
The team continues to contribute to the Living Well Fatigue Management Course and the Living Well Creative courses – both are led via Zoom.

The team is ably supported by our Therapy Support Assistants.

138 occupational therapy referrals

Complementary Therapies

Referrals to the service have increased significantly during the pandemic with more emphasis on Relaxation Therapy rather than hands-on therapies. We have continued to support patients, carers and bereaved virtually and face-to-face. After running the Relaxation Therapy course in its current format since 2016, we felt that it needed to be reviewed and updated. A working party was formed to completely revamp the content, bringing lots of new ideas and inspiration to the table. We hope to launch the "new look" Relaxation for Wellbeing course, initially online and then face-to-face in 2023.

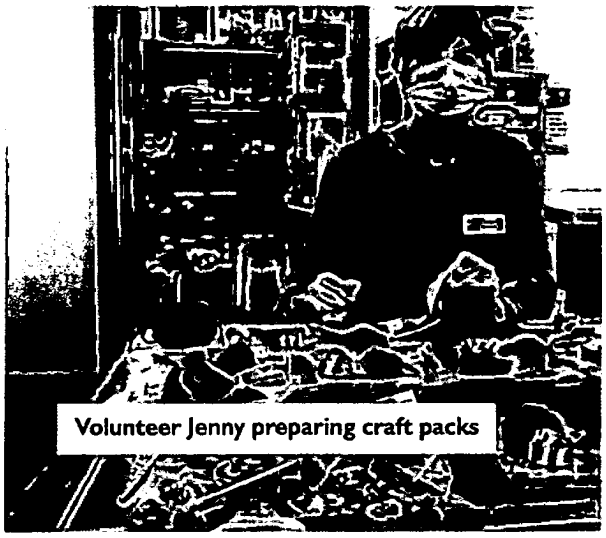


"I really have appreciated being able to participate in your online sessions. Your warm, measured, empathetic, and caring manner is a mark of your professionalism. Whilst the enemy within has seemed to make a point of reminding me of its presence during sessions, I feel that each session has proved beneficial and has helped me develop strategies to deal with pain, as well as help reduce anxiety and stress. "

253 complementary therapy treatments

Creative Therapy

Creative Therapy continues to be offered to all patients in Living Well and also patients in IPU via the Occupational Therapy service. Living Well creative courses continue via Zoom. Topics have



Volunteer Jenny preparing craft packs

included journaling, painting, Christmas crafts and zen-doodling. Patients are also supported via Virtual Drop In groups to increase social contact – art appreciation and 'love books' are two examples. Patients who have particular interests are supported and have materials sent out to them at home. The Living Well online resource pages are also rotated and refreshed so that there are always activities that patients can participate in.

"I now realise I can be creative in different ways and my confidence has grown so much. Thank you, Living Well for your creative Zoom courses and all your support for the last very difficult 18 months."

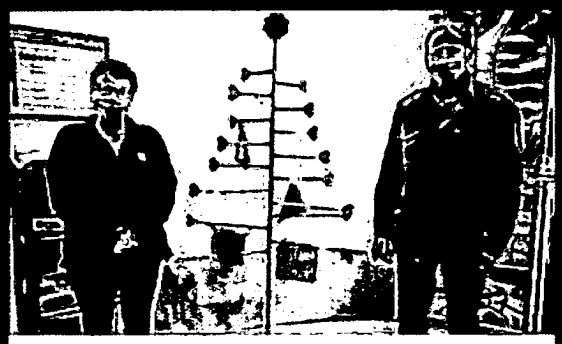
"Thank you for the folder of Sharing Stories, so beautifully done, with lovely memories. We enjoyed this course immensely. The folder is a good reminder not only of the past but of the happy times we had attending the course. Thank you for your wonderful support, it means so much to us."

Spiritual care and chaplaincy

The Chaplaincy Team has continued to be available to patients and families on IPU, in Living Well and in the community.

A chaplaincy volunteer supports the weekly Men's Space group.

A mindfulness group, run by the Community Chaplain and a volunteer, has enabled specific tailored support to be offered to a group of patients, largely those who have experienced bereavement. Face-to-face work has gradually increased as restrictions have lifted.



Lead Chaplain Clare Griffiths with John Whiting and the Thoughts and Prayers Tree which he designed and crafted.

The Snowdrop Celebration in April 2021 was offered virtually via social media, however it was a delight to be able to return to Worcester Cathedral for Lights of Love in December 21.

The WhatsApp prayer group has 17 staff participants who regularly pray for the hospice and each other and Morning Prayer is held twice weekly by the Lead and Community Chaplains.

Staff support is offered individually and via reflections in online staff meetings and in times of corporate distress, for example on the death of a much-loved staff member. Staff thoughts, poems and photographs were gathered and displayed in The Green for the National Day of Reflection and a service offered.

A virtual memorial service was held for care home staff during Dying Matters Week.

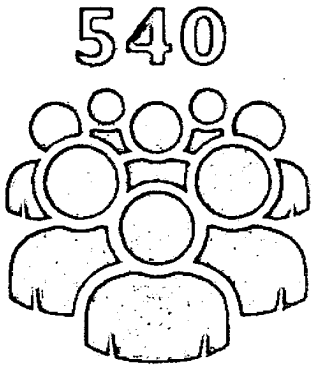
Education and learning

The Education Team manages the planning and delivery of high-quality learning and development for our volunteers and staff.

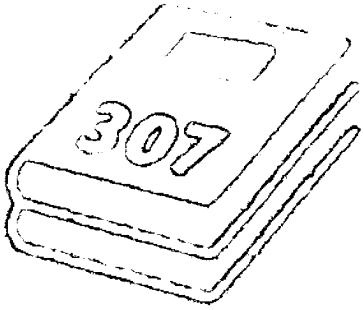
We are able to support staff and volunteers to access e-learning, deliver face-to-face training, or present via a video link.

Whilst continuing to follow Covid guidelines, we have embraced the opportunity to return to classroom-based teaching, but value the 'virtual' option when needed.

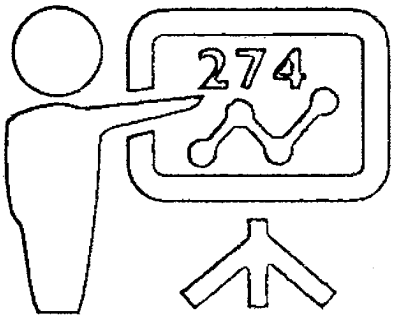
As well as providing our own staff and volunteers with both mandatory and non-mandatory training, we have also provided specialist palliative care courses to external organisations such as local care homes and prisons.



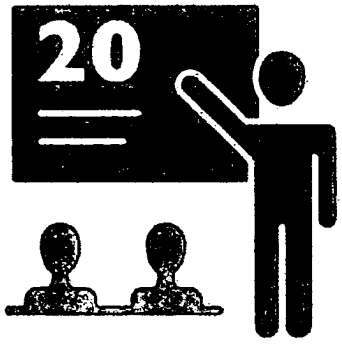
Staff and volunteer attendances at training sessions



External study days, courses and conferences



External staff given training



Medical students received training on the In-patient Unit

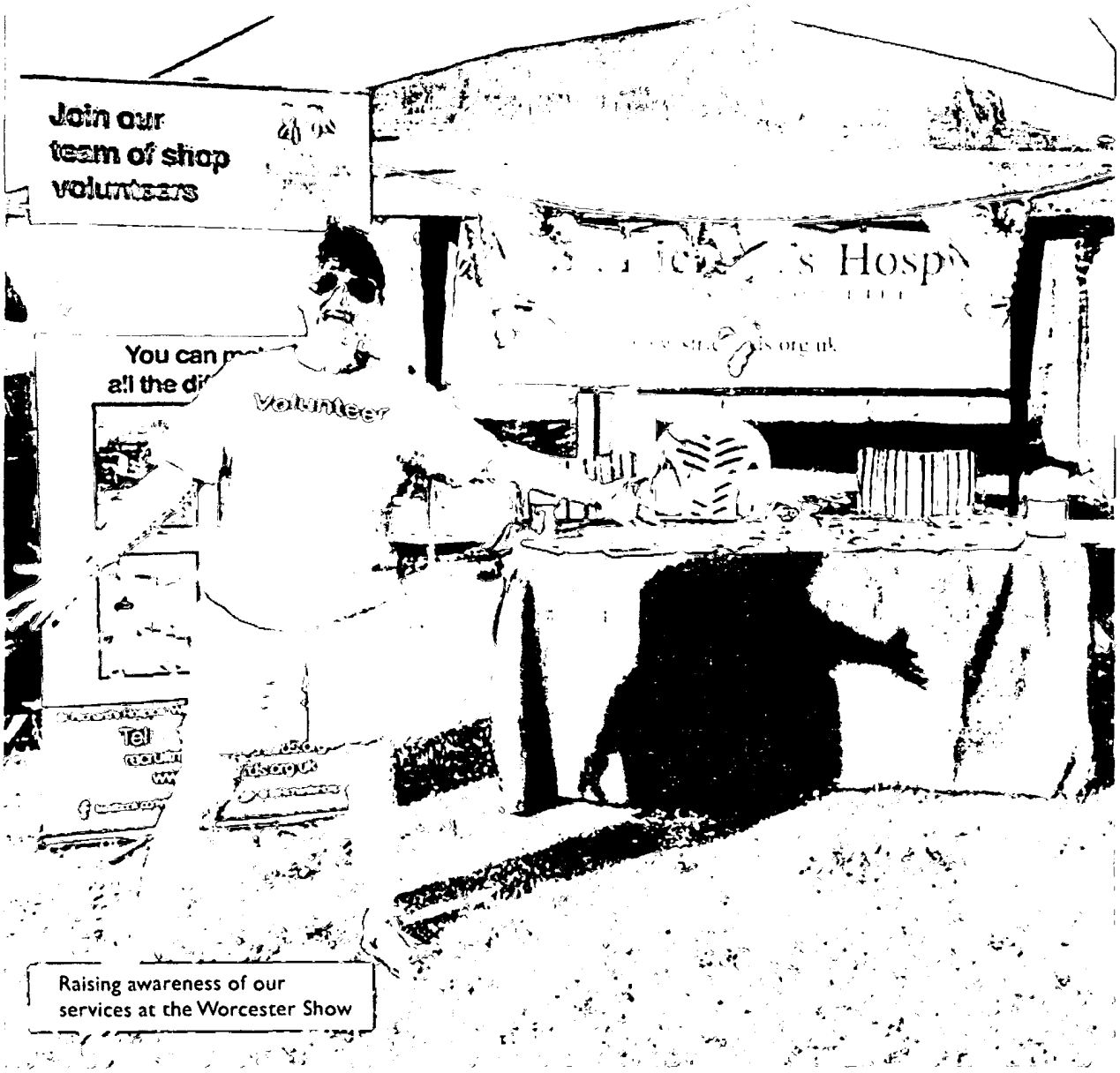
Involving our community

The Community Engagement Officer left in the review year and the role has been re-assessed.

There will be a new focus on the role on engagement with a view to increasing access to services and broader focus on equality, diversity and inclusion.

The Living Well team has been engaging with the community of patients and families living with Parkinson's disease to co-design the service - this has led to the setting up of a bespoke Parkinson's support group with the topics being determined by the community who attend.

As Covid restrictions have begun to ease and public activities resumed, we have been raising awareness of our services, for example at events in the county.



Raising awareness of our services at the Worcester Show

Our volunteers are superheroes!

