

Registered number: 01430090  
Charity number: 509014

**ST GILES HOSPICE**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**



---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

---

**CONTENTS**

---

	Page
<b>Reference and administrative details of the company, its Trustees and advisers</b>	1 - 2
<b>Trustees' report</b>	3 - 19
<b>Independent auditors' report on the financial statements</b>	20 - 23
<b>Consolidated statement of financial activities</b>	24
<b>Consolidated balance sheet</b>	25
<b>Company balance sheet</b>	26
<b>Consolidated statement of cash flows</b>	27
<b>Notes to the financial statements</b>	28 - 53

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2021**

---

<b>Trustees</b>	Robin Vickers, Chair (appointed 10 December 2020) Lindsey Williams, Deputy Chair Joanne Maidment Bernie Creaven Stephen Ridler Robert Andrew Donald Dr Paul Joshi Sue Read Catherine Finn (appointed 10 December 2020) Simon James (appointed 10 December 2020) Paul Jennings (appointed 10 December 2020) Alison Fowler (resigned 25 November 2020) Dr Magnus Harrison (resigned 25 November 2020) Dr Rashi Negi (resigned 16 February 2021) Sukie Shemar (resigned 10 February 2021) Margaret Wood (resigned 25 November 2020)
<b>Company registered number</b>	01430090
<b>Charity registered number</b>	509014
<b>Registered office</b>	Fisherwick Road Whittington Lichfield Staffs WS14 9LH
<b>Company secretary</b>	Emma Jane Hodges
<b>Chief executive officer</b>	Emma Jane Hodges
<b>Independent auditors</b>	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG
<b>Solicitors</b>	Pickerings Solicitors LLP Etchell House Bonehill Road Tamworth Staffordshire B78 3HQ  Keely's LLP 28 Dam Street Lichfield Staffordshire WS13 6AA

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Investment Advisor**

Cannacord Genuity  
Wealth Management  
41 Lothbury  
London  
EC2R 7AE

CCLA Investment Management Ltd  
Senator House  
85 Queen Victoria Street  
London  
EC4V 4ET

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

### **Introduction**

The Trustees of the Charity St Giles Hospice, (sometimes referred to in this report as "the Company"), who are also Directors of the Company for the purposes of the Companies Act 2006 are pleased to publish their Annual Report, including the Strategic Report, and audited financial statements for the year ended 31 March 2021.

The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015). The Trustees also have due regard to the requirements of the Charities Act 2011 and to the public benefit guidance published by the Charity Commission.

St Giles Hospice is a registered charity offering high-quality specialist care for people living with diseases which may not be curable, as well as providing support for their families and carers.

Services include a team of community-based St Giles clinical nurse specialists, a state of the art in-patient unit, Day Services, Hospice at Home, Bereavement and Family Support, and a Lymphoedema service. Patients come from across the hospice's catchment area, which ranges from Ashby-de-la-Zouch and Atherstone in the east, to Cannock and Walsall in the west – and from Burton and Uttoxeter in the north, to Sutton Coldfield and Coleshill in the south. Care is offered at the hospice's centres in Whittington, Sutton Coldfield and Uttoxeter and in patients' own homes across the region. St Giles spends over nine million pounds a year providing its specialist services and with little more than a third of this funded by the Government, the registered charity relies heavily on donations and income generation from the local community.

The Board of Trustees, the Executive Leadership Team ("ELT") and all staff and volunteers at the Charity are committed to providing individualised care for patients and their families. The Charity aims to achieve this by providing consistent high quality, cost effective care underpinned by sound governance across all aspects of the organisation. Care is based on an active collaboration with patients, their families and carers to establish their wishes and needs, underpinned by expert holistic assessment by multi-professional teams.

### **Structure, governance and management**

#### **a. Structure**

St Giles Hospice was incorporated on 15 June 1979 and received its first in-patient on 12 April 1983. It is governed by a Memorandum and Articles of Association, which were last subject to full review in 2015. The Charity's overriding objective, as defined in the Memorandum, continues to be the relief of sickness and the preservation of health. The Charity's aims fully reflect the legal objects and purposes the Charity was set up to further.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Structure, governance and management (continued)**

**b. The Governing Body**

The Board of Trustees (the Board) is the governing body of St Giles Hospice. The purpose of the Board is to enable the Hospice to fulfil its charitable objectives by ensuring sound governance of the Charity.

All Trustees give their time voluntarily and receive no benefits from the Charity. When new Trustees are appointed, an induction programme is arranged, including a tour of the Hospice sites and visits to the subsidiary companies, a briefing from the CEO on current developments both at the Hospice and in palliative care more generally, meeting with all members of the ELT to discuss their respective roles and portfolio, statutory and mandatory training modules and meetings with the Chairman and members of the Board of Trustees.

The Board meets once every three months to review performance in the previous quarter, plus additional Board Meetings should the need arise. The quorum for Board and Governance meetings is two Charity Trustees or the number nearest to one third of the total number of Charity Trustees, whichever is greater, or such larger number that the Charity Trustees may decide from time to time. The total attendances were ninety one out of a possible total of one hundred and nine. In addition to this the Chair, Deputy Chair and Group Chief Executive meet on a monthly basis or more often if it is required.

Trustees are elected for a term of office of three years, after which a Trustee may stand for re-election. Trustees may offer themselves for re-election up to a maximum of three times, the maximum term of office being nine years. The maximum term of nine years, was implemented in 2019, in accordance with 2017 Charity Governance Code. At the 2020 Annual General Meeting, Andy Donald, Bernie Creaven and Lindsey Williams were re-elected; Margaret Wood and Alison Fowler retired and Magnus Harrison resigned from the role of Trustee. During the financial year 2020 – 2021, the following Trustees were appointed; Rob Vickers, Cath Finn, Simon James and Paul Jennings. As at 31 March 2021, there were eleven Trustees.

During 2020 – 2021 the Board and the Executive and Senior Management Teams dealt with the challenges that came as a result of the Covid-19 pandemic. The Board met on a fortnightly basis during the peak of the crisis. There have been five extra-ordinary Board meetings in this financial year.

A Remuneration, Skills and Recruitment Committee meet as a sub-committee of the Board to ensure that the Trustee Board has the skills and experience required to meet its legal requirements and to support the achievement of the strategic direction of St Giles. This Committee also interviews and makes recommendations to the Trustee Board regarding the appointment of new Trustees and members of the Executive Leadership Team/Senior Management Team.

Membership of the Company is open to anyone, subject only to formal approval by the Board. There are currently forty-three members of the Company.

During the financial year 2020 - 2021, a new aspect governance committee was established focusing on delivering a medium to long term strategy which sets out detail of how the Hospice will deliver its services over the next three to five years. The committee is called the Healthcare Strategy & Trading Board (HSTB). There are four main governance committees: Care Services; Audit and Risk; Workforce Assurance & Programme Board and the HSTB. Each committee, chaired by a Trustee, comprises of some Trustees and selected members of the Executive and Senior Management Team. The aspect governance committees meet four times a year or more frequently if required.

There is also a Research Ethics sub group Committee chaired by a Trustee, comprising of some Trustees and selected members of the Executive and Senior Management Team. The committee meet three times per year.

In addition, the Board of Trustees oversees corporate governance assurance.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Structure, governance and management (continued)**

The Trustees agree strategy and supporting objectives, delegating their execution to the Group Chief Executive and the Executive Management Team. Due to the pandemic, during the financial year 2020 – 2021, the Executive/Senior Management Team met on a weekly basis, with meetings chaired by the Chief Executive. There were also informal Executive and Senior Management Team meetings held on a weekly basis to ensure high level discussion and communication between clinical and non-clinical leads.

During 2020 – 2021, Management Forum meetings were held on a fortnightly basis, chaired by the CEO. A new Restoration and Recovery Group was formed, who met weekly in the first instance, dropping to fortnightly then monthly as the year progressed. There were monthly Hospice Briefs, which were held more frequently as required, for staff and volunteers across group, chaired by the CEO. The hospice held Keeping in Touch sessions, led by the CEO and the HR department, specifically aimed at those members of staff who were on furlough or shielding.

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the charitable company. This cover is up to £5m and cost £615.03.

