

# Wirral Hospice St John's

Company Limited By Guarantee

## Trustee Annual Report & Accounts for the year ended 31 March 2023



# Annual Report 2022-23

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The Trustees present their report together with the consolidated financial statements for the year ending 31 March 2023. The Trustees confirm that the financial statements comply with current statutory requirements, with those of the company's Memorandum and Articles of Association and those of the Statement of Recommended Practice (FRS102).

## Reference and Administrative Details:

**Charity Number:** 510643

**Company Number:** 1518364

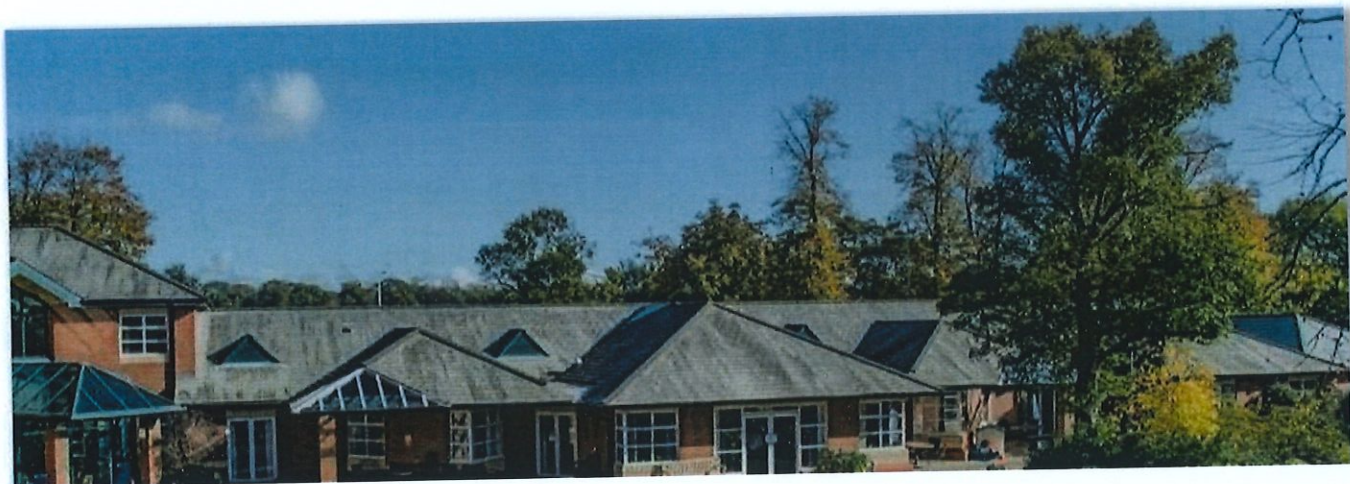
**Registered Office:** Mount Road  
Higher Bebington  
Wirral CH63 6JE

**Auditors:** BWM  
Suite 5.1  
12 Tithebarn Street  
Liverpool L2 2DT

**Bankers:** HSBC Bank plc  
31 The Pyramids  
Grange Road  
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**Solicitors:** Brabners LLP  
Horton House  
Exchange Flags  
Liverpool L2 3YL

**Investment Manager:** Rathbones Incorporating Investec  
Wealth & Investment (UK)  
100 Old Hall Street  
Liverpool L3 9AB



# Directors, Trustees and Senior Leadership Team

**President:** His Honour John Roberts

## Trustees:

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees serving during the year, and since the year end, on Wirral Hospice St John's Board were as follows: -

- Mr Steve Schroeder Chair
- Dr Jean Quinn Deputy Chair
- Mrs Julie Wynne Appointed Treasurer 28.11.2022
- Mr Graham M Ridgway Resigned as Trustee & Treasurer. Appointed as Chair to Wirral Hospice St John's Enterprises Ltd. 28.11.2022.
- Mr Keith Bailey Appointed 28.11.2022
- Dr Hilary Leggat
- Mrs Lyn N Meadows
- Mr Tim McDonnell
- Dr Roger H Platt
- Mrs Jenny Porter Appointed 28.11.2022
- Mrs Nichola Sandman Appointed 28.11.2022
- Dr Helen Smith Appointed 05.06.2023

## Company Secretary:

- Mr John R Pentland

## Senior Leadership Team:

- Mrs Helen Brown Chief Executive Officer
- Mr John R Pentland Director of Finance and Support Services
- Mrs. Teresa Nightingale Director of Income Generation and Marketing
- Mrs Christine Sutcliffe Director of Clinical Services
- Mrs Jane Bohan Director of Workforce
- Dr Emma Longford Medical Director / Consultant in Palliative Medicine



## Chair's Preface:

It is my pleasure once again to present the Trustees Annual Report and Accounts for the 2022-23 year.