Our volunteers are at the heart of the hospice dedicating their time, energy and compassion throughout the year.

The last 12 months have provided a chance to reset and recharge with volunteers providing their support to a cause that is close to their hearts, and making such a difference as we move forward to different ways of working.

Volunteers are in all types of roles within the hospice (family support, reception/admin, The Green) and across Worcestershire within our shops and the warehouse. They never cease to amaze us with their passion, willingness and kindness in supporting our staff, patients and their families. We couldn't make the difference to lives within Worcestershire that we do, and keep our shops open without their commitment and devotion to St Richard's. Each volunteer is integral to our care.

Volunteers contributed a total of 69,892 hours

Volunteers involved in patient services worked for 1,923 hours

Volunteers supporting our support services and trading company worked 67,969 hours

Our volunteers are at the heart of the hospice dedicating their time, energy and compassion throughout the year.

Income Generation

St Richard's is developing a robust strategy in order to increase income from new and emerging opportunities. The fundraising and trading divisions are working more closely and collaboratively to enable the sharing of skills, knowledge, ideas and opportunities to maximise non-statutory income sources, to optimise every pound for the hospice.

This will ensure income generation for St Richard's is sustained and identify areas for growth through business development. At a time of financial pressure St Richard's is looking for collaborative opportunities beyond their boundaries and comfort zones, particularly in the emerging fields of digital and e-commerce.

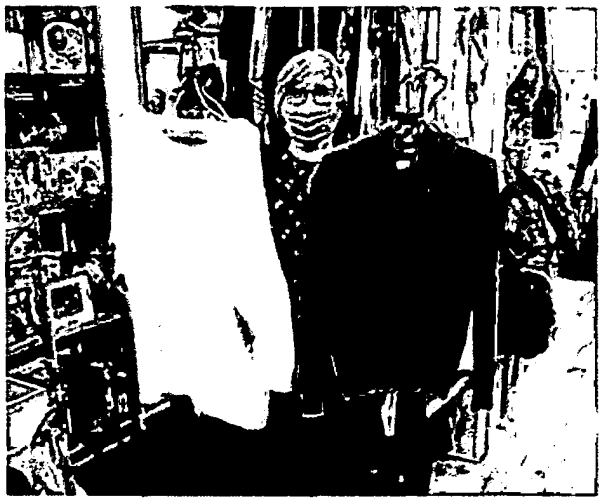
Fundraising

Post pandemic, it is clear most income sources are under pressure. Austerity measures and ramifications of the pandemic mean there will be less disposable income funding available and the emergency funds have come and gone. Diversity in income is always important for the hospice and we continually review income streams and try to react accordingly to trends in the economic environment. We are exploring new and emerging business development opportunities to grow income streams and maximise on emerging digital opportunities. To meet the shift in giving trends, and to meet the needs of the five-year strategy, the fundraising department has been reshaped and resourced accordingly, introducing a new skill mix into the workforce.

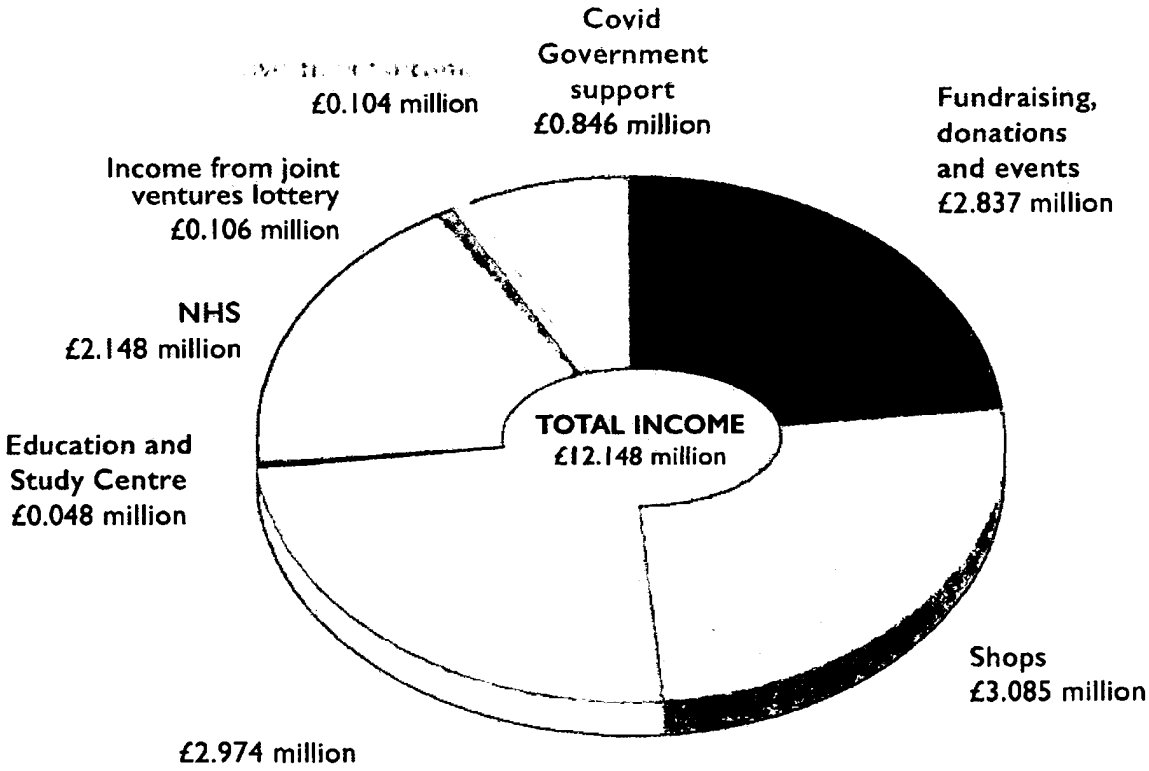
Worcester's Big Parade played a great part in the success of our fundraising in 2021, it also helped raise the profile of St Richard's within the county and across the globe! The continued increase in income from Gifts in Wills is also significant and continues to help us provide core services. More recent work with Bequeathed, an online Will writing service, has allowed the hospice to develop its strategies for attracting gifts and increasing the values. We are grateful to everyone who leaves a bequest to St Richard's. Regular gifts are also important as they provide sustainable, predictable income and we are working hard to encourage support in this way too. The hospice is dependent on the on-going support from the community and the involvement of many, whether they be individuals, groups, clubs, schools, churches, local businesses or a trust and grant making organisation is very much appreciated. We are grateful, and truly indebted, to all our supporters and thank them for their fundraising and contributions.

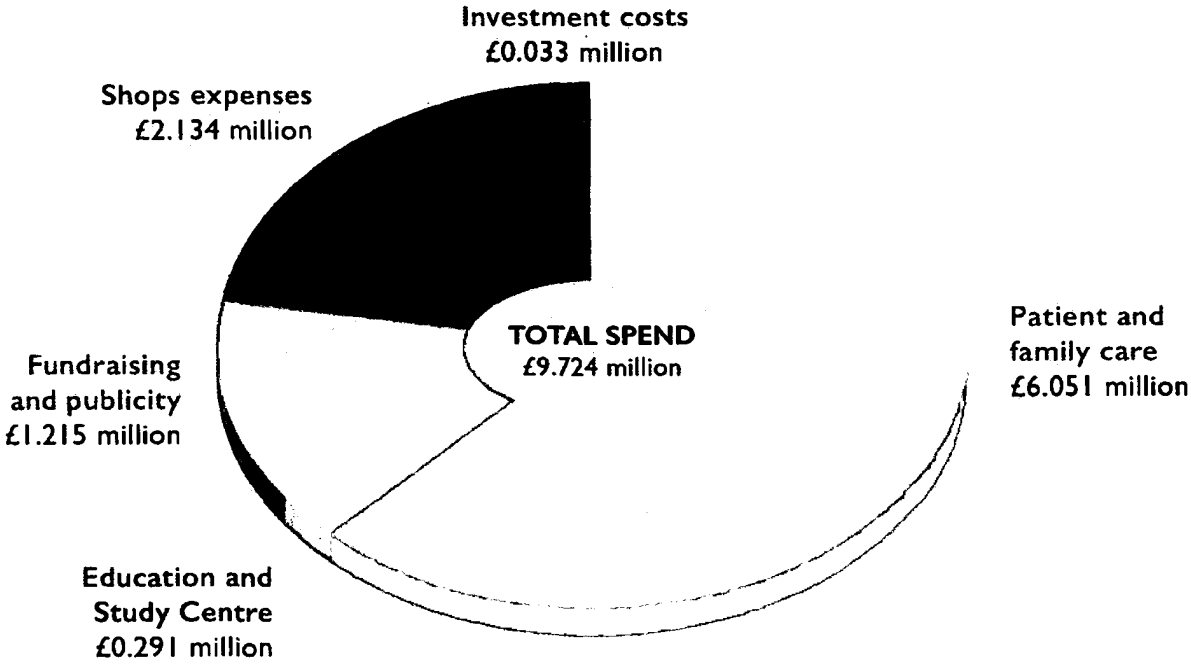
Commercial

The start of this financial year was impacted by Covid with all the shops re-opening after lockdown on 12th April 2021. The opening was very positive with many people returning to their previous shopping habits. The smaller town shops seemed to be more popular and returned to normal trading much faster than the city-based stores. Customer numbers for the year topped 300,000 across our shops. We were able to take advantage of the government re-start grants which covered for this initial loss in takings. We are still dealing with a volunteer shortage, mainly due to changing attitudes and lifestyle of volunteers during and after Covid. This has put added pressure on our whole team of volunteers and paid staff. However, due to their commitment and resilience we have performed extremely well and they are a credit to the hospice. We continue to be overwhelmed and truly grateful to our loyal donors and customers for their support, allowing us to deliver a much-needed profit to support patient care across the community.



Financial review - in brief





Report of the Governors and Consolidated Financial Statements for the year ended 31 March 2022

Contents of the consolidated financial statements for the year ended 31 March 2022

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St Richard's Hospice Foundation
Registered charity no. 515668. Registered company no. 01850502

Report of the Governors for the year ended 31 March 2022

The Governors present their annual report, strategic report and audited financial statements of the parent charity and its subsidiary undertaking for the year ended 31 March 2022. The accounts comply with current statutory requirements, the charity's governing document and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Reference and administration details of the charity, its trustees and advisers

The name of the charity is St Richard's Hospice Foundation ("St Richard's Hospice"), a company limited by guarantee. The company was incorporated on 24 September 1984. The Articles of Association were updated and filed with Companies House on 22 November 2021.

In accordance with Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include 'Limited' as part of its name. The company's registered number is 01850502. The company is also a registered charity, number 515668.

The principal address and registered office of the company: St Richard's Hospice, Wildwood Drive, Worcester, WR5 2QT

Trustees

Governors in office during the year:

John Bawden	(Chair – retired 5 April 2021)
Jennifer Cowpe	(Chair – appointed 6 April 2021)
Galen Bartholomew	(Vice Chair – appointed 6 April 2021)
Professor Richard Lewis	(Vice-Chair)
David Annetts	
Rachel Dunne	
Hannah Edwards	
Peter Flagg	
Anthony Glossop	
Simon Hyslop	(retired 20 September 2021)
Dr Ian Laws	
Jan Matthews	(appointed 24 May 2021)
Andrea Palmer	
Dr James Rankin	
Cllr Andy Roberts	
Helen Serrano	(appointed 24 May 2021)
Richard Shaw	(Treasurer – retired 5 April 2021)

The Governors delegate the day to day management of the charity to the Chief Executive, June Patel.