The Trustees sponsor and are committed to a culture of continuous improvement. They have adopted the 2017 Charity Governance Code, and endeavour to meet its recommended practices and outcomes based upon its seven principles: Organisational purpose; Leadership; Integrity; Decision making; Risk and control; Board effectiveness; Diversity; Openness and accountability. A Board effectiveness review was undertaken, which was incorporated into our Strategic Priorities for 2020 – 2021.

**c. Subsidiary Companies**

The Company had four subsidiary companies during the financial year 2020 - 2021; St Giles Hospice Shops Ltd, St Giles Hospice (Promotions) Ltd, Walsall Hospice Trading Ltd, St Giles Hospice Commercial Enterprises Ltd, all limited by shares wholly owned by the Hospice.

However, the decision was made to close St Giles Hospice Commercial Enterprises Ltd and the company was dissolved at companies House on the 23 March 2021.

The Shops Company acts as an agent for the Hospice in both the sale of donated goods and in reclaiming gift aid on donations arising from the sale of donated goods. The Shops Company also sells new, bought-in goods. The Promotions Company runs the Hospice Lottery. Walsall Hospice Trading holds shops' leases but otherwise does not trade; St Giles Hospice Commercial Enterprises (formerly St Giles Hospice Care Agency) does not trade and the company was dissolved on the 23 March 2021.

During the financial year 2019 - 2020, we reviewed the purpose, structure and oversight of the trading companies controlled by St Giles through the Combined Trading Companies Board (CTC). The outcome of the review decided that the statutory entities were to be retained, but that the constituency of the boards should change. It was felt that the board structure had little influence over the strategy and operational management of the businesses at that time and the review of the trading companies' performance was carried out at a number of compliance / assurance meetings within the St Giles organisation. It was agreed there would be an annual Trading Board meeting with the Board comprising of ELT/SMT in addition to the Chair and Chair of Audit and Risk.

During the financial year 2020 – 2021, the impact of Covid on retail, lottery and our ability to generate income was being discussed frequently at Board and Extraordinary Board meetings. With this in mind, Trustees agreed to reinstate the Combined Trading Company with effect from January 2021. The Board is chaired by a Trustee, comprises of some Trustees in attendance, Non-Executive Directors and selected members of the Executive Management Team. The Board meets quarterly or more frequently as required.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Structure, governance and management (continued)**

**d. Pay policy for key management personnel**

Remuneration of the Executive and Senior management is approved by a Remuneration Committee made up of the Chair, Deputy Chair, Chair of Audit & Risk and one other Trustee. For clinical staff we attempt to match the salary and condition of those employed in the NHS.

**Objectives and activities**

**a. Objectives**

The objectives of St Giles Hospice, as detailed in the Memorandum and Articles are specifically restricted to the relief of sickness and the preservation of health, in such ways as the Charity shall from time to time determine, within England and Wales. This purpose is further detailed in the Charity Commission return as providing high quality individual care for local people with cancer and other serious illnesses, as well as offering support for their families and carers. This care includes a range of services including specialist care at home, inpatient care, lymphoedema, day services, bereavement, spiritual care, and a range of therapies. In addition to direct patient care services, St Giles has a proactive Community Engagement agenda encouraging more discussion regarding issues to do with dying and bereavement and an Education and Research Agenda aiming to improve palliative and end of life care.

Quality of care is at the heart of what we do at St Giles. Cicely Saunders, the founder of the modern hospice movement said, "How people die remains in the memory of those who live on". At St Giles, we know from the many letters we receive from family members how true this is. We also know from patients how much they appreciate the support for their families leading up to and after their bereavement, knowing that their loved ones are not going to be alone. Our governance, policies, protocols, audits and education all aim to ensure the highest quality of care for our patients and their families; this commitment runs throughout St Giles at all levels and in all roles.

Our focus remains on providing high quality care for patients with specialist palliative care needs. Even though the majority of care that we provide is in the community, this year we have again seen a significant rise in our inpatient unit occupancy rates due to the impact of the pandemic.

St Giles Hospice is committed to offer care on the basis of need and not diagnosis. The Charity recognises the increasing need for high quality end of life care for people living with multiple conditions as well as single diagnoses such as cancer, dementia and heart failure. In each of the strategic aims, the Charity seeks partnerships with others who share their aims in order to address increasing complexity of health and social need in an environment of limited resources.

**Clinical Effectiveness & Activity**

We are especially proud of being able to demonstrate that we positively enable people to remain at home at the end of their lives, where we know they choose to be.

- 99% of patients who receive care from our Hospice at Home team were able to die at home if that was their wish.
- 99% of urgent referrals took one day or less to be completed by the Advice and Referral team.
- 94% of triage were completed within one day; we were pleased to be able to maintain our high degree of responsiveness to referrals.



**ST GILES HOSPICE**  
(A company limited by guarantee)

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

(continued)

**b. Activities**

**Core Charitable Activities Data** - detailed below is the activity data outlining St Giles' performance of core charitable activities for 2020-2021. The data includes key quality measures that are reportable to statutory commissioners.

	2020/21
Total number outpatient attendances	Nil
Total number of attendances by patients at the Day Hospice	Nil
Total number of visits with patients by the community service	6,797
Total number of Hospice at Home sessions provided	6,340
Referrals received across our clinical departments	3,086
Calls handled by our Advice and Referrals Centre (ARC)	11,231
Total number of complaints Whittington	10
The number of complaints which were investigated and upheld in full	1
The number of complaints which were investigated, resolved but only upheld in part	6
The number of complaints which were investigated and not upheld	3
The number of incidents reported to RIDDOR involving patients (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	3
<b>Total number of patients admitted to Whittington inpatient unit</b>	437
% of patients who went home	42%
% Bed Occupancy	79%
Patients diagnosed with reportable infections whilst on the inpatient unit	0
Average length of stay on the inpatient unit (days)	15.12
Number of falls per occupied bed in a year (Number of beds multiplied by bed occupancy and divided by number of falls)	1.95
<b>** Walsall inpatient unit</b>	
Total number of patients admitted to inpatient unit	93
% of patients who went home	49%
% Bed Occupancy	66%
Patients who were diagnosed with reportable infections whilst on the inpatient unit.	0
Average length of stay on the inpatient unit (days)	12.85
Number of falls per occupied bed (Number of beds multiplied by bed occupancy and divided by number of falls)	0.30

**\*\* Total number of patients admitted to Walsall inpatient unit reflects the period 1 April 2020 to 31 August 2020 only.**

St Giles continues to be heavily reliant on volunteers in delivering its charitable objects:

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

(continued)

Number of Volunteers by Activity	2020/21
Advice Referral Centre Volunteers	3
Community Volunteers	2
Day Hospice Volunteers	17
Education Volunteers	7
Finance Volunteers	6
Fundraising Volunteers	80
Hospice at Home Volunteers	1
Housekeeping Volunteers	28
Lottery Volunteers	11
Lymphoedema Volunteers	5
Marketing Volunteers	2
Medical Volunteers	1
Quality Assurance & Clinical Education Volunteers	2
Reception Volunteers	51
Stewards Volunteers	11
Supportive Care Volunteers	72
Sutton Volunteers	17
Transport Volunteers	33
Trustees	12
Uttoxeter Volunteers	13
Volunteer Services Volunteers	1
Walsall IPU Volunteers	2
Whittington IPU Volunteers	39
<b>Total</b>	<b>416</b>

**Subsidiary Company Volunteers**

Promotions (Lottery)	4
Shops (including Shenstone Warehouse)	490
<b>Total</b>	<b>494</b>

**Research**

The Hospice has significantly increased its research activity and is currently undertaking a number of research studies including:

1. With University of Stirling a study entitled "Improving end of life care: supporting the workforce and reducing hospitalisations through an implementation study in care homes"

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**(continued)**

This will provide information on whether needs rounds supported by a palliative care practitioner is a beneficial model of clinical care within care homes.

2. With Keele University a study entitled "An exploration of local views on living and dying with dementia."

Impact on practice/ outcomes - the incidence of people diagnosed with dementia is likely to rise exponentially. Caring for this rising population is problematic, and utilising hospice care is an option that is becoming increasingly explored. The first qualitative phase of this proposed research is to critically explore the experiences, challenges and equity and parity of palliative and end of life services for people with dementia (and associated families) in Staffordshire. The outcomes of this first phase will inform the development of the research questions and methods which can then be tested further in a more substantial phase two of this study.