Report of the Governors for the year ended 31 March 2022

Key Management Personnel

Chief Executive	June Patel
Care Director	Debbie Westwood
Commercial Director	Daniel Corns
Director of Finance and Information	Daniel Haigh
Fundraising Director	Tricia Cavell
Medical Director	Dr Nicola Wilderspin

Principal Advisers

The company's independent auditors:

Crowe U.K. LLP,
Black Country House,
Rounds Green Road,
Oldbury,
B69 2DG

The company's solicitors:

Hallmark Hulme,
Solicitors,
3, 4 & 5 Sansome Place,
Worcester,
WR1 1UQ

The company's bankers:

National Westminster Bank Plc	Barclays Bank Plc
1 The Cross	54 High Street
Worcester	Worcester
WR1 3PR	WR1 2QQ

The company's investment advisers:

Close Brothers Asset Management Limited
10 Exchange Square
Primrose Street
London EC2A 2BY

Structure, governance and management

The company is governed by its Articles of Association.

Council of Governors

In accordance with the company's Articles of Association, the company has a council whose Governors are members. Such Governors constitute directors of the company for Companies Act purposes and trustees of the charity for Charity Act purposes.

The company is limited by guarantee and therefore the Governors have no beneficial interest to disclose. The appointment of new Governors is undertaken by the current Governors and approved by the members at the AGM. One Governor is nominated by Worcester City Council, who volunteers within the Council. St Richard's Hospice Governors are expected to be pro-active and actively involved in supporting the hospice.

Potential Governors are identified by the skills and expertise they will bring, as well as their motivation and support for the mission. They are interviewed by the Chair and at least two other Governors. They are required to attend the volunteer induction training programme and receive formal induction by the Chair. The Chair works with other Governors to review their performance and contribution to the work of the hospice.

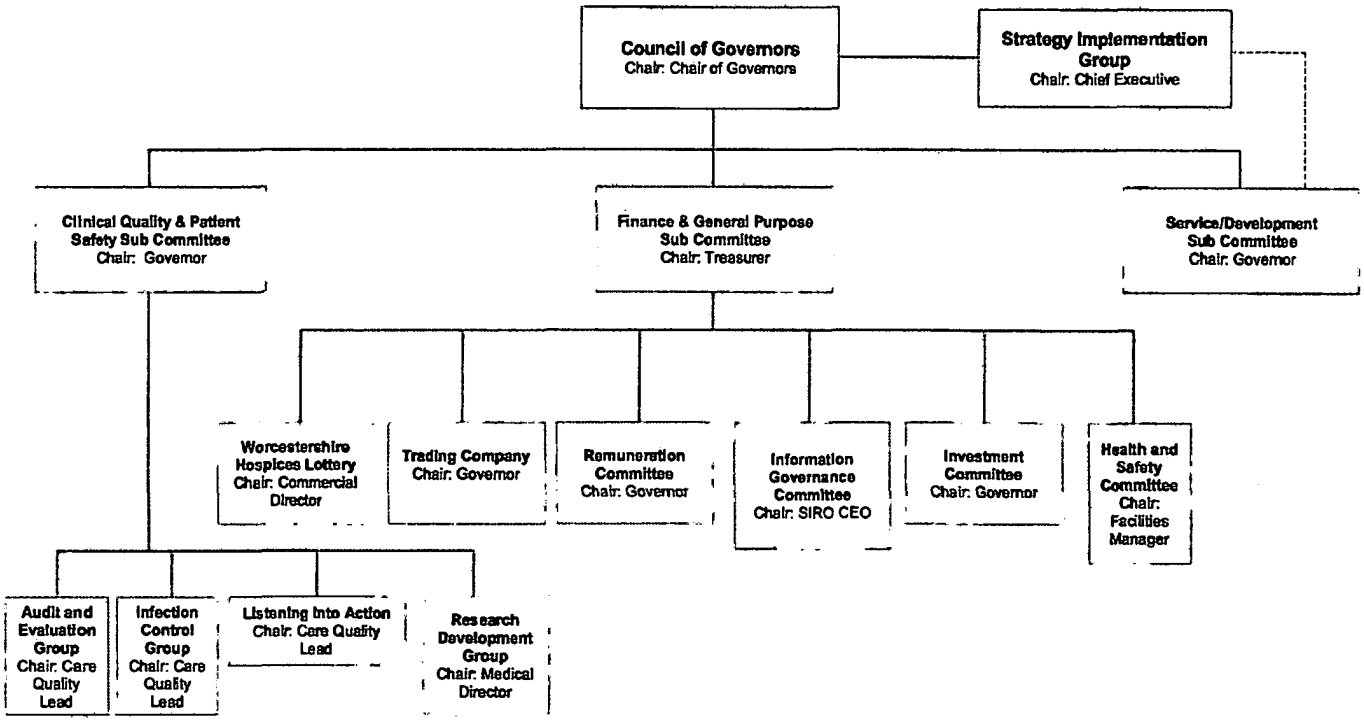
Organisation

Strategic decisions are made by the Council of Governors in regular meetings, delegating operating responsibilities to appropriate sub-committees.

Day to day management is conducted by the Chief Executive Officer, who reports regularly to the Council of Governors.

The Governing Committee structure at the start of the financial year was:

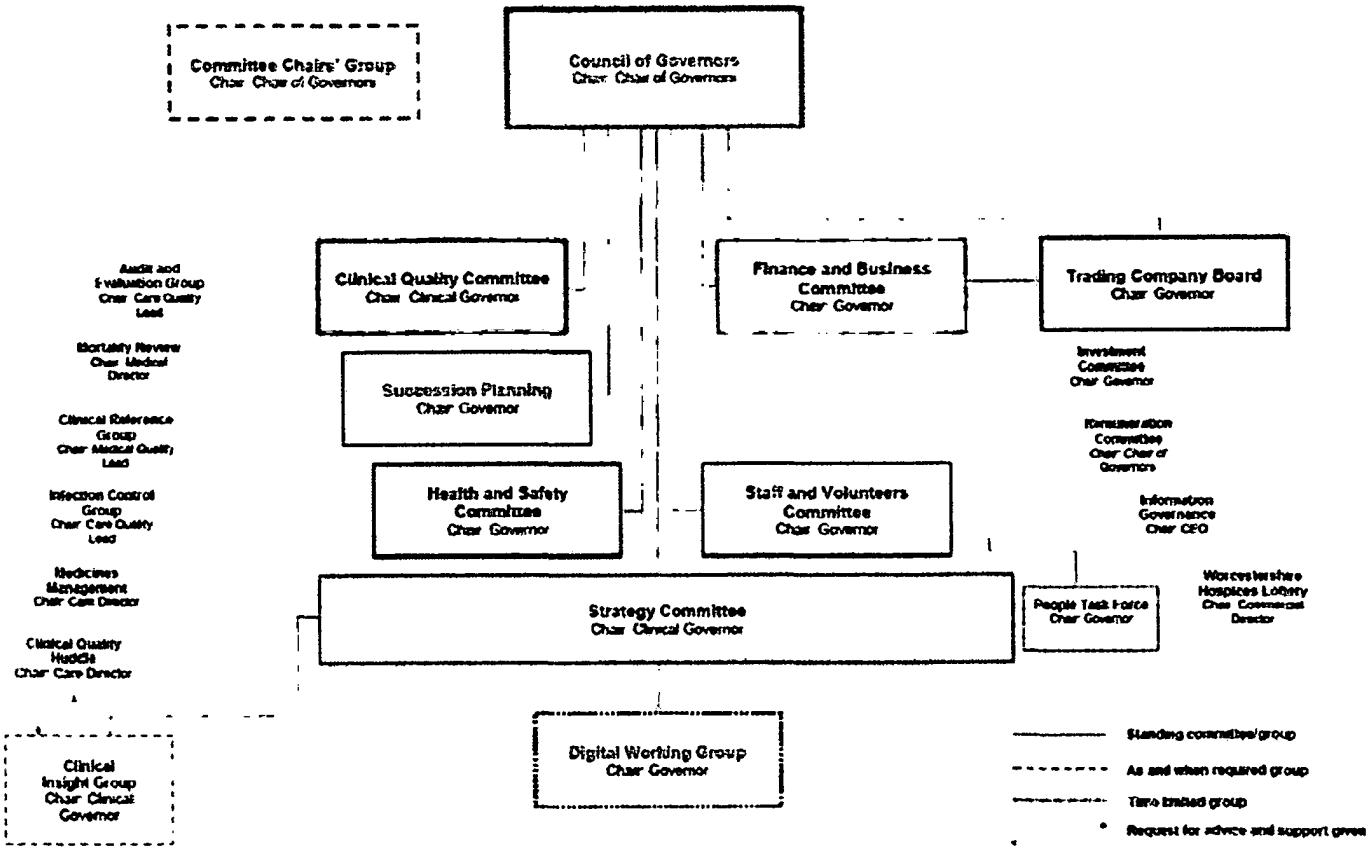
St Richard's Hospice Governance Structure



In addition to the above and in response to the pandemic the following temporary sub-groups operated:

Financial Viability
Patient Care
Staff and Volunteers
Commercial
The Green. (Phase 2 of Build 2020)

Governance Committee Structure - June 2021



In June 2021, the Council approved a revised Governance committee structure, which included, for the first time, a staff and volunteers workforce standing committee, and which elevated the previous succession planning and health and safety groups to standing committees of the Council.

It also included groups which only meet as and when required, some of which are time limited. Governors chair most committees, they meet regularly and report to the quarterly Council of Governors meetings. The hospice has a full suite of policies and procedures which clearly outline the demarcation of levels of responsibilities.

St Richard's Hospice is affiliated to the National Council of Palliative Care, is a member of Hospice UK and is a member of the Herefordshire and Worcestershire Chamber of Commerce.

Subsidiary and associated companies and collaborations

The charity has a wholly owned subsidiary company – St Richard's Hospice Trading Company Limited. The object of St Richard's Hospice Trading Company Limited, which sells new and second hand donated goods, is to raise funds for St Richard's Hospice Foundation.

The charity owns 33.33% of Worcestershire Hospices Lottery Limited. It shares equal ownership with Primrose Hospice Limited and Acorns Children's Hospice. For the purposes of these consolidated accounts, the wholly owned subsidiary has been consolidated on a line by line basis and the holding in Worcestershire Hospices Lottery Limited included using the equity method applicable to joint ventures.

From 1 January 2022 the charity entered into an agreement with St Luke's Hospice Plymouth and Rowcroft Hospice to share the costs of a team of I.T. professionals called the "I.T. One Team". Each hospice employs its own staff who then engage in a collaborative effort to address the I.T. needs of the three hospices. The synergy achieved is based on the common needs of the hospices whilst recognising the hospice sector faces a unique range of demands.

Each of the members of the I.T. One Team has agreed to abide by the policies of the three hospices and regular meetings are had between CEOs, Finance Directors and the Head of the I.T. One Team to monitor progress, and discuss current and future operational matters. It is St Richard's intention to formalise this arrangement as a joint venture in due course.

Employees and volunteers

St Richard's Hospice has a Remuneration Committee chaired by the Chair of Governors with three additional Governors and attended by the CEO, HR Manager and Director of Finance and Information. Each year it reviews the salaries of all members of staff. Salaries for senior management are benchmarked against the Croner Hospice Rewards and Charities Rewards reports with consideration being given to the regional, West Midlands, median. Additionally, consideration is given to NHS and private sector comparators.

This process is applied to setting the remuneration of key management personnel.

It is charity policy to give full and fair consideration to applications for employment made by disabled persons, having regard to the particular abilities and aptitudes of each applicant and to the requirements of vacant posts available.

Employees who become disabled in service are retained where possible either in their own or more suitable posts. Staff are kept up to date with hospice matters through a weekly newsletter and the "In Touch" newsletter sent to all volunteers.

The charity is reliant upon its 800+ volunteers who work across the full breadth of its patient services, in the shops, and fundraising. During the Covid-19 pandemic, informed by national guidance and where it has been safe to do so our volunteers have continued to support us in many ways - shopping for and delivering food to vulnerable patients at home, collecting PPE, and helping on reception are a few examples of this.

Strategic Report

STRATEGY 2019-2023

St Richard's Hospice

Looking to the future 2019-2023:Strategy map and matrix

St Richard's Strategy Map

Our purpose:	To care for adults with a serious progressive illness, improving their quality of life from diagnosis, during treatment and to their last days. We also support their loved ones
Our vision:	That people affected by a serious progressive illness and their loved ones have access to a range of free, excellent care and support to enable them to live life to the full

Developing exceptional patient care	How?	Clinical and family support teams deliver exceptional care to meet the holistic needs of patients and their loved ones and provide care in a conducive environment to enhance comfort and wellbeing.
Sustaining and growing our income	How?	Sustainable income streams are in place to deliver clinical and support services enhanced by creative income generation innovations.
Nurturing partnership and collaboration	How?	Partnership and collaboration with donors, supporters, communities, Hospices, other charities and the NHS are nurtured and sustained to achieve effective joint working and the creation of beneficial outcomes for patients and their loved ones
Supporting our workforce	How?	Reputation as a good employer is sustained by recruitment and retention of high calibre staff/volunteers. Staff and volunteers have the required skills and competencies to meet the demands of their role to ensure exceptional patient care.
Creating our digital future	How?	Staff have the skills to utilise innovative information technology, artificial intelligence and digital solutions to enable different ways of working to deliver business functions and exceptional care.

Values:	Caring	Compassionate	Committed	Professional

Strategic Objectives & Activities

The strategic objectives set for the period 2019- 2023 are:

- Develop patient services to meet the specialist, rehabilitative, palliative and end of life care needs of patients with a serious progressive illness in the In-patient Unit and the community 24/7.
- Develop and maintain a flexible, multi-skilled work force who will be equipped to meet the challenges of developing specialist palliative and end of life care.
- Maintain Free Reserves at the level set by our Reserves policy.
- Sustain good relations with all appropriate NHS, civic, private, and voluntary and community sector partners.
- Deliver high quality palliative and end of life care in Worcestershire by the better integration of the provision of care with partners and most efficient use of all assets and organisations.
- Nurture staff and volunteer loyalty and retention by a proactive HR policy that encourages job satisfaction through good personnel management, training and personal development planning, while offering realistic financial remuneration.
- Obtain long term contracts with NHS Commissioners, or other statutory bodies that provide St Richard's Hospice with statutory funding and service support that conforms to national tariffs, Department of Health guidelines, and Strategic Transformation plans for Worcestershire and Herefordshire and ensure that the financial allocation compares favourably with the average national contribution to independent hospices.
- Sustain an achievable annual increase in income from fundraising and all commercial activities to cover increases in services, inflation and any reduction in statutory funding that may impact upon St Richard's Hospice.
- Develop and maintain St Richard's Hospice profile across Worcestershire, and other areas from which patients come, as the first choice charity to support.
- Broaden the recruitment of new volunteers to take into account local demographics and modern cultural attitudes towards volunteering and increase in volunteering roles.

Activity - Clinical

If you would like to view details of clinical performance please see relevant pages earlier in this annual report.

Plans For Future Periods

PRIORITIES FOR IMPROVEMENT 2019-2023

Improvement Priority 1:
Develop a Clinical Strategy that outlines a clear clinical vision for St Richard's clinical teams which considers our local Integrated Care System's ("ICS") priorities, widening access to end of life care, the delivery of exceptional person-centred specialist end of life care through continuous service improvement confirmed by positive feedback from patients and loved ones.

Partially completed. Engagement has taken place with staff, partner organisations and patients to determine the strategy going forwards. This work continues in the context of the global Covid-19 pandemic.

Improvement Priority 2:
Aspire to an Outstanding rating by CQC following the next unannounced visit.

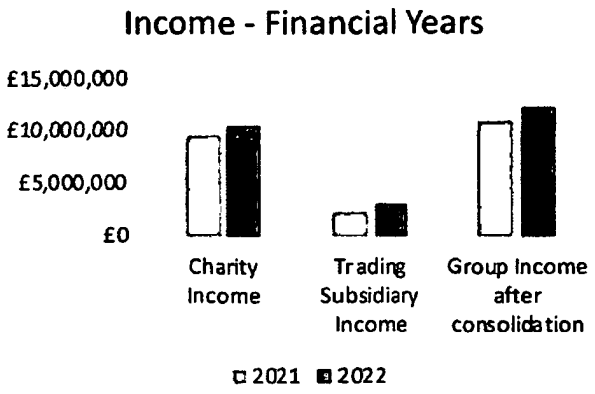
Partially completed. Although no CQC visit in the year, St Richard's has been acknowledged by the CQC as an exemplar in its response to Covid-19.

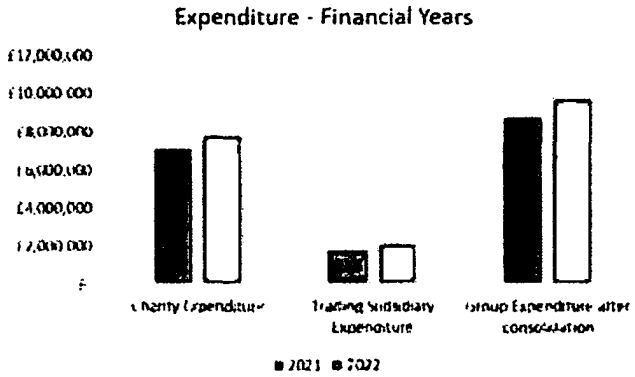
Improvement Priority 3:
To establish a collaborative income generation environment with a view to increasing income from new and emerging opportunities.

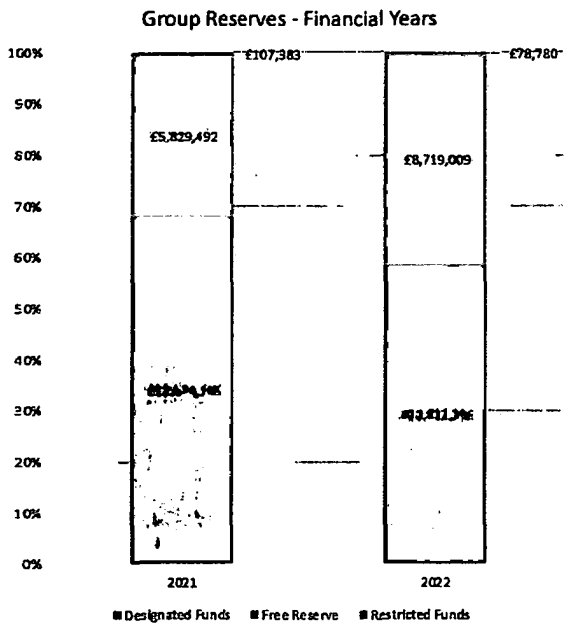
Activity – Non Clinical

Achievements and performance including plans for future periods.

Financial review







At 31 March 2022 the charity's unrestricted fund balances were £21,130,265 (2021 - £18,503,657) of which £12,411,256 (2021 - £12,674,165) represented designated tangible fixed assets. Restricted funds are only a small proportion of the Group's total reserves details of which can be found on pages 43.

Net income for the Group was £2,424,461 (2021 - £2,006,171) and after including net gains on investments and fixed asset revaluations of £173,544 (2021 – £434,938), the net movement in funds was £2,598,005 (2021 - £2,441,109).

The hospice activities, which are provided free of charge, are primarily funded by public donations, fundraising activities and income generated by the shops operated through St Richard's Hospice Trading Co Limited, supported by a service contract with the NHS.

Material Fundraising Targets and Activity

Fundraising targets are set as part of the annual budgeting process. The three main sources of income for the hospice are grouped as follows:

1: NHS
2: Donations, legacies and fundraising events
3: Income from Shops

NHS

The budget for this stream of income was set at a zero uplift on actual funds received in 20/21. St Richard's managed to achieve a 0.2% uplift in the level of its block grant from the local CCG. In response to the Covid-19 pandemic the charity received additional grants totalling £701,748 from NHS England which was administered by Hospice UK.

The funding from St Richard's local Clinical Commissioning Group is not expected to materially increase in 2022/23, a 2.4% increase on income for 21/22 is already agreed for 22/23. Where available further funding will be applied for.

Donations, legacies and fundraising events

The Covid-19 pandemic continued to have a significant impact on our fundraising activities with numbers of participants in face-to-face fundraising activities not returning to pre-pandemic levels. One hugely successful event in 21/22 was Worcester's Big Parade, an art trail

featuring painted elephant sculptures placed around the city of Worcester.

Despite the challenges presented, fundraising income finished the year significantly above budget with the largest single contributor being increased legacy income with legacies notifications for the year reaching £2,975k.

Legacy income is projected to remain strong in 2022/23 and various new fundraising initiatives are being planned and steered by St Richard's new Income Generation Steering Group.

Income From Shops

St Richard's Hospice Trading Company Limited had its best year ever distributing £872k to the charity which was significantly higher than the amount budgeted. Income was enhanced with the completion of a successful business interruption claim of which £261k was recognised in this year's income.

Unlike the previous financial year, the company experienced only a short period of time when government restrictions meant it could not trade.

Once again government retail grants and receipts pursuant to the government's job retention scheme helped mitigate any losses from closure.

The Trading Subsidiary is investing in eCommerce to increase profit in 2022/23 and beyond which can be passed to the charity.

Public Benefit

The Governors consider that they have complied with the duty in Section 17 of the Charities Act 2011 and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities.

Fundraising Disclosures – Charities (Protection and Social Investment) Act 2016

This report covers the requirements charities must follow as set out in the Charities Act 2016.

We uphold the highest standards in how we communicate with supporters and ensure that our fundraising practices meet the requirements of the recommended Codes of Practice. We are registered with the Fundraising Regulator, which maintains the standards for charitable fundraising and we ensure that our fundraising is respectful, open, honest and accountable to the public.

Donors to St Richard's Hospice can be assured that we comply with the regulatory standards for fundraising. Evidence of membership can be found here:

www.fundraisingregulator.org.uk/directory?name=515668

We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us.

You will find St Richard's fundraising promise on the hospice website https://www.strichards.org.uk/donate/have-a-question-about-donating/our-fundraising-promise/ along with our Guide to Successful Fundraising for those wishing to fundraise on St Richard's behalf. This includes a statement about monies being due to the charity to be paid within 6 weeks of the event. We monitor the activity through our CRM system using the pledge system where possible. We encourage any fundraising service providers we work with, to also be signed up to the code. We have no reports of any failure by the charity, or by any person acting on its behalf, to comply with fundraising standards or scheme for fundraising regulation that the charity or the person acting on its behalf has voluntarily subscribed to.