3. With Kings College London a study entitled "Understanding and improving community palliative care out of hours – Delphi Study"

The aim of the study is to reach an expert consensus on the most essential components of out of hours' palliative care for people being looked after at home. The results of this study could be used to shape the out of hours' provision provided by St Giles Hospice.

4. With Warwick University a study entitled "The impact and implications of Covid-19 on the relational, social, and healthcare experiences of hospice care in the West Midlands"

The aim of the study is to explore the impact Covid-19 has had on patients, carers and staff members who accessed hospice care during the pandemic.

Completed research activity includes work with:

- With Keele University a study entitled "Exploring hospice care from the perspective of people living with multiple sclerosis : An exploratory case study"
- With Sheffield Teaching Hospitals NHS Foundation Trust a study entitled "A multi-centre evaluation of excessive saliva management in patients with motor neurone disease."
- With Kings College London a study entitled "Rapid evaluation of the COVID-19 pandemic response in palliative and end of life care: national delivery, workforce and symptom management (CovPall)"

We have expressed interest in a number of other research studies that are planned for 2021 - 2022.

**Assurance for NHS Commissioners in year**

St Giles Hospice has sent the three principle Clinical Commissioning Groups ("CCGs") with which it contracts a Quarterly Quality Report. We have met regularly with these Commissioners throughout the year, where the content of these reports form the basis for discussion and review.

The reports cover key patient safety topics including the reporting, monitoring, prevention and management of: Falls, Pressure Ulcers, Accidents, Incidents and Near Misses, Safeguarding (including where associated with Deprivation of Liberty and Mental Capacity), Infection Control, Medicines Management, Complaints and Patient and Family Reported Outcome Measures. In year there were no areas of concern raised which required action.

The Hospice is rated outstanding by the Care Quality Commission ("CQC") and was inspected under the CQC category of Independent Hospitals.

---

**ST GILES HOSPICE**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Strategic report**

**a. Strategic Aims**

The financial year 2020/2021 has been a year like no other. We are incredibly proud and humbled by the commitment and dedication of so many colleagues at St Giles and across the health and care economy.

At St Giles, we quickly adapted to new ways of working supporting as many people as we could clinically, sociologically and emotionally during the pandemic. We were able to maintain all of our frontline services including our inpatient care, specialist community nursing, hospice at home and 24/7 Advice with face to face care being provided as required. We moved all of our bereavement support and group activities online, supporting people on how to use Zoom. We tried to ensure that everyone was being contacted regularly whether that be patients, families, volunteers or staff.

We cared for people with and without Covid, both onsite and in people's home. Our team adjusted to help loved ones understand visiting rules and used technology where necessary to help people say goodbye. We are only just starting to understand the impact of the pandemic on the health and wellbeing of our teams and communities. It is anticipated that responses to grief will be more complex and we will continue to do all we can to support resilience and community cohesion as part of our bereavement services.

Lockdown impacted our shops and we furloughed everyone we could to focus on the sustainability of the charity. Furlough, government support with grants, additional NHS England funding negotiated by Hospice UK and local financial support ensured that we survived financially. The community response to our fundraising challenges has been phenomenal.

As we look forward to 2021/22 our theme is Recovery and Sustainability. This is not just about the business impact of the pandemic, but also recovery in terms of our workforce's wellbeing and our range of services. We are committed to sustaining our focus on the patient and their loved ones, quality of care and our role in the community.

We are concerned about the impact of Covid on people with cancer and also individuals who do not currently have equal access to palliative care. We will be working with our health and care partners to help address these issues.

Prior to the pandemic, the Board and Senior Management Team worked towards year four of the five-year strategy that was launched in 2017. The strategy, which defined the strategic aims, highlighted our commitment to care and the estimated additional one thousand people in the community who could benefit from our support.

It outlined the need to challenge preconceptions around hospice care and tackle some of the taboos surrounding death, dying and bereavement. We believe that encouraging open, honest conversations around end of life issues can encourage people living with palliative illnesses to seek help at an earlier stage. We also believe that having these conversations, whether as individuals, organisations or health care providers, can help to create more compassionate communities, who are better equipped to support people who are grieving or at the end of their life.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Strategic report (continued)**

**b. Achievements and performance**

In addition to our ongoing commitment to providing exceptional levels of care through our direct clinical services, there were two specific priorities to enhance support to St Giles' beneficiaries, which were reportable to the board in 2020/21.

**1. Workforce for the Future**

The Patients of the Future project proposed and accepted a care model for St Giles that clarifies its core charitable purpose and response to the wider challenges of palliative and end of life care. Two workforce workshops took place during the Patients of the Future project and these findings have been used to formulate six work streams sitting under Workforce for the Future. The work streams pick up on feedback raised at engagement events and from the staff survey. Each of these will have a project document with more details regarding the purpose of the piece of work, timescales and resource allocation.

What we aim to achieve:

The strategy is to ensure the workforce has the skills required to deliver the Patients of the Future strategy. In addition, Workforce for the Future considers organisational culture, staff morale, education and pay and reward.

Progress will be monitored and reported:

The development of this strategy will be overseen and monitored directly by the Board to whom we will report quarterly progress.

**2. Restoration and Recovery, which includes:**

- a) Financial Recovery including trading
- b) Service Recovery including digital and information governance (this includes interoperability of systems)

Looking to the future, it is crucial that we are in the best position possible when recovering from the pandemic. We aim to continue to provide a high level of care to as many people as we are able to, whilst adjusting to the world post Covid-19. To do this, we need to consider our financial sustainability, digital innovation and our service provision needs.

What we aim to achieve:

A sustainable financial model that continues to deliver high quality care. In addition, where necessary, to restore and redesign our clinical service as a consequence of Covid-19.

Progress will be monitored and reported to the Board quarterly or more frequently as required.

This year we will produce three plans to assist us in achieving our overall aim; the plans will consider our financial plans, digital innovation and our services. The development and implementation of these plans are fundamental to the strategy for our organisation; they will be overseen and monitored directly by the Board to whom we will report quarterly progress.

---

**ST GILES HOSPICE**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Strategic report (continued)**

**c. Other activity**

Other projects that St Giles took part in during 2020 - 2021 included:

**My Wishes**

Building on the work of the first phase of the My Wishes project which started in 2020, the second phase aims to take the learning about advanced care planning in the community and look to integrate the process within NHS patient care record. This is important to support uptake and support from the public and NHS staff as the information in care plans becomes more readily available to health and social care workers as it is needed.

Initially, it was hoped that a third party website such as My Wishes could be hosted in the NHS patient care record; however after seeking advice from NHS digital it became clear that the data sharing requirements needed by the NHS for this would take longer to arrange than the duration of our project. An alternative solution, creating a care planning form in the NHS App was felt to be more achievable.

Working closely with community members, a new Advanced Care Planning form has been developed and is in the initial stages of testing. Arrangements are being made to integrate the form (expected in the autumn of 2021). The project has the support of 3 local GP surgeries and their Patient Participation Groups who will aid the hospice in getting their patients to complete the forms.

**Care Home Project**

St Giles Hospice has supported 26 care homes in the South East Staffordshire area since March 2018. This project was extended in April 2020 to support 16 care homes in the North Birmingham area. Most care homes involved in the project are engaging well with the facilitators. Facilitators are now able to visit the homes in person which is improving engagement with some care homes who had struggled with contact via phone or a teleconferencing platform. The Covid-19 pandemic has been a particularly difficult time for care homes and their staff, the facilitators have provided general support/debriefs for staff whilst also supporting with the project. Facilitators have also been supporting care home staff to put in place future planning for their residents to prevent avoidable admissions to hospital and support residents to die in the care homes.

**Social Prescribing**

We continue our partnership with four other VCSE organisations to develop and deliver social prescribing within East Staffs and Merican PCN. This funded work has enabled the development of strong links with these organisations and access to funding to support the delivery of loss, grief and bereavement workshops, and training for SPLW's throughout Staffordshire.

The work is also providing a platform and opportunity for the development of a public health approach to palliative care through interest in adopting the compassionate cities charter as part of a compassionate community.