It has cost us £6,342k to provide our hospice services this year. Approximately, £2,850k of this came from statutory funding and we need to raise the balance through fundraising.

Our fundraising effort involves encouraging donations and Gifts In Wills, running campaigns and events and seeking funding from Trust & grant making organisations. In the 21-22 financial year, income was impacted by the Covid-19 pandemic, particularly from funds normally raised through challenge events and hospitality, community events and corporate donations.

Several of our in-house fundraising team are members of the Institute of Fundraising and continue with their professional development to ensure compliance with all the relevant standards set out in the Fundraising Regulator's Code of Fundraising Practice. We have a Governor designated to fundraising activity who uses the CC20 checklist to help monitor and 'sense check' our income generation activity. The designated Governor attends appropriate training and meets with the SMT to help ensure compliance.

Our in-house fundraising team sometimes engage with third party suppliers to help us deliver fundraising initiatives such as direct mailing or generate trust income. We aim to ensure those agencies and personnel we employ also observe the highest standards in terms of fundraising practice and have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity.

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We received 12 complaints in the 2021-22 financial year, these were predominantly around data inaccuracies. Complaints are dealt with in-line with our fundraising complaints policy. Most serious complaints are escalated to our Senior Management Team (SMT) and Governors so they can consider lessons learnt. Governors also receive a regular report about complaints and we report to the Fundraising Regulator on the totality.

A full report is provided to the board annually and for the financial year this was sent to all board members with the March papers.

We do not carry out any telephone, face-to-face or door-to-door fundraising.

All fundraising activity complies with EU General Data Protection Regulation (GDPR) introduced in May 2018. Promotional goods sent out for

fundraising purposes and use of our logo on external fundraising materials is subject to approval.

We hold a full gambling licence issued by the Gambling Commission and adhere to its rules and regulations,

We have an Ethical Policy on the Acceptance and Refusal of Donations which states that we will do our utmost to solicit and accept funds with the presumption that donations are given in good faith and that refusal must be only on the strongest grounds. The policy sets out the parameters in which donations can and should be refused and how the charity goes about making such decisions.

All staff at the hospice, including fundraisers are NHS compliant and this includes training on safeguarding for vulnerable adults and for safeguarding children. The Fundraising Director is level 2 compliant and all others involved with fundraising are trained to level 1. This can be evidenced against every individual training record. We have published our vulnerable persons policy on our website.

Principal risks and uncertainties

St Richard's has a comprehensive on-going system for risk assessment and management. Every week the Senior Management Team meeting will consider any risk to the charity. These, and any necessary remedial action taken, will be reported to either the Finance and Business Committee or Clinical Quality Committee that meet regularly, as appropriate.

This presents an opportunity to:

- Talk about principal risks
- Give a summary of plans
- Explain factors affecting future performance

A Risk Register is managed by the Chief Executive and is reviewed at the Finance and Business Committee and Council of Governors meetings, as appropriate.

One of the principal risks and uncertainties facing the hospice relates to the funding of the charity, particularly the impact of constraints, or reductions, on statutory funding, a significant reduction in grant making, trust or legacy income, and a downturn in income from the trading subsidiary company.

The hospice mitigates these risks by focusing on the following:

- Taking advantage of opportunities to reduce costs where this can be done without compromising other hospice objectives
- To continue to pursue the objective of diversifying income streams so that the impact of a reduction in any one income stream is less significant to the hospice's ability to achieve its goals
- Hold sufficient reserves to allow it time to address financial challenges as they present themselves

Report of the Governors for the year ended 31 March 2022

Reserves policy

The Governors of St Richard's Hospice Foundation have undertaken a review of its reserves policy in accordance with their duty to do this regularly.

The current policy looks to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs in the event of an insolvency procedure

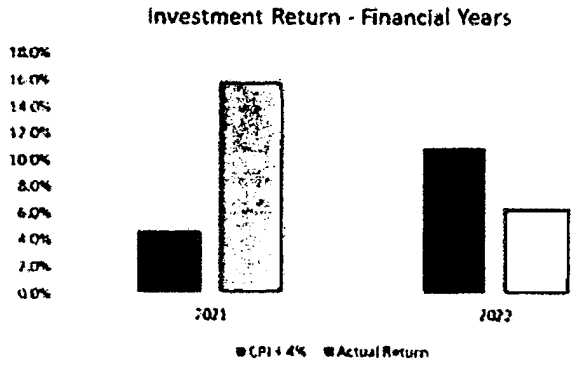
Following this review, it was calculated that the amount to be held in free reserves from 31 March 2022 and for the coming financial year should be £5,778k. The balance sheet at the year ended 31 March 2022 shows a free reserve position of £8,719k which is £2,941k over target reserves set using St Richard's reserve policy.

Governors are committed to remain cautious in view of the uncertain economic environment in which we find ourselves, whilst also recognising the need to invest in clinical services and infrastructure beyond the capital projects included in the new reserve policy.

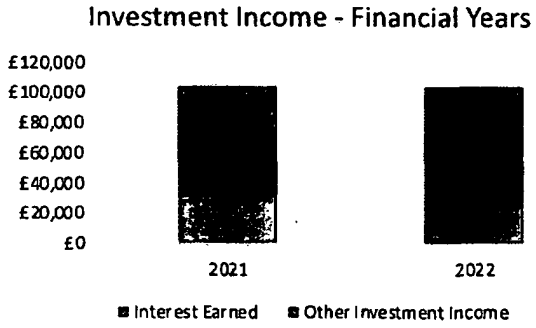
They are also focussed on ensuring that sufficient resource is available to the organisation to enable it to capitalise on a maturing digital strategy. As such, the charity is planning to hold reserves above its current target while global uncertainty remains. These are unprecedented times, as a result of which our reserve policy will be a matter subject to frequent Governor review for the foreseeable future.

Investment policy

The majority of the Financial Investments held by the Group are managed by Close Brothers Asset Management (CBAM) which was appointed as adviser in April 2014. The investment return target is CPI + 4% for both income and capital with actual performance as follows:



Income from these investments in the period are included in note 5. Total income can be shown as:



Report of the Governors for the year ended 31 March 2022

The hospice's investments are a means to earning revenue to fund activities which further the charity's purpose. The time horizon for these investments is 10+ years; the portfolio being low to medium risk. Investments are not made in companies with turnover from the sale or production of tobacco. The performance of investments held by the charity are reviewed regularly by St Richard's investment committee which is attended by governors, staff and an investment manager from Close Brothers.

CBAM monitors the environmental, social and governance credentials for all investments managed by it for St Richard's which enables the investment committee to review ethical matters regarding investments.

Statement as to disclosure of information to auditors

Insofar as each of the Governors of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Governor has taken all of the steps that he/she should have taken as a Governor in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Statement of Governors' responsibilities

The Governors (who are also directors of St Richard's Hospice Foundation for the purposes of company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).
Company law requires the Governors to prepare financial statements for each financial year.

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient

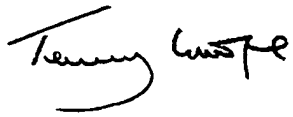
to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Governors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The Governors support the principles of good governance set out in the Charity Governance Code and uses the Code to evaluate its effectiveness.

Auditor

The auditor, Crowe U.K. LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

The report of the Governors (incorporating the directors' report and the strategic report) was approved by Governors on 20 October, 2022 and signed on its behalf by:-



J P Cowpe – Chair of Governors

20th October, 2022

The financial statements were approved and authorised for issue by the board on 20th October, 2022 and signed on its behalf by: JP Cowpe, Chair of Governors

Independent Auditor's Report to the Members of St Richard's Hospice Foundation

Opinion

We have audited the financial statements of St Richard's Hospice Foundation ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information contained within the annual report.

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement [set out on page 36], the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charitable

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

This description forms part of our auditor's report.

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

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

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud.

The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006.

Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

H. C. Drew

Helen Drew
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
B69 2DG

Consolidated statement of financial activities incorporating an income and expenditure account for the year ended 31 March 2022

Income from:		£	£	£	£
Donations and Legacies	2	4,073,776	122,833	4,196,609	3,102,346
Charitable Activities	3	2,195,559	701,748	2,897,307	4,208,787
Other Trading Activities	4	4,552,300	274,381	4,826,681	3,189,315
Investments	5	104,257	-	104,257	104,210
Other					
- Share of net income of Joint Venture	17	106,434	-	106,434	117,302
- Coronavirus Business Interruption Loan Interest		-	-	-	40,600
- Profit on sale of fixed assets	6	17,030	-	17,030	-
Total Income		11,049,356	1,098,962	12,148,318	10,762,560

Expenditure on:					
Raising funds	7	3,107,675	274,381	3,382,056	2,716,432
Charitable activities	8	5,498,999	842,802	6,341,801	6,039,957
Total expenditure		8,606,674	1,117,183	9,723,857	8,756,389
Net income and Net movement in funds before Gains/(losses) on investments		2,442,682	(18,221)	2,424,461	2,006,171
Net gains on investments	14	173,544	-	173,544	434,938
Net income/(expenditure)		2,616,226	(18,221)	2,598,005	2,441,109
Transfer between funds	28	10,382	(10,382)	-	
Net movement in funds		2,626,608	(28,603)	2,598,005	2,441,109
Total funds brought forward	28	18,503,657	107,383	18,611,040	16,169,931
Total funds carried forward	28	21,130,265	78,780	21,209,045	18,611,040

The notes form part of these financial statements

Consolidated financial statements company number 01850502
Group and charity balance sheet as at 31 March 2022

	Notes	Group 2021	Group 2020	Charity 2021	Charity 2020
Fixed assets		£	£	£	£
Tangible assets	13	**12,411,256**	12,674,165	**12,411,256**	12,674,165
Investments	14	**3,899,301**	3,661,935	**3,899,401**	3,662,035
		16,310,557	16,336,100	**16,310,657**	16,336,200
Current assets					
Stock	18	**70,100**	60,472	**-**	-
Debtors	19	**3,340,507**	2,275,385	**3,405,935**	2,266,628
Cash at bank		**2,323,260**	2,789,452	**2,161,018**	2,691,671
		5,733,867	5,125,309	**5,566,953**	4,958,299
Liabilities					
Creditors: amounts falling due before one year	20	**835,379**	1,083,703	**668,565**	916,793
Net current assets		**4,898,488**	4,041,606	**4,898,338**	4,041,506
Total assets less current liabilities		**21,209,045**	20,377,706	**21,210,045**	20,377,706
Liabilities Creditors: amounts falling due after one year	21	**-**	1,766,666	**-**	1,766,666
Total net assets		**21,209,045**	18,611,040	**21,209,045**	18,611,040

The funds of the charity					
Restricted funds	28	**78,780**	107,383	**78,780**	107,383
Unrestricted fund					
General fund	28	**7,809,482**	5,080,350	**7,809,482**	5,080,350
- Investment Fair Value Reserve	28	**909,527**	749,142	**909,527**	749,142
Designated funds	28	**12,411,256**	12,674,165	**12,411,256**	12,674,165
		21,209,045	18,611,040	**21,209,045**	18,611,040

The notes form part of these financial statements.
The charity net income for the year was £2,599,014 (2021 - £2,441,106) before group consolidation.