We are also working with local community partners to build a compassionate community and partnership approach to support people with learning disability who are facing death, dying and bereavement. The project aims to develop and build sustainable relationships as well as raise awareness and provide training.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Strategic report (continued)**

**Care Coordination**

Via our connections with East Staffordshire and Mercian PCN's, we have been given an opportunity to lead on the implementation of a new role in primary care, care coordinators. St Giles is being funded to employ and manage a small team of care coordinators who will focus on improving care for people in care homes by working closely with the care homes, GP's and the wider MDT.

**d. Fundraising**

All St Giles Hospice fundraising activities are managed by the Income Generation Director and are split broadly into 3 income generating departments of Fundraising, Retail and Lottery.

All Fundraising activities are managed by the internal fundraising team and we comply with all relevant statutory regulations including the Charities Act 2011, The Charities Act 2016 and the Data Protection Act 2018. We are registered with the Fundraising Regulator and use their trust mark on all relevant materials to show our commitment to best practice. As part of our registration with the Fundraising Regulator we follow all Fundraising Code of Practice and are members of the Institute of Fundraising.

Our Supporter Care team and internal fundraisers manage all of our In Aid Of activities and mass participation events and are committed to excellent stewardship of our donors and supporters to ensure an excellent supporter journey. Every In Aid Of supporter will receive a 'Letter of Authority' upon registration outlining our expectations and codes of practice as well as offering advice on fundraising techniques that require specific management e.g. raffles. All participants in our mass participation events sign up to relevant terms and conditions associated with the event upon registration. All people fundraising on our behalf will have a point of contact within the fundraising team to offer help, advice and support and ensure all fundraising undertaken in our name is done so with the high standards we adhere to.

Any commercial participator agreements we enter in to are done so as a tripartite agreement with the charity, trading company and commercial participator.

Lottery canvassing has been on hold during the covid 19 pandemic, when it resumes it will be delivered via agency staff. Staff receive an in depth induction on joining St Giles Hospice Lottery and ongoing review and training to ensure their standards and practices in dealing with the public are to the highest standard and compliant with current fundraising and gambling legislation and guidance. Any agencies we work with are experienced in charity fundraising and have to meet our required standard of quality checks and training. External agents are required to visit the hospice and undertake a hospice tour and induction training prior to representing St Giles. Regular checks and quality calls are made to ensure agents are representing the hospice to the required standard.

Our lottery is licensed by the Gambling Commission and operates in compliance with the Lottery Conditions and Codes of Practice (LCCP). We are members of the Hospice Lotteries Association and the Lotteries Council, who provide information, training and share best practice across the charity and hospice lottery sector.

Our lottery age restriction is set at 18 years and above – higher than the legal age limit of 16.

All Fundraising and Lottery communications with a donor, whether administration, relationship management or marketing are recorded using our centralised database Donorflex.

St Giles Shops are members of the Charity Retail Association and abide by its code of conduct. We operate a retail network, house clearance and furniture collection schemes. Majority of goods sold are donated and all donors have the option of joining the Retail Gift Aid scheme. No undue pressure is put on our donors who have signed up to the scheme as our compulsory notifications state the value of the goods sold and allow donors to

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Strategic report (continued)**

claim back monies raised on donated goods if they wish. The scheme also provides donors with a regular update of monies raised for the charity, supporting our commitment to excellent stewardship.

We also sell a small range of new goods, with Christmas cards being our biggest seller. We collaborate with external commercial outlets to sell St Giles Christmas cards and monitor sales and monies raised regularly – this is managed by our Brought Goods Manager who regularly visits these outlets and arranges cash uplifts. Once stock is reconciled we issue a VAT invoice at the end of the season and balances paid.

All shops staff had Dementia Friends training which identified the protection of vulnerable people and to watch for unnecessary shopping habits and how to raise the alarm if shops were concerned about a regular shopper.

In year 20/21 there was 1 complaint and 1 concern involving Fundraising or Lottery.

In the year 20/21 there were 11 complaints and 19 concerns relating to retail. The overall theme was refusal to accept donations which was directly related to covid-19 restrictions. All complaints were handled via the complaints process, were resolved and are now closed.

**Financial review**

**a. Financial Review**

To enable the Charity to continue offering its end of life services free of charge means continuing discussions over funding with the NHS, the maximisation of existing income streams, the development of new initiatives and being cost effective in the delivery of services.

The Trustees report that the Statement of Financial Activities shows a surplus for the year of £3,711,588 (2020: deficit of £873,172).

The year has been a turbulent one, filled with much uncertainty around our financial position and a number of difficult decisions have had to be made, closure of services, restructuring and redundancies being amongst them.

During the year the shops business has been through numerous changes with repeated lockdowns and permanent closures. They have taken advantage of the various schemes that have been available to them, along with a significant loss of earnings insurance claim which has left them in a neutral position. So far we have seen a good bounce back in the remaining shops and are hopeful that the shops business should recover over the next few years.

The welcomed support from NHS England through covid related grants has helped tremendously, as has the receipt of a couple of significant legacies during the year. This will help to cushion St Giles while we transition into a strategy of service transformation which will give rise to a more sustainable position with a balanced financial position over the coming years.

**St Giles Walsall Hospice**

As part of our long term strategic planning, we made the difficult decision to transfer the running of the Walsall Hospice into the NHS. Unlike most areas, all of the other specialist palliative care services are run by the NHS in Walsall and therefore this transfer made sense for the system and for patients. NHS End of Life Care in Walsall was also rated outstanding by CQC meaning there should be no loss of quality. This move also helped contribute to the hospices financial planning.



---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**b. Income**

As a proportion of total expenditure on services, NHS income increased significantly to 69.5% from 34.5%, this increase includes the additional covid grants received from NHS England, with these removed there is an increase to 38.6%. This relates to fully funded additional services rather than an increased contribution to the long-standing specialist palliative care services that St Giles receives an NHS contribution towards. Therefore, whilst diversifying how we support our communities is positive, the income required for traditional hospice services is still under funded.

**c. Reserves policy**

The Trustees have reviewed the reserves of the Charity including the nature of the income and expenditure streams, the need to match variable income and fixed commitments, and the nature of the reserves.

The Board of Trustees has set a reserves policy:

- The most significant risk to the financial sustainability of the Hospice is the potential for a rapid deterioration in income, which cannot be matched, immediately with a corresponding reduction in costs. Therefore, reserves should be sufficient to cover the maximum foreseeable reduction in income within a period of twelve months. In addition, reserves should also allow for the completion of capital expenditure projects in progress or planned for the following twelve months, should cover the anticipated monthly fluctuation in cash flows and include a contingency for unexpected material expenditure not included in the budget for the coming year.
- The Trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the Charity's continuing obligations at least on a quarterly basis at the Audit & Risk Aspect Governance Committee.

Total funds of the group at the year-end stood at £20,023,286 (2020: £16,331,698). Restricted funds totalled £4,604,139 (2020: £4,765,538) and unrestricted funds totalled £15,419,147 (2020: £11,546,160).

Free reserves of the group at the year end, stood at £8,860,934 (2020: £4,789,789).

The Trustees apply a risk assessment and mitigation approach to arriving at a figure for the minimum level of reserves to be held. At the year end, the threshold calculated provided a figure of £3.27m in free reserves. Over the past few years there has been a deliberate use of excess reserves as surplus cash has been applied to fund the extension of care services. St Giles is working hard to assess and then match its anticipated levels of income and expenditure over the coming years.

**d. Investments policy**

Canaccord Genuity and CCLA Investment Management Ltd. manage the Hospice's investments. The Audit and Risk Aspect Governance Committee reviews the investment managers' reports every three months.

The investment objectives are to achieve long-term capital and income growth in a moderately conservative manner, following guidelines agreed by the Trustees. The investment managers have discretion in the management of a portfolio within given criteria.

The Memorandum and Articles of Association permit funds to be invested as the Trustees see fit, providing these powers of investment are only exercised for the purpose of attaining the objectives and in a manner that is legally charitable. The Charity has a formal written investment policy:

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**e. Going concern**

We have set out in the Trustees' Report a review of the financial performance, risk management policies, the charities reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. The impact of coronavirus was central to these assessments. Our Trustees have concluded that there are no material uncertainties that call into doubt the charities ability to continue. The financial statements have therefore been prepared on the basis that the charity is a going concern.