The financial statements were approved and authorised for issue by the board on 20 October 2022 and signed on its behalf by:

J P Cowpe – Chair of Governors

Consolidated statement of cash flows for the year ended 31st March 2022

	Notes	[illegible]	[illegible]
Cash flows from operating activities:		£	£
Net cash used in operating activities	1	(373,526)	3,190,239

Cash flows from investing activities:			
Dividends, interest and rents from investments		105,576	105,032
Purchase of property and equipment		(213,713)	(2,124,207)
Proceeds from sale of investments		186,320	239,739
Purchase of investments		(250,142)	(305,734)
Joint Venture Distributions		79,293	117,978
Net cash used in investing activities		(92,666)	(1,967,192)

Change in cash and cash equivalents in the reporting period:		(466,192)	1,223,047
Cash and cash equivalents at the beginning of the reporting period:		2,789,452	1,566,405
Cash and cash equivalents at the end of the reporting period	2	2,323,260	2,789,452

The notes form part of these financial statements

Notes to the consolidated statement of cash flows for the year ended 31 March 2022

1. Reconciliation of net income to net cash flow from operating activities

		[illegible]	[illegible]
		£	£
Net income for the reporting period (as per the Statement of Financial Activities):		**2,598,005**	2,441,109
Adjustments for:			
Depreciation charges		**476,622**	466,303
Gains on investments/assets		**(173,544)**	(434,938)
Dividends, interest and rents from investments		**(104,257)**	(104,210)
(Increase)/Decrease in stocks		**(9,628)**	14,447
Increase in debtors		**(1,039,300)**	(447,579)
Increase/(Decrease) in creditors		**(2,014,990)**	1,372,409
Income from Joint Venture		**(106,434)**	(117,302)
Net cash used in operating activities:		(373,526)	3,190,239

The decrease in creditors of £2,014,990 includes the full repayment of the £2,000,000 coronavirus business interruption loan in September 2021.

2. Analysis of cash and cash equivalents

	£	£
Cash at bank and in hand	2,323,260	2,789,452

The notes form part of these financial statements

1. Accounting policies

Charitable company information
St Richard's Hospice Foundation is a private charitable company limited by guarantee, incorporated in England and Wales. The registered office of St Richard's Hospice Foundation and St Richard's Hospice Foundation Trading Company Limited is Wildwood Drive, Worcester, WR5 2QT.

Basis of preparation
The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Companies Act 2006 and the Charities Act 2011.

The charitable company meets the definition of a public benefit entity under FRS 102.

The financial statements are presented in sterling (£) and are rounded to the nearest £.

Going concern
The group has cash resources and no requirement for external funding to fund normal operating activities. The Governors believe that there are no material uncertainties about the group's ability to continue in operating existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. All intergroup transactions are eliminated on consolidation. Investments in joint ventures are included in the group financial statements using the "equity method".
No separate Charity SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The Charity has taken advantage of the exemptions in FRS 102 from the requirement to present a charity only Cash Flow Statement and certain disclosures about its own financial instruments within the consolidated financial statements.

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that income will be received and the amount can be measured reliably.

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

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received, and residuary legacies recognised when amounts are distributed or when a statement of assets and liabilities of the estate is received. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will.

The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period. Where legacies have been notified to the charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material in

note 22. Income received in advance of an event or provision of other specific service is deferred until the criteria for income recognition are met. Grants from government bodies and other sources are received for specific projects/costs and are recognised in accordance with their individual terms and conditions. Income is recognised when the charity has entitlement to the funds which is when any performance conditions attached are met, it is probable that the income will be received and the amount can be reliably measured. Grant income will be deferred if received in advance of meeting performance conditions or if the funder specifically states that the income must be spent in a future accounting period.

Expenditure
The cost of raising funds includes costs of generating voluntary income and costs of fundraising, trading, shops and investment manager's fees. Charitable activities costs include expenditure on delivering palliative care and education. Governance costs include costs of meeting the charity's statutory and constitutional objectives. Support costs are allocated to all cost centres on a basis calculated in proportion to the estimated usage of facilities. Expenditure is accounted for on an accrual basis.

Gifts in kind
Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable. The contribution of volunteers is not included in the Statement of Financial Activities, but is disclosed in the Governors' Report in accordance with the SORP.

Donated assets given for use by the charity are recognised at their market value as income and within the relevant fixed asset category on the balance sheet when receivable. During the year to 31 March 2022, significant quantities of Personal Protective Equipment (PPE) were donated to the hospice by the NHS and other sources. It was not possible to quantify the value of these donations under the difficult conditions created by the Covid-19 pandemic.

Liabilities
Liabilities are recognised in the accounts as soon as a present obligation arises from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Fund accounting
General funds are expendable at the discretion of the Governors in furtherance of the charity's objectives and which have not been designated for other purposes. It is the policy of the hospice to look to the future to define and quantify how much reserves should be held, considering:

- Potential volatility of budgeted future income and expenditure
- The cost of known capital projects needed in the next 5 years
- Structural budget deficits
- Redundancy costs

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

Restricted funds contain income which has been received for specific purposes, less the related expenditure against these. The aim and use of each material restricted fund is set out in the notes to the financial statements.

Leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities over the term of the lease.

Pensions
The pension costs represent amounts payable by the group during the year (see note 23).

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Tangible fixed assets

Tangible fixed assets are initially included at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property (including commercial property)	- 2% on cost of buildings
Freehold property – solar panels	- 5% on cost
Leasehold land	- Over life of lease (125 years)
Assets under construction	- 0%
Shop refurbishment	- 20% - 33% on cost
Medical equipment	- 20% - 50% on cost
Furniture and fittings	- 10% - 50% on cost
Motor vehicles	- 20% - 33% on cost
Office equipment	- 20% - 50% on cost

Items of medical equipment, office equipment and furniture and fittings, having an initial cost of less than £1,000, are written off to revenue in the year of acquisition. Freehold land is not depreciated.

Investments

Listed fixed asset investments are included at fair value (quoted market price in an active market). Gains or losses on investments are included in the Statement of Financial Activities and Income and Expenditure Account.

The charity owns investment properties that are treated as own use, depreciated, tangible fixed asset in the group and charity financial statements in accordance with FRS 102 as it is let by the parent to its wholly owned subsidiary. The investment in the subsidiary and joint venture are included at cost.

Financial instruments

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

Significant estimates and judgements

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

Useful economic lives of tangible assets

The annual depreciation and amortisation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.
Impairment of debtors.

The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

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

Taxation

The charity is exempt from Corporation Tax on its charitable activities. The charity and its subsidiary company are registered for Value Added Tax. Irrecoverable VAT is allocated to the areas in which it is incurred.

2. Donations and legacies

Income from:	[illegible]	[illegible]	[illegible]	[illegible]
	£	£	£	£
Donations	132,625	950	133,575	327,993
Donations in memory	439,341	-	439,341	375,613
Legacies	2,974,593	-	2,974,593	1,566,445
Collections	23,545	-	23,545	12,365
Regular giving	173,565	-	173,565	170,713
Corporate including payroll giving	90,903	-	90,903	109,424
Grants and Capital Appeal	238,190	121,883	360,073	502,809
Job retention scheme income (charity)	1,014	-	1,014	36,984
	4,073,776	122,833	4,196,609	3,102,346

3. Charitable activities

Income from:	[illegible]	[illegible]	[illegible]	[illegible]
	£	£	£	£
NHS Grant	2,147,815	-	2,147,815	2,180,902
NHS Covid 19 additional grant	-	-	-	210,412
Government Covid support grant	-	701,748	701,748	1,717,091
Education	47,744	-	47,744	100,382
	2,195,559	701,748	2,897,307	4,208,787

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2021 to July 2021 to provide support to people with complex needs in the context of the Covid-19 situation and to provide bed capacity and community support from December 2021 to March 2022 for the same purpose.

4. Other trading activities

	[illegible]	[illegible]	[illegible]	[illegible]
	£	£	£	£
SRH Events and campaigns	1,130,397	274,381	1,404,778	570,123
Assisted events fundraising	70,367	-	70,367	34,034
Raffles	89,465	-	89,465	165,594
Other	27,909	-	27,909	30,146
Chaplain	6,710	-	6,710	2,250
Trading company income	2,029,873	-	2,029,873	850,761
Gift aided sales	794,354	-	794,354	220,725
Government Covid-19 Retail support grants	122,717	-	122,717	554,662
Business Interruption insurance receipts	260,777	-	260,777	400,000
Job Retention Scheme	19,731	-	19,731	361,020
	4,552,300	274,381	4,826,681	3,189,315

5. UK investment income

	[illegible]	[illegible]	[illegible]	[illegible]
	£	£	£	£
Interest	27,547	-	27,547	30,526
Dividends	69,550	-	69,550	66,418
Rent received	7,160	-	7,160	7,266
	104,257	-	104,257	104,210

6. Other income

Fixed assets with a net book value of nil were sold in the year realising a profit of £17,030.

7. Cost of raising funds

	[illegible]	[illegible]	[illegible]	[illegible]
	£	£	£	£
Shops and commercial activities	2,025,717	-	2,025,717	1,743,994
Support costs re above (Note 9)	108,279	-	108,279	100,586
Fundraising	733,683	274,381	1,008,064	652,717
Support costs re above (Note 9)	206,857	-	206,857	189,744
Costs of managing investments	33,139	-	33,139	29,391
[illegible]	3,107,675	274,381	3,382,056	2,716,432

8. Charitable activities expenditure

	[illegible]	[illegible]	[illegible]	[illegible]
	£	£	£	£
Patient and Family Service costs	3,666,293	842,802	4,509,095	4,365,765
Support costs re above (Note 9)	1,541,214	-	1,541,214	1,402,372
Education and Study Centre	165,299	-	165,299	155,080
Support Costs re above (Note 9)	126,193	-	126,193	116,740
[illegible]	5,498,999	842,802	6,341,801	6,039,957

9. Support costs allocated to activities

Unrestricted	£	£	£	£	£	£
Property related costs	8,843	10,611	17,685	139,712	176,850	150,721
Telephone and fax	90	219	129	849	1,286	2,431
Postage, printing and stationery	1,440	3,599	3,599	5,758	14,396	15,935
Insurance	-	2,525	2,525	45,453	50,503	41,172
Depreciation	-	7,673	38,363	337,595	383,631	347,143
Miscellaneous	6,932	2,189	365	49,595	59,081	32,748
Human resources	30,404	9,601	1,600	118,417	160,022	126,269
Computer expenses	26,827	26,827	26,827	187,790	268,272	257,910
Salaries and other costs	28,055	80,960	32,418	525,270	666,703	639,296
Catering supplies	-	-	2,383	45,272	47,655	35,787
Transport and minibus	-	-	-	2,491	2,491	918
Governance costs	3,313	1,046	174	12,903	17,437	15,426
Communications and Marketing	-	60,857	-	60,857	121,714	103,086
CBILS loan interest	-	-	-	-	-	40,600
Irrecoverable VAT	2,375	750	125	9,252	12,502	-
Total	108,279	206,857	126,193	1,541,214	1,982,543	1,809,442

Support costs are allocated to all cost centres at various percentages based on the estimated usage of facilities.

10. Staff costs

	[illegible]	[illegible]
	£	£
Wages and salaries	5,846,303	5,599,606
Social Security costs	483,085	471,539
Pension Costs	438,090	434,790
	6,767,478	6,505,935

The wages and salaries cost above includes salaried employees' costs of £5,608,404 (2021 - £5,528,665) with the remaining £237,898 (2021 - £70,940) being staff paid via invoice, due to them being agency. Staff can receive a benefit by being a member of a private health insurer and the cost of this for the year ended 31 March 2022 was £22,940 (2021 - £22,336). There were no redundancy costs in the year (2021 - £3,819).