**f. Plans for 2021-22**

**Strategic Priorities for 2021-2022:**

The main focus for 2021-2022 is the consideration and approach to delivering a sustainable model of hospice care. The aim, objective and goal of service transformation and financial recovery programme are as follows: -

**Aim** - to continue to be a high quality, forward thinking hospice working in partnership with our community and the healthcare system for future generations

**Objective** - to achieve the best level of financial stability and resilience possible within the context of the hospice ethos and design principles

**Goal** - To achieve a balanced budget

Trustees approved the Three Year Recovery and Clinical Transformation plan in May 2021.

The Executive Leadership Team have prioritised the following as key work streams to focus on during Year 1. ELT meet weekly to forward this agenda: -

1. Reporting and Impact Monitoring for the Delivery of the Plan
2. Paid for Services
3. In Memorium Fundraising
4. Articulating and Measuring the Unique Hospice Offer from the Hospice's Design Principles
5. Implementing the Cultural Map at St Giles as part of supporting the recovery for staff from the challenges of working through a pandemic and aligning to the recovery plan.

Progress on the above is monitored weekly and reported to Aspect Committees and Trustee Board on a quarterly basis, or more often as appropriate.

The development and implementation of the recovery and clinical transformation plans are fundamental to the future strategy for our organisation. They will be overseen and monitored directly by the Board of Trustees to whom we will report quarterly progress, or more frequently as appropriate.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**g. Principal risks and uncertainties**

The principal risks to the Charity are:

- Reduced income from subsidiary companies and fundraising activities creating risk to financial sustainability and service delivery.
- Potential for reputational risk and a reduction of voluntary support due to closure or reduction of a service due to financial constraints
- Loss of NHS income creating risk to financial sustainability and service delivery
- Other providers looking to offer a wider range or duplicate service for no or reduced cost to the health system causing a risk to voluntary and/or statutory income.

The principal uncertainties arise from the external environment:

- The economic impact of Covid-19 in particular on trading
- Uncertainty on the structure, timing and impact of new models by NHS CCGs for end of life care services
- Changing complexity and disease profiles of patients, and the increase in demand

**h. Management of risks**

The Risk Register identifies the governance committee primarily responsible for monitoring the risk and seeks assurance of the management of that risk. Every risk is set a target consequence; likelihood and score set with a timeline set for attainment, and is allocated to a member of the Executive Leadership Team for management oversight.

Risk is a standing item on the ELT and SMT meeting agendas, with each directorate having their own risk register. Directors receive and respond to newly identified organisational risks, escalating to the organisational risk register as appropriate. In addition, each division formally reviews the risk register quarterly, noting mitigating actions undertaken and revising risk scores accordingly.

**Statement of engagement with employees**

Our Executive Leadership Team (ELT) is made up of Directors who meet on a weekly basis to discuss the performance of the Charity in line with our strategic priorities.

Management Forum meetings are held monthly, or more frequently as required, and chaired by the CEO. The Restoration and Recovery Group was formed at the beginning of the pandemic to work through key decisions and actions the hospice needed to take and work through some of the scenarios we faced – this included the production of risk assessments, policies and guidelines, service plans, zoning and the Staff Charter. This Group consisted of ELT and senior managers, and decisions were cascaded to staff. These meetings were initially held weekly, dropping to fortnightly then monthly and are now more ad hoc. Monthly Hospice Briefs are held for staff and volunteers across group, chaired by the CEO. This is an open forum meeting, staff are updated on current areas of work, issues on the horizon and there is a Q&A session at the end. Managers attend a monthly Managers forum meeting where specific topics are covered and a Q&A session is held. Managers are invited to present to the group.

The Workforce Assurance Programme Board meets quarterly with the 4 main areas of focus being 1) Align Well; 2) Recruit Well and Join Well; 3) Learn and Grow Well; 4) Resolve Well. Along with the People & OD Group, work is being undertaken on describing Our Common Purpose in terminology that befits both the internal and external audience. The minutes of the Workforce Assurance Programme Board are available for the Trustee Board. In addition, the Workforce Assurance Programme Board reviews data that may suggest there are issues within the workforce such as increased turnover, grievances, sickness etc. and also to review the ongoing development of employees with regards to training, education and appraisals.

---

**ST GILES HOSPICE**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

Directors undertake Trustee visits as part of their induction and ongoing in order to engage directly with teams from across the Hospice and attend many of the employee engagement and/or fundraising events that are held throughout the year.

Board decisions are made with consideration to the impact on employees by bringing together the views of the Executive team and Directors.

**Annual General Meeting**

The Annual General Meeting of the Charity will be held on Wednesday 24 November 2021.

**Statement of Trustees' responsibilities**

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees 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 Group and the company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

**Disclosure of information to auditors**

In accordance with company law, we, the Trustees, acting also as Directors of the Company, certify that so far as we are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware. Each Trustee has taken all the steps that ought to have been taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Auditors**

The Charity's auditors, Crowe UK LLP, have indicated their willingness to continue in office and, in accordance with Section 485 of the Companies Act 2006, a resolution proposing their re-appointment will be put to the Annual General Meeting.

Approved by order of the members of the board of Trustees at the Annual General Meeting and signed on their behalf by:



**Rob Vickers**  
(Chair of the Board of Trustees)  
Date: 8 September 2021

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE**

---

**Opinion**

We have audited the financial statements of St Giles Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2021 and of the Group's incoming resources and application of resources, including its 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 Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company'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.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE (CONTINUED)**

---

**Other information**

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

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

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

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE (CONTINUED)**

---

**Responsibilities of Trustees**

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the charitable company 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 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 ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The key laws and regulations we considered in this context were CQC regulations, General Data Protection Regulation, health and safety legislation and employee 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 within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, income testing on a sample basis, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.



---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE (CONTINUED)**

---

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.

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

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Kerry Brown (Senior statutory auditor)**  
for and on behalf of  
**Crowe U.K. LLP**  
Statutory Auditor  
Black Country House

Rounds Green Road  
Oldbury  
West Midlands  
B69 2DG

Date: 5 October 2021

**ST GILES HOSPICE**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations and legacies	3	4,471,064	-	4,471,064	4,263,968
Charitable activities	4	6,811,934	-	6,811,934	3,909,720
Other trading activities	5	4,011,790	-	4,011,790	5,525,179
Investments	6	105,351	-	105,351	130,842
Other income	7	749,010	-	749,010	-
<b>Total income</b>		<b>16,149,149</b>	<b>-</b>	<b>16,149,149</b>	<b>13,829,709</b>
<b>Expenditure on:</b>					
Raising funds	8,9	3,749,064	-	3,749,064	4,524,928
Charitable activities	10	9,154,354	161,399	9,315,753	10,029,488
<b>Total expenditure</b>		<b>12,903,418</b>	<b>161,399</b>	<b>13,064,817</b>	<b>14,554,416</b>
<b>Net income/(expenditure) before net gains/(losses) on investments</b>		<b>3,245,731</b>	<b>(161,399)</b>	<b>3,084,332</b>	<b>(724,707)</b>
Net gains/(losses) on investments		627,256	-	627,256	(148,465)
<b>Net movement in funds</b>		<b>3,872,987</b>	<b>(161,399)</b>	<b>3,711,588</b>	<b>(873,172)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		11,546,160	4,765,538	16,311,698	17,184,870
Net movement in funds		3,872,987	(161,399)	3,711,588	(873,172)
<b>Total funds carried forward</b>		<b>15,419,147</b>	<b>4,604,139</b>	<b>20,023,286</b>	<b>16,311,698</b>

The notes on pages 28 to 53 form part of these financial statements.

**ST GILES HOSPICE**  
(A company limited by guarantee)  
REGISTERED NUMBER: 01430090

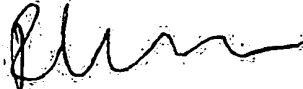
**CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	15	11,108,002	11,461,835
Investments	16	3,716,052	2,975,782
		<u>14,824,054</u>	<u>14,437,617</u>
<b>Current assets</b>			
Stocks	17	40,205	45,953
Debtors	18	3,707,562	1,625,779
Cash at bank and in hand		2,641,995	1,353,193
		<u>6,389,762</u>	<u>3,024,925</u>
Creditors: amounts falling due within one year	19	(1,101,030)	(1,150,844)
<b>Net current assets</b>		<u>5,288,732</u>	<u>1,874,081</u>
<b>Total assets less current liabilities</b>		<u>20,112,786</u>	<u>16,311,698</u>
Provisions for liabilities	20	(89,500)	-
<b>Total net assets</b>		<u>20,023,286</u>	<u>16,311,698</u>
<b>Charity funds</b>			
Restricted funds	21	4,604,139	4,765,538
Unrestricted funds	21	15,419,147	11,546,160
<b>Total funds</b>		<u>20,023,286</u>	<u>16,311,698</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Rob Vickers  
Chair of Trustees  
Date: 8 September 2021



The notes on pages 28 to 53 form part of these financial statements.

**ST GILES HOSPICE**  
(A company limited by guarantee)  
REGISTERED NUMBER: 01430090

**COMPANY BALANCE SHEET**  
**AS AT 31 MARCH 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	15	11,107,584	11,454,570
Investments	16	3,716,157	2,975,887
		<u>14,823,741</u>	<u>14,430,457</u>
<b>Current assets</b>			
Stocks	17	10,969	10,969
Debtors	18	4,216,057	1,848,425
Cash at bank and in hand		1,826,552	823,931
		<u>6,053,578</u>	<u>2,683,325</u>
Creditors: amounts falling due within one year	19	(764,435)	(801,986)
<b>Net current assets</b>		<u>5,289,143</u>	<u>1,881,339</u>
<b>Total assets less current liabilities</b>		<u>20,112,884</u>	<u>16,311,796</u>
Provisions for liabilities	20	(89,500)	-
<b>Total net assets</b>		<u>20,023,384</u>	<u>16,311,796</u>
<b>Charity funds</b>			
Restricted funds	21	4,604,319	4,765,538
Unrestricted funds	21	15,419,065	11,546,258
<b>Total funds</b>		<u>20,023,384</u>	<u>16,311,796</u>

The company's net movement in funds for the year was £3,711,588 (2020 - £(873,074)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**Rob Vickers**  
Chair of Trustees

Date: 8 September 2021



The notes on pages 28 to 53 form part of these financial statements.

**ST GILES HOSPICE**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Net cash (used in)/provided by operating activities	24	1,380,926	(598,499)
<b>Cash flows from investing activities</b>			
Dividends, interests and rents from investments		105,407	130,842
Loss on the disposal of tangible fixed assets		4,752	-
Purchase of tangible fixed assets		(63,246)	(332,207)
Proceeds from sale of investments		306,704	1,371,373
Purchase of investments		(481,739)	(645,442)
<b>Net cash (used in)/provided by investing activities</b>		(128,122)	524,566
<b>Change in cash and cash equivalents in the year</b>		1,252,804	(73,933)
Cash and cash equivalents at the beginning of the year		1,401,032	1,474,965
<b>Cash and cash equivalents at the end of the year</b>	25	2,653,836	1,401,032

The notes on pages 28 to 53 form part of these financial statements

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

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

The Consolidated Statement of Financial Activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

**1.2 Company status**

The company is a company limited by guarantee. The members of the company include the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**1.3 Going concern**

We have set out in the Trustee's report a review of the financial performance, risk management policies, the charity's reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. The impact of coronavirus was considered when making these assessments. Throughout the year a number of decisions were made to limit the impact of the pandemic on the sustainability of the Hospice, as mentioned in the Trustee's report. We believe that there are no material uncertainties that call into doubt the charity's ability to continue, and therefore the financial statements have been prepared on the basis that the charity is a going concern.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**1. Accounting policies (continued)**

**1.4 Income**

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the company, can be reliably measured.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities' SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**1. Accounting policies (continued)**

**1.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**1.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £2,500 or more are capitalised.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% of cost
Long-term leasehold property	- 2% of cost
Short-term leasehold property	- Straight line over life of the lease
Motor vehicles	- 20% of cost
Fixtures and fittings	- 20% of cost
Computer equipment	- 33.3% of cost



---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**1. Accounting policies (continued)**

**1.7 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**1.8 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**1.9 Debtors**

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

**1.10 Cash at bank and in hand**

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

**1.11 Liabilities**

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**1.12 Financial Instruments**

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

**1.13 Pensions**

Pension contributions to the group personal pension plan, the NHS superannuation scheme, the Auto Enrolment Pension Plan (administered by NOW Pensions) and any other pension plan are charged against income when payable.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**1. Accounting policies (continued)**

**1.14 Fund accounting**

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes.

Investment fund comprises unrestricted funds that have been set aside by the Trustees to contribute towards the running costs of the hospice in the event of insufficient public support.

**2. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Accrued income includes legacy income amounts. In recognising accrued legacy income, the Trustees have considered the probability of receiving each legacy. Each legacy is carefully assessed to determine an appropriate allowance which reflects the possibility of not subsequently receiving the full legacy income amounts that the Charity is aware of. The allowance is based on the circumstances behind each legacy and the probability of receiving the income.

£2,881,583 of income related to Government grants from NHS England (NHSE). The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 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 November 2020 to March 2021 for the same purpose. On this basis the grant has been treated as unrestricted income.

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**3. Income from donations and legacies**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Donations	2,039,977	-	2,039,977
Legacies	2,431,087	-	2,431,087
	<u>4,471,064</u>	<u>-</u>	<u>4,471,064</u>
	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Donations	1,868,806	6,000	1,874,806
Legacies	2,389,162	-	2,389,162
	<u>4,257,968</u>	<u>6,000</u>	<u>4,263,968</u>

**4. Income from charitable activities**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
NHS grants and contracts for patient care	6,473,737	6,473,737	3,463,259
Recharged services	308,203	308,203	356,106
Other income	29,994	29,994	90,355
<b>Total 2021</b>	<u>6,811,934</u>	<u>6,811,934</u>	<u>3,909,720</u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**5. Income from other trading activities and fundraising events**

**Income from fundraising events**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from trading subsidiaries	1,616,560	1,616,560	1,970,890
Sale of donated goods	2,242,655	2,242,655	3,284,384
Fundraising events	59,797	59,797	66,195
Merchandise	274	274	2,032
Catering & refreshments	32,573	32,573	115,022
Room hire	23,841	23,841	34,271
Training & course fees	36,090	36,090	52,385
	<u>4,011,790</u>	<u>4,011,790</u>	<u>5,525,179</u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**6. Investment income**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Investment income	105,351	105,351	130,842

**7. Other income**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
CJRS income	749,010	749,010	-

The group has been eligible to claim additional funding in the year to 31 March 2021 from the furlough support scheme provided by the government in response to the coronavirus outbreak (CJRS) whereby the company furloughed staff. The funding received relates to staff costs included in note 13.

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**8. Expenditure on raising funds**

**Costs of raising voluntary income**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<b>Total funds 2020 £</b>
Expenditure on raising voluntary income	97,070	97,070	178,314
Expenditure on raising voluntary income - staff costs	308,208	308,208	467,214
	<u>405,278</u>	<u>405,278</u>	<u>645,528</u>

**Fundraising trading expenses**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<b>Total funds 2020 £</b>
Fundraising trading expenditure	1,424,823	1,424,823	1,694,211
Fundraising trading expenses – staff costs	1,809,180	1,809,180	2,058,775
Fundraising trading expenditure - NI	29,990	29,990	31,148
Fundraising trading expenditure - pension costs	18,145	18,145	18,906
Fundraising trading expenses - depreciation	51,769	51,769	61,405
	<u>3,333,907</u>	<u>3,333,907</u>	<u>3,864,445</u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**9. Investment management costs**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Investment management fees	9,879	9,879	14,955

**10. Analysis of expenditure on charitable activities**

**Summary by fund type**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Operation of the Hospice	9,154,354	161,399	9,315,753

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Operation of the Hospice	9,836,737	192,751	10,029,488

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**10. Analysis of expenditure on charitable activities (continued)**

**Summary by expenditure type**

	<b>Staff costs 2021 £</b>	<b>Depreciation 2021 £</b>	<b>Other costs 2021 £</b>	<b>Total funds 2021 £</b>
Operation of the Hospice	7,002,671	360,558	1,952,524	9,315,753

	<b>Staff costs 2020 £</b>	<b>Depreciation 2020 £</b>	<b>Other costs 2020 £</b>	<b>Total funds 2020 £</b>
Operation of the Hospice	7,199,576	364,681	2,465,231	10,029,488

**11. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2021 £</b>	<b>Support costs 2021 £</b>	<b>Total funds 2021 £</b>
Operation of the Hospice	7,574,043	1,741,710	9,315,753

	<b>Activities undertaken directly 2020 £</b>	<b>Support costs 2020 £</b>	<b>Total funds 2020 £</b>
Operation of the Hospice	8,309,550	1,719,938	10,029,488



**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**11. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	NHS grants and contracts 2021 £	Total funds 2021 £	Total funds 2020 £
Wages & salaries	911,533	911,533	735,097
Depreciation	360,558	360,558	364,681
Support services and overheads	77,213	77,213	93,776
Executive and PR	31,146	31,146	75,091
Estate and facilities	218,568	218,568	255,332
IT	142,692	142,692	195,961
	<u>1,741,710</u>	<u>1,741,710</u>	<u>1,719,938</u>

During the year ended 31 March 2021, the company incurred the following Governance costs:

£13,650 (2020 - £10,130) in respect of audit and accountancy fees, £6,250 (2020 - £6,113) in respect of professional fees and staff costs of £81,544 (2020 - £94,861).