The average monthly number of salaried employees during the year by the group was as follows:

	[illegible]	[illegible]
Patient and Family Services staff	141	136
Education staff	5	5
Fundraising staff	16	15
Shops and commercial	56	51
Support staff	29	36
	247	243

The number of employees whose emoluments as defined for tax purposes amounted to over £60,000 in the year was as follows:

	[illegible]	[illegible]
£60,000 - £70,000	2	2
£70,000 - £80,000	1	1
£90,000 - £100,000	-	1
£100,101 - £110,000	1	-

The total amount of employee benefits (inclusive of national insurance and pension contributions) received by the key management personnel was £502,054 (six employees) (2021 - £419,067- five employees).

There were no expenses for travel and subsistence repaid to Governors (2021: Paid to one governor £64).

No remuneration has been paid and no expenses have been reimbursed/accrued regarding any Governors other than: R G Shaw (as Richard G Shaw Ltd), a practising chartered accountant, accounting and taxation as follows:

	[illegible]	[illegible]
	£	£
St Richard's Hospice Trading Company Limited – R G Shaw	-	670

£0 (2021 - £680) is included in accruals in respect of amounts owed to Richard G Shaw Ltd at the year end.

The Governors are satisfied that the payment of these fees complies with the requirements of the Charities Act 2011.

11. Net income

	[illegible]	[illegible]
The net income is stated after charging:	£	£
Depreciation	476,622	466,303
Operating lease charges:		
- buildings	414,047	459,601
- other	3,760	804

Auditor's remuneration:		
- Charity audit	12,500	11,500
- Subsidiary audit	4,000	3,000
- Charity other services	2,675	-
Pension costs	434,418	434,790
Governors emoluments and other benefits etc	-	849

12. Taxation

The company is a registered charity and is not liable to corporation tax. No liability to UK corporation tax arose on ordinary activities of the subsidiary company for the year ended 31 March 2022 nor for the year ended 31 March 2021 as all profits are gift aided to the parent charity.

13. Tangible fixed assets - group and charity

Cost:	£	£	£	£	£
At 1 April 2021	524,202	11,062,536	100,000	956,843	84,498
Additions	-	9,455	-	-	18,807
Transfers	-	2,512,898	-	-	-
Disposals	-	-	-	(15,565)	-
At 31 March 2022	524,202	13,584,889	100,000	941,278	103,305
Depreciation:					
At 1 April 2021	47,262	1,903,840	13,067	833,384	62,337
Charge for year	10,484	297,471	800	71,963	13,260
Disposals	-	-	-	(15,565)	-
At 31 March 2022	57,746	2,201,311	13,867	889,782	75,597
Net book value:					
At 31 March 2022	466,456	11,383,578	86,133	51,496	27,708
At 31 March 2021	476,940	9,158,696	86,933	123,459	22,161

At 1 April 2021	2,454,138	381,084	39,643	341,794	15,944,738
Additions	58,760	122,180	-	4,511	213,713
Transfers	(2,512,898)	-	-	-	-
Disposals	-	(5,382)	-	(82,305)	(103,252)
At 31 March 2022	-	497,882	39,643	264,000	16,055,199
Depreciation:					
At 1 April 2021	-	150,932	36,821	222,930	3,270,573
Charge for year	-	31,651	2,822	48,171	476,622
Disposals	-	(5,382)	-	(82,305)	(103,252)
At 31 March 2022	-	177,201	39,643	188,796	3,643,943
Net book value:					
At 31 March 2022	-	320,681	-	75,204	12,411,256
At 31 March 2021	2,454,138	230,152	2,822	118,864	12,674,165

The value of intangible fixed assets was immaterial, as such has not been split from the figure within Office Equipment. The net book value of these items was £11,129.

14. Fixed assets investments

The charity manages its investments risk by retaining the services of expert advisers and operating a comprehensive investment policy as detailed in the report of the governors.

Valuation	£	£	£	£
At 1 April excluding cash	3,247,659	2,963,023	3,247,759	2,963,123
Additions at cost	532,957	89,437	532,957	89,437
Disposal proceeds	(186,320)	(239,739)	(186,320)	(239,739)
Net gain on investments	173,544	434,938	173,544	434,938
	3,767,840	3,247,659	3,767,940	3,247,759
Cash held by investment manager pending re-investment	131,461	414,276	131,461	414,276
Fair value at 31 March	3,899,301	3,661,935	3,899,401	3,662,035
Fixed asset investments by type				
Cash on interest deposit	131,461	414,276	131,461	414,276
British Government Stocks	122,289	116,829	122,289	116,829
Fixed Interest	660,023	756,853	660,023	756,853
Hedge Funds	-	-	-	-
Overseas Equities	1,398,628	1,198,980	1,398,628	1,198,980
UK Equities	840,087	570,726	840,087	570,726
Infrastructure	506,320	476,087	506,320	476,087
Absolute Return	-	-	-	-
Commodities	102,838		102,838	-
Multi Asset/Property Funds	137,555	128,084	137,555	128,084
Unlisted shares in joint venture/subsidiary at cost (see notes 16 and 17)	100	100	200	200
	3,899,301	3,661,935	3,899,401	3,662,035
Valuation at 31 March is represented by:				
Cost	2,989,774	2,912,793	2,989,874	2,912,893
Revaluation at 31 March	909,527	749,142	909,527	749,142
	3,899,301	3,661,935	3,899,401	3,662,035

The charity manages its investments risk by retaining the services of expert advisers and operating a comprehensive investment policy as detailed in the report of the governors.

15. Investment property

The accounting treatment of this class of asset is to depreciate it as a fixed asset in both group and charity accounts.

16. Subsidiary companies

The charity has the following subsidiary company:
Subsidiary undertaking whose results have been consolidated in these accounts are:

St Richard's Hospice Trading Company Limited (Company No.: 04805373)
Nature of business: Shop and commercial retailing.

Class of shares:	holding %
Ordinary:	100

	2022	2021
	£	£
Aggregate assets	360,048	480,534
Aggregate liabilities	(359,948)	(480,434)
Aggregate capital and reserves	100	100

The company had income of £2,950,791(2021 - £2,303,182) and expenditure of £2,078,884 (2021 - £1,796,175) leaving a profit of £871,907 (2021 - £507,007) which was distributed as a gift aid payment to this charity.

17. Investment in joint ventures

Worcestershire Hospices Lottery Limited (Company no. 03689508)
Nature of business: Fundraising

Class of shares:	holding %
Ordinary 'B'	33.33

The charity's interest in the 12 months to 31 March 2022 of Worcestershire Hospices Lottery Limited are as follows:

	2022	2021
	£	£
Turnover	152,266	169,822
Other income	-	342
Expenditure excluding audit fee	(44,632)	(52,465)
Audit fee	(1,200)	(1,200)
Profit for the year	106,434	116,499
Prior year adjustment	-	803
Gift aid distribution to charity	(106,434)	(117,302)
Retained profit for the year	-	-
Fixed assets	-	-
Current assets	63,960	40,041
Current liabilities	(63,860)	(39,941)
Total assets less current liabilities	100	100
Share capital	100	100

20. Creditors: amounts falling due within one year

Unrestricted:	£	£	£	£
Trade creditors	112,632	157,313	41,454	99,453
Other creditors	157,983	144,520	157,983	144,520
Social Security and other tax	120,944	112,504	120,944	112,504
Accruals and deferred income	432,381	425,483	336,745	316,433
Coronavirus business interruption loan	-	233,334	-	233,334
	823,940	1,073,154	657,126	906,244
Restricted:				
Other creditors	11,439	10,549	11,439	10,549
	835,379	1,083,703	668,565	916,793

Included in accruals and deferred income is deferred income of £74,972 (2021- £87,793) for the group and the charity and this is analysed below:

	£	£	£	£
Deferred income brought forward	14,491	20,000	53,302	87,793
Released in year	(143,901)	(20,000)	(2,136,481)	(2,300,382)
Deferred during year	158,715	20,000	2,108,846	2,287,561
Deferred income carried forward	29,305	20,000	25,667	74,972

The amounts have only been deferred when the group does not have unconditional entitlement to the income or when the income relates to delivery of a service and is therefore only recognised to the extent that the charity has provided the service.

At 31 March 2022 St Richard's Hospice Foundation was owed £34,886 (2021- £7,745) and £600 (2021 - £1,165) relating to trading balances by Worcestershire Hospices Lottery Limited. The carrying value of this company in the Group Balance sheet is £100 and forms part of the investments balance.

18. Stock

	£	£	£	£
Goods for resale	70,100	60,472	-	-

19. Debtors: amounts falling due within one year

Unrestricted:	£	£	£	£
Trade debtors	17,354	19,934	13,751	18,279
Other debtors	80,658	442,288	80,658	242,288
VAT	59,952	162,326	40,335	145,930
Prepayments and accrued income	3,147,657	1,640,697	3,043,171	1,536,465
Amounts due from joint venture	34,886	7,745	34,886	7,745
Amounts due from subsidiary undertakings	-	-	193,134	313,526
	3,340,507	2,272,990	3,405,935	2,264,233
Restricted:				
Prepayments and accrued income	-	2,395	-	2,395
	3,340,507	2,275,385	3,405,935	2,266,628

21. Creditors: amounts falling after one year

Unrestricted:	£	£	£	£
Coronavirus business interruption loan	-	1,766,666	-	1,766,666

22. Contingent assets

As at 31 March 2022 the charity had been notified of 3 legacies, the values of which are unknown, or cannot be reliably measured. As at the approval date of the financial statements no further information had been received and therefore this legacy income has not been accrued.

23. Pension commitments

The company contributes to a defined benefit pension scheme operated by the NHS. Net NHS pension costs of £256,927 (2021 - £271,793) were charged in the Statement of Financial Activities during the year. The company also contributed £166,159 (2021 - £147,498) to some employees' occupational pension schemes, and £16,684 (2021 - £15,498) to employees 'private pension schemes. Included in other creditors at 31 March 2022 was £35,533 (2021 - £36,682) in relation to the NHS scheme and £2,488 (2021 - £4,999) in relation to the work place pension scheme. The cost and liability is allocated between activities by reference to the area the employee is working in. The cost and liability is allocated against unrestricted funds unless a restricted fund allowed the expenditure.

The NHS scheme is a defined benefit scheme which is unfunded. This is a multi-employer pension scheme based on final pensionable pay, contributions being charged to the profit and loss account so as to spread the cost of pensions over employees' working lives with the company. The company accounts for the scheme as a defined contribution scheme and is not required to account for any share of the assets or liabilities of the scheme in accordance with FRS 102. This is deemed appropriate as the company has no ongoing liability once the contributions to the scheme are made.

24. Related party transactions

The charity owned 33.33% of Worcestershire Hospices Lottery Limited, ownership and control is split equally between St Richard's Hospice, Acorns Children's Hospice Trading Limited and The Primrose Hospice Limited. D Corns (Senior Manager) and J Patel (Chief Executive)) are also directors of Worcestershire Hospices Lottery Limited. St Richard's Hospice received £106,434 (2021 - £117,302) gift aid from Worcestershire Hospices Lottery Limited. At 31 March 2022 Worcestershire Hospices Lottery Limited owed St Richard's Hospice £34,886 (2021 - £7,745).