**12. Net income/(expenditure)**

	2021 £	2020 £
Depreciation of tangible fixed assets	412,327	426,086
Fees payable to the company's auditor in respect of:		
Auditors' remuneration - audit	20,550	19,990
Auditors' remuneration - other services	3,650	5,085
Operating lease rentals	<u>643,535</u>	<u>643,535</u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**13. Staff costs**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Wages and salaries	8,095,479	8,545,898	7,695,438	8,139,751
Social security costs	578,700	612,182	548,710	581,034
Contribution to defined contribution pension schemes	494,015	617,540	475,870	598,633
	<u>9,168,194</u>	<u>9,775,620</u>	<u>8,720,018</u>	<u>9,319,418</u>

During the year, the group made redundancy and termination payments amounting to £57,981 (2020: £5,341) with respect to 12 (2020: 3) individual cases

The average number of persons employed by the company during the year was as follows:

	<b>Group 2021 No.</b>	<i>Group 2020 No.</i>
Hospice services	225	262
Fundraising	15	17
Education & training	4	4
Merchandising	95	114
	<u>339</u>	<u>397</u>

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**13. Staff costs (continued)**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	<b>Group 2021 No.</b>	<b>Group 2020 No.</b>
In the band £60,001 - £70,000	2	1
In the band £70,001 - £80,000	2	1
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	1

**Senior management**

The key management personnel of the hospice are represented by the senior management team who are the Group Chief Executive and 5 other Directors, 3 of whom are responsible for clinical services. The total employee benefits of the key management personnel (inclusive of employers national insurance) were £518,959 (2020: £467,639)

**Volunteers**

During the year, the hospice has benefited substantially from the regular services of 447 (2020: 582) volunteers. Additionally, volunteers working at St. Giles Hospice Shops Limited and its associated warehouse number approximately 559 (2020: 764). St. Giles Hospice (Promotions) Limited has also received the assistance of 17 (2020: 10) volunteers during the year.

**14. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, expenses totalling £nil were reimbursed or paid directly to Trustees (2020 - £28 to 1 Trustee).

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**15. Tangible fixed assets**

**Group**

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures, fittings and equipment £	Total £
<b>Cost or valuation</b>						
At 1 April 2020	13,505,036	1,669,246	15,250	183,003	2,774,195	18,146,730
Additions	211	-	-	4,752	58,283	63,246
Disposals	-	-	-	(5,940)	(8,369)	(14,309)
At 31 March 2021	13,505,247	1,669,246	15,250	181,815	2,824,109	18,195,667
<b>Depreciation</b>						
At 1 April 2020	3,618,131	409,172	15,250	143,280	2,499,062	6,684,895
Charge for the year	264,253	33,385	-	10,295	104,394	412,327
On disposals	-	-	-	(1,188)	(8,369)	(9,557)
At 31 March 2021	3,882,384	442,557	15,250	152,387	2,595,087	7,087,665
<b>Net book value</b>						
At 31 March 2021	9,622,863	1,226,689	-	29,428	229,022	11,108,002
At 31 March 2020	9,886,905	1,260,074	-	39,723	275,133	11,461,835

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**15. Tangible fixed assets (continued)**

**Company**

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures, fittings and equipment £	Total £
<b>Cost or valuation</b>						
At 1 April 2020	13,505,036	1,669,246	15,250	177,063	2,741,689	18,108,284
Additions	211	-	-	4,752	58,283	63,246
Disposals	-	-	-	-	(7,857)	(7,857)
At 31 March 2021	13,505,247	1,669,246	15,250	181,815	2,792,115	18,163,673
<b>Depreciation</b>						
At 1 April 2020	3,618,131	409,172	15,250	142,686	2,468,475	6,653,714
Charge for the year	264,253	33,385	-	9,701	102,893	410,232
On disposals	-	-	-	-	(7,857)	(7,857)
At 31 March 2021	3,882,384	442,557	15,250	152,387	2,563,511	7,056,089
<b>Net book value</b>						
At 31 March 2021	9,622,863	1,226,689	-	29,428	228,604	11,107,584
At 31 March 2020	9,886,905	1,260,074	-	34,377	273,214	11,454,570

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**16. Fixed asset investments**

Group and company	Listed investments £	Other fixed asset investments £	Total £
<b>Cost or valuation</b>			
At 1 April 2020	2,927,944	47,839	2,975,783
Additions	374,863	(374,863)	-
Disposals	(306,704)	355,304	48,600
Revaluations	601,233	-	601,233
Amounts written off	-	85	85
Transfer in of legacy investments	106,876	-	106,876
Foreign exchange movement	-	(16,525)	(16,525)
At 31 March 2021	<u>3,704,212</u>	<u>11,840</u>	<u>3,716,052</u>
<b>Net book value</b>			
At 31 March 2021	<u>3,704,212</u>	<u>11,840</u>	<u>3,716,052</u>
At 31 March 2020	<u>2,927,944</u>	<u>47,839</u>	<u>2,975,783</u>

**Principal subsidiaries**

The following were subsidiary undertakings of the company:

Names	Company number	Principal activity	Holding	Included in consolidation
St. Giles Hospice (Promotions) Limited	03238435	Operates a lottery to raise funds for the charity	100%	Yes
St. Giles Hospice Shops Limited	01947774	Operates charity shops selling bought in goods to raise funds for the charity	100%	Yes

The financial results of the subsidiaries for the year were:

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**16. Fixed asset investments (continued)**

Names	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
St. Giles Hospice (Promotions) Limited	1,615,933	805,357	810,576	4
St. Giles Hospice Shops Limited	86,270	82,396	3,874	2

The following companies remained dormant throughout the year:

St Giles Hospice Commercial Enterprises Limited, net assets of £nil - Dissolved on 23 March 2021.  
Walsall Hospice Trading Limited, net assets of £100

**17. Stocks**

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Raw materials and consumables	10,969	10,969	10,969	10,969
Finished goods and goods for resale	29,236	34,984	-	-
	<u>40,205</u>	<u>45,953</u>	<u>10,969</u>	<u>10,969</u>

**18. Debtors**

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
<b>Due within one year</b>				
Trade debtors	614,522	229,512	613,772	229,472
Amounts owed by group undertakings	-	-	513,076	228,712
Other debtors	159,428	128,937	159,428	128,517
Prepayments and accrued income	2,933,612	1,267,330	2,929,781	1,261,724
	<u>3,707,562</u>	<u>1,625,779</u>	<u>4,216,057</u>	<u>1,848,425</u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**19. Creditors: Amounts falling due within one year**

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Trade creditors	197,193	278,377	194,316	276,088
Other taxation and social security	187,114	167,922	178,760	160,515
Other creditors	152,738	126,839	122,356	104,401
Accruals and deferred income	563,985	577,706	269,003	260,982
	<u>1,101,030</u>	<u>1,150,844</u>	<u>764,435</u>	<u>801,986</u>