St Richard's Hospice Foundation was charged £510,533 (2021-£168,305) by St Richard's Hospice Trading Company Limited for administering the sale of goods gifted to the hospice and for which a gift aid claim was made. St Richard's Trading Company Limited owed £193,134 to St Richard's Hospice Foundation as at 31st March 2022 (£313,526 – 2021).

25. Capital commitment

There were no capital commitments at 31 March 2022 (2021 £92,714).

26. Operating lease commitments

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

	[illegible]	[illegible]	[illegible]	[illegible]
Group	£	£	£	£
Within one year	**279,830**	**3,612**	330,058	3,792
Between two and five years	**357,916**	**4,785**	498,981	4,779
Over five years	**149,041**	-	181,833	-
	786,787	8,397	1,010,872	8,571
Charity				
Within one year	-	**3,612**	-	2,988
Between two and five years	-	**4,785**	-	4,779
Over five years	-	-	-	-
	-	8,397	-	7,767

The group has off balance sheet arrangements in the form of operating leases, which means that neither the liability under the lease nor the related assets appears on the Balance Sheet. The group uses operating leases so it has the benefit of leasing over a defined period and the risks are retained by the lessor.

27. Prior year statement of financial activities

	Note	[illegible]	[illegible]	[illegible]
Income from:		£	£	£
Donations and Legacies		2,849,476	252,870	3,102,346
Charitable Activities		2,491,696	1,717,091	4,208,787
Other Trading Activities		3,189,315	-	3,189,315
Investments		104,210	-	104,210
Other				
- Share of net income of Joint Venture		117,302	-	117,302
- Coronavirus Business Interruption Loan Interest		40,600	-	40,600
Total income		8,792,599	1,969,961	10,762,560

Expenditure on:				
Raising Funds		2,716,432	-	2,716,432
Charitable Activities		4,152,061	1,887,896	6,039,957
Total expenditure		6,868,493	1,887,896	8,756,389
Net income and Net movement in funds before Gains/(losses) on investments		1,924,106	82,065	2,006,171
Net gains/losses on investments		434,938	-	434,938
Net income		2,359,044	82,065	2,441,109
Transfer between funds		-	-	-
Net movement in funds		2,359,044	82,065	2,441,109
Total funds brought forward		16,144,613	25,318	16,169,931
Total funds carried forward		18,503,657	107,383	18,611,040

28. Restricted/unrestricted funds

The General Fund represents the free funds of the hospice which are not designated for particular purposes. The investment fair value reserve represents the excess of fair value over the historic cost of the investments.

The designated fixed asset fund has been set up to assist in identifying those funds that are not free funds. It represents the net book value of tangible fixed assets.

The transfer from other funds to the designated fixed asset fund of £213,713 (2021 - £2,124,207) for the group and charity represents unrestricted tangible fixed asset additions in the year.

When funds subject to a restriction are used to purchase a fixed asset, the restriction is deemed satisfied. This treatment applies to all funds, where they have been used to purchase an asset.

Restricted other funds represent amounts held from many smaller grant making trusts and others for various restricted purposes which, due to their individual size, are not to be disclosed separately in these accounts.

	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Group	£	£	£	£	£	£
General fund	5,080,350	11,049,356	(8,130,052)	(6,289)	(183,883)	7,809,482
Investment fair value reserve	749,142	-	-	179,833	(19,448)	909,527
Designated funds						
Fixed asset fund	12,674,165	-	(476,622)	-	213,713	12,411,256
Total unrestricted funds	18,503,657	11,049,356	(8,606,674)	173,544	10,382	21,130,265
Restricted funds						
Hospice UK Covid grant	-	701,748	(701,748)	-	-	-
Other Funds	107,383	397,214	(415,435)	-	(10,382)	78,780
Total restricted funds	107,383	1,098,962	(1,117,183)	-	(10,382)	78,780
Total funds	18,611,040	12,148,318	(9,723,857)	173,544	-	21,209,045

Should St Richard's ever want to sell Wildwood Drive, it would need permission from the Big Lottery as this was a condition of funding, registered at Land Registry.

28. Restricted/unrestricted funds (continued)

Assets and liabilities representing unrestricted funds

	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Fixed assets	£	£	£	£	£
General fund	-	-	12,411,256	12,411,256	12,674,165
Investments	2,989,674	909,527	-	3,899,201	3,661,835
Investments in joint venture	100	-	-	100	100
Current assets					
Stock	70,100	-	-	70,100	60,472
Debtors (Note 19)	3,340,507	-	-	3,340,507	2,272,990
Cash at bank	2,233,041	-	-	2,233,041	2,673,915
Creditors: Amounts falling due within one year (Note 20)	(823,940)	-	-	(823,940)	(1,073,154)
Creditors: Amounts falling due over one year. (Note 21)	-	-	-	-	(1,766,666)
Total funds	7,809,482	909,527	12,411,256	21,130,265	18,503,657

Assets and liabilities representing restricted funds

	[illegible]	[illegible]
Fixed assets	£	£
Tangible assets	-	-
Investments	-	-
Investments in joint venture	-	-
Current assets		
Stock	-	-
Debtors (Note 19)	-	2,395
Cash at bank	90,219	115,537
Creditors: Amounts falling due within one year (Note 20)	(11,439)	(10,549)
Total funds	78,780	107,383

29. Comparative unrestricted funds/restricted funds

	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Group	£	£	£	£	£	£
General fund	4,833,498	8,792,601	(6,402,192)	9,925	(2,153,482)	5,080,350
Investment fair value reserve	294,854	-	-	425,013	29,275	749,142
Designated funds						
Fixed asset fund	11,016,261	-	(466,303)	-	2,124,207	12,674,165
Total unrestricted funds	16,144,613	8,792,601	(6,868,495)	434,938	-	18,503,657
Restricted funds						
Other Funds	25,318	1,969,960	(1,887,895)	-	-	107,383
	25,318	1,969,960	(1,887,895)	-	-	107,383
Total funds	16,169,931	10,762,561	(8,756,390)	434,938	-	18,611,040

Comparative assets and liabilities representing unrestricted funds

	[illegible]	[illegible]	[illegible]	[illegible]
Fixed assets	£	£	£	£
Tangible assets	-	-	12,674,165	12,674,165
Investments	2,912,693	749,142	-	3,661,835
Investments in joint venture	100	-	-	100
Current assets				
Stock	60,472	-	-	60,472
Debtors (Note 19)	2,272,990	-	-	2,272,990
Cash at bank	2,673,915	-	-	2,673,915
Creditors: Amounts falling due within one year (Note 20)	(1,073,154)	-	-	(1,073,154)
Creditors: Amounts falling due over one year. (Note 21)	(1,766,666)	-	-	(1,766,666)
Total funds	5,080,350	749,142	12,674,165	18,503,657

30. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

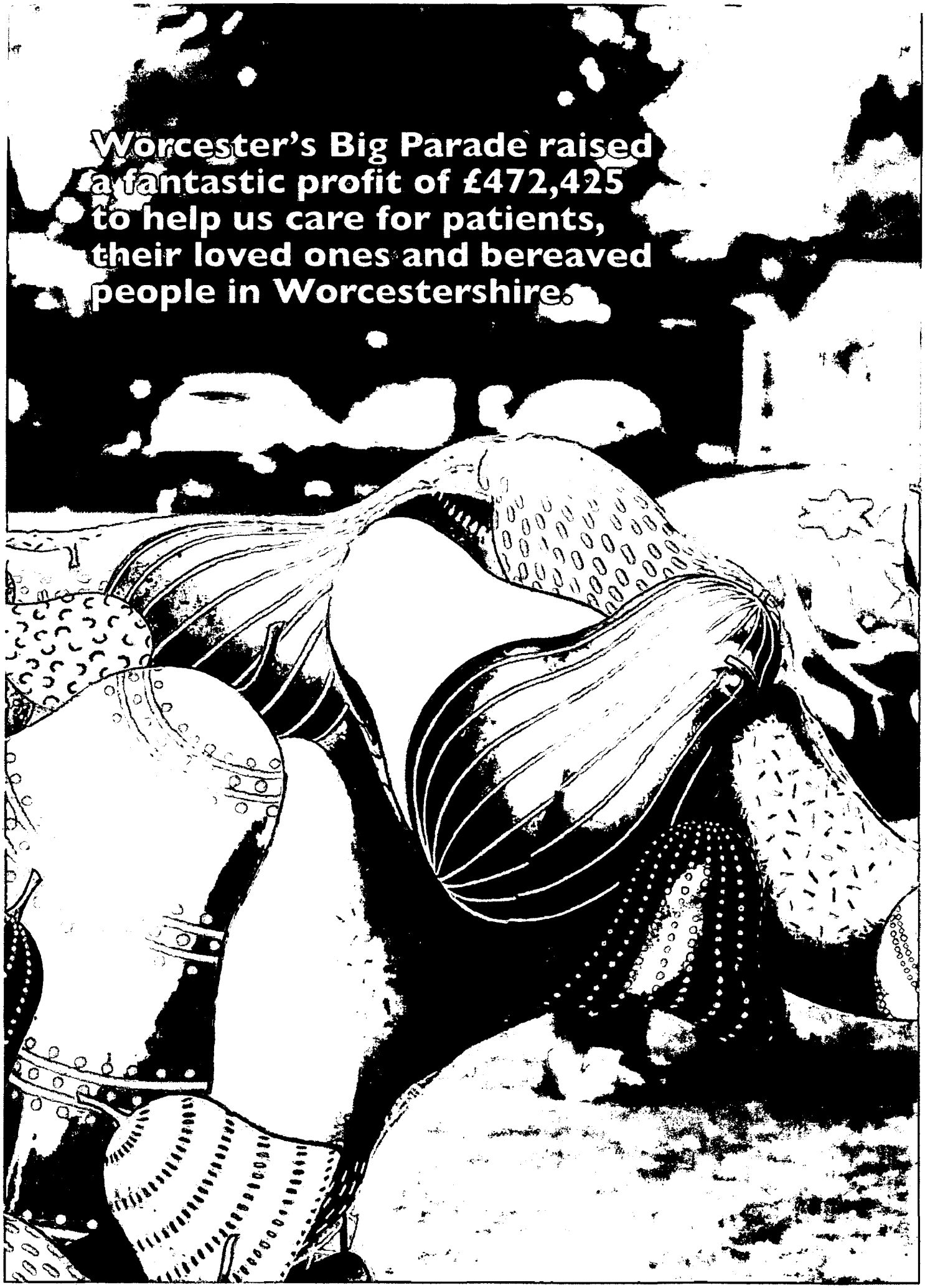
The liability of each member in the event of winding up is limited to £1.

31. Controlling party

The charity is under the control of its Governors.

32. Agency note

St Richard's Hospice Trading Company Limited acts as an agent to St Richard's Hospice on selling second hand goods for which Gift Aid is claimed. Total Gift Aid sales were £794,354 (£220,725 - 2021) and the management charge for this service was £510,387 (£168,305 – 2021). £106,335 (£93,761 – 2021) is held in other creditors on behalf of the Worcester Acute Trust to pay for the training of specialty palliative registrars.


Worcester's Big Parade raised
a fantastic profit of £472,425
to help us care for patients,
their loved ones and bereaved
people in Worcestershire.

On behalf of our patients and families we would like to say a big thank you to everyone who has supported our care.

Please help us to do even more in 2023.

To help us care for patients and their loved ones in the future, you can fundraise, volunteer or raise awareness of St Richard's. For more information visit www.strichards.org.uk

St Richard's Hospice
Wildwood Drive, Worcester WR5 2QT | 01905 763963

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