**20. Provisions**

**Group and company**

	Dilapidations provision £
Additions	89,500
	<u>89,500</u>



**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**21. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>					
General Funds - all funds	11,546,160	16,149,149	(12,903,418)	627,256	15,419,147
<b>Restricted funds</b>					
IPU fund	1,236,574	-	(30,850)	-	1,205,724
Barn Farm fund	1,144,814	-	(33,217)	-	1,111,597
Capital appeal fund	1,786,864	-	(74,202)	-	1,712,662
Day Therapies Centre	411,706	-	(10,020)	-	401,686
John Haller memorial fund	10,000	-	-	-	10,000
Day Room transformation	40,854	-	(936)	-	39,918
The Advice and Referral Centre fund	55,195	-	(1,200)	-	53,995
Other restricted funds	79,531	-	(10,974)	-	68,557
	4,765,538	-	(161,399)	-	4,604,139
<b>Total of funds</b>	<b>16,311,698</b>	<b>16,149,149</b>	<b>(13,064,817)</b>	<b>627,256</b>	<b>20,023,286</b>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**21. Statement of funds (continued)**

**Statement of funds - prior year**

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
<b>Unrestricted funds</b>						
Designated Funds - all funds	3,896,351	-	-	(3,747,886)	(148,465)	-
<b>General funds</b>						
General Funds - all funds	8,336,230	13,823,709	(14,361,665)	3,747,886	-	11,546,160
<b>Total Unrestricted funds</b>	<u>12,232,581</u>	<u>-</u>	<u>(14,361,665)</u>	<u>-</u>	<u>(148,465)</u>	<u>11,546,160</u>
<b>Restricted funds</b>						
IPU fund	1,267,424	-	(30,850)	-	-	1,236,574
Barn Farm fund	1,178,031	-	(33,217)	-	-	1,144,814
Capital appeal fund	1,861,066	-	(74,202)	-	-	1,786,864
Day Therapies Centre	421,726	-	(10,020)	-	-	411,706
John Haller memorial fund	10,000	-	-	-	-	10,000
Day Room transformation	42,731	-	(1,877)	-	-	40,854
The Advice and Referral Centre fund	56,605	-	(1,410)	-	-	55,195
Other restricted funds	114,706	6,000	(41,175)	-	-	79,531
	<u>4,952,289</u>	<u>6,000</u>	<u>(192,751)</u>	<u>-</u>	<u>-</u>	<u>4,765,538</u>
<b>Total of funds</b>	<u><u>17,184,870</u></u>	<u><u>6,000</u></u>	<u><u>(14,554,416)</u></u>	<u><u>-</u></u>	<u><u>(148,465)</u></u>	<u><u>16,311,698</u></u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**Restricted funds**

The IPU fund represents funds received towards the building at Whittington and fitting out of the new In-Patient Unit. Depreciation is charged against the fund.

The Barn Farm fund represents monies raised to fund the construction of a hospice in Sutton Coldfield. Depreciation on the leasehold property and the fixtures, fittings and equipment is charged against the fund.

Capital appeal funds represent monies raised to fund the construction of the hospice, including later additions. Depreciation on freehold property is charged against this fund.

The Day Therapies Centre fund represents primarily a Department of Health grant awarded to the hospice in order to reconfigure the old In-Patient Unit to create an integrated Day Therapies Centre. This provides services such as a Day Hospice, Family Support and Bereavement, Complementary Therapies and Education.

The John Haller memorial fund represents funds available for the promotion of educational projects amongst staff.

The Day Room transformation, which involved significantly improved facilities for patients, was funded in part by a grant from the Department of Health.

The Advice and Referral Centre fund relates to funds received to set up an advice centre which aims to offer advice and information 24 hours a day, 7 days a week. The centre became fully operational in April 2016 and was launched to the general public in May 2016

**22. Summary of funds**

**Summary of funds - current year**

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2021 £
General funds	11,546,160	16,149,149	(12,903,418)	627,256	15,419,147
Restricted funds	4,765,538	-	(161,399)	-	4,604,139
	<u>16,311,698</u>	<u>16,149,149</u>	<u>(13,064,817)</u>	<u>627,256</u>	<u>20,023,286</u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**22. Summary of funds (continued)**

**Summary of funds - prior year**

	<i>Balance at 1 April 2019</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Gains/ (Losses)</i>	<i>Balance at 31 March 2020</i>
	£	£	£	£	£	£
Designated funds	3,896,351	-	-	(3,747,886)	(148,465)	-
General funds	8,336,230	13,823,709	(14,361,665)	3,747,886	-	11,546,160
Restricted funds	4,952,289	6,000	(192,751)	-	-	4,765,538
	<u>17,184,870</u>	<u>13,829,709</u>	<u>(14,554,416)</u>	<u>-</u>	<u>(148,465)</u>	<u>16,311,698</u>

**23. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<i>Unrestricted funds 2021</i>	<i>Restricted funds 2021</i>	<i>Total funds 2021</i>
	£	£	£
Tangible fixed assets	6,558,213	4,549,789	11,108,002
Fixed asset investments	3,716,052	-	3,716,052
Current assets	6,335,412	54,350	6,389,762
Creditors due within one year	(1,101,030)	-	(1,101,030)
Provisions for liabilities and charges	(89,500)	-	(89,500)
<b>Total</b>	<u>15,419,147</u>	<u>4,604,139</u>	<u>20,023,286</u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**23. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	6,756,371	4,705,464	11,461,835
Fixed asset investments	2,975,782	-	2,975,782
Current assets	2,964,850	60,074	3,024,924
Creditors due within one year	(1,150,843)	-	(1,150,843)
<b>Total</b>	<u>11,546,160</u>	<u>4,765,538</u>	<u>16,311,698</u>

**24. Reconciliation of net movement in funds to net cash flow from operating activities**

	<i>Group 2021 £</i>	<i>Group 2020 £</i>
Net income/expenditure for the year (as per Statement of Financial Activities)	<u>3,711,588</u>	<u>(873,172)</u>
<b>Adjustments for:</b>		
Depreciation charges	412,327	426,086
Gains/(losses) on investments	(601,233)	222,796
Dividends, interests and rents from investments	(105,407)	(130,842)
Decrease/(increase) in stocks	5,748	(4,596)
Increase in debtors	(2,081,783)	(195,233)
Increase/(decrease) in creditors	39,686	(43,538)
<b>Net cash provided by/(used in) operating activities</b>	<u>1,380,926</u>	<u>(598,499)</u>

**ST GILES HOSPICE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**25. Analysis of cash and cash equivalents**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>
Cash in hand	2,641,995	1,353,193
Cash on deposit awaiting investment	11,841	47,839
<b>Total cash and cash equivalents</b>	<b>2,653,836</b>	<b>1,401,032</b>

**26. Analysis of changes in net debt**

	<b>At 1 April 2020 £</b>	<b>Cash flows £</b>	<b>At 31 March 2021 £</b>
Cash at bank and in hand	1,353,193	1,288,802	2,641,995

**27. Pension commitments**

Staff previously employed by the National Health Service and who were members of the National Health Service Superannuation Scheme continue to be members of that scheme. All other staff may become members of St Giles Hospice Group Personal Pension Plan or and Auto Enrolment Pension Plan.

The NHS Scheme is a defined benefit pension scheme. However, the scheme is a multiemployer scheme and the group is unable to identify its share of the underlying assets and liabilities. The scheme is therefore accounted for as a defined contribution scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at [www.pensions.nhsbsa.nhs.uk](http://www.pensions.nhsbsa.nhs.uk).

The pension cost charges, representing employer's contributions to all schemes, amounted to £494,015 (2020: £617,540). Contributions totalling £76,916 (2020: £84,750) were payable at the year end and are included in other creditors.

---

**ST GILES HOSPICE**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**28. Operating lease commitments**

At 31 March 2021 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group 2021 £</b>	<b>Group 2020 £</b>
Not later than 1 year	<b>384,139</b>	<b>408,498</b>
Later than 1 year and not later than 5 years	<b>641,925</b>	<b>800,675</b>
Later than 5 years	<b>18,536</b>	<b>84,863</b>
	<u><b>1,044,600</b></u>	<u><b>1,294,036</b></u>

**29. Related party transactions**

Transactions with the subsidiary companies are set out below. The balance outstanding at the year end owed from St. Giles Hospice Shops Limited was £481,494 (2020: £90,306). The balance outstanding at the year end owed from St. Giles Hospice (Promotions) Limited was £36,825 (2020: £138,407).

Gift aid was received from St Giles Hospice Shops Limited for £3,874 (2020: £72,815) and from St. Giles Hospice (Promotions) Limited for £810,576 (2020: £908,608).

There are no other related party transactions to disclose.