Within the report we trust you will find many examples which illustrate that the hospice is a well-run organisation, continuing to live up to its reputation for delivering patient led high quality palliative and end of life care in a manner which is hugely valued by the community it seeks to serve. Above all, we are an organisation which continues to look forward and, whilst there are undoubted challenges ahead, we are confident of our ability to meet them.

In particular the introduction of Integrated Care System takes us into a period of uncertainty when we need to be sure we understand the most appropriate place for us in the health care sector and how we best meet the health needs of Wirral. As well as risk, this also opens up the opportunity for us to use our skills and experience to even greater effect and so we embrace the initiative and the potential this brings. Partnership and team working is already at the heart of what we do and how we behave, so this development is reflective of our existing culture.

We have come through the pandemic period and are making the necessary adjustments to what it has left behind moving once again into a period of growth. In service terms, this is encapsulated in being awarded the contract for provision of Personal Care services, as well as the introduction of our Children and Young Persons service.

We cannot disregard the current financial environment and the pressures it is placing not only on the cost of our service delivery, but also those who so generously fund us through our non-statutory income. As you will see from the accounts, we have a healthy level of reserves, and this gives us the ability to smooth out short term and seasonal variances, as well as time to make adjustments to our operational activity should an underlying trend prejudice financial viability. Nevertheless, this strong position is the result of significant legacy income over recent years, so we are cautious about placing too much reliance on this source and are seeking to sustain and develop other income streams.

We are now celebrating the 40<sup>th</sup> year of our existence and all that has gone before. We are proud of our history our present "Good" rating the CQC has given us against the criteria of Safe and Well Led.

However, we equally recognise that sitting back on our laurels is not an option, that as the environment changes around us, so we must continue to change and develop not just to maintain position but become even better at what we do for the benefit of those we serve.

We trust that as you read on you will find that these are not empty words or just boosterism but supported by clear evidence of achievement arising out of the hard work, commitment, skills and expertise which is prevalent throughout the hospice.

**Steve Schroeder: Chair**

# Objectives and Performance Monitoring:

## Aims and Objectives of the Charity:

As a provider of Specialist Palliative Care, our responsibility is to patients, families and carers, supported by our multi-professional team working in collaboration and partnership with health and care professionals including primary, secondary, community care and the voluntary, community, faith and social enterprise sector (VCFSE).

Patients and those close to them are central to our services, and what matters most to them is the focus of our personalised care.

## How Our Activities Deliver Public Benefit:

Our sole aim is the provision of Specialist Palliative Care & support, without charge, supporting patients and their families.

## Our Key Strategic Aims for 2022-23:

At the start of the 2019 year, the hospice set out 4 Strategic Aims for pursuit over a 3 year period with the 2022-23 year being the final one in that period. Despite two significant changes to the environment in which we operate, namely the Covid pandemic and the introduction of the Integrated Care System initiative, they remained relevant to the 2022-23 year.

### **Strategic Aim 1: To increase the reach of our services across the Wirral community providing care and support where needed.**

The foundation of the NHS future plan is the integration of the care system through partnership, integration and collaboration across the health & social care sectors including third sector and voluntary organisations providing care at a local district / town or "PLACE" based level. "Wirral PLACE" is the Cheshire & Merseyside Integrated Care Partnership's response to delivering place-based care to the Wirral community.

In pursuing this aim we are supporting the Integrated Care System initiative through complementary working alongside other service providers with a view to "filling gaps" in palliative & end of life care services where they exist. In addition, we aim to ensure equitable access to all who would benefit from our specialist services across the local community we serve.

Through increased use of population and health needs data we aim to reach more patients and their families across our community, ensuring Wirral Hospice St John's continues to be seen as a lead player in specialist palliative care, and an efficient and thriving organisation.

### **Strategic Aim 2: To secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments**

As a charity, we are heavily reliant upon the income we receive from our local community which amounts to 66.6% of total income. Recovery from the decline in fund-raising income during the pandemic is exacerbated by the current financial situation with its cost of living and inflation pressures, which not only impact upon our income, but also upon our expenditure. Additionally, as the NHS strategy for the delivery of Integrated Care System develops, there is potential for the value of our statutory funding to decline.

**Strategic Aim 3: We will be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development**

The health & care sector is facing increasing challenges in recruiting & retaining the workforce. The NHS has launched their Workforce Plan with a 15-year approach to tackling current and future workforce requirements.

Having the right workforce with the right skills is pivotal to our ability to continue to develop and deliver patient and family services to meet future demand. The external landscape continues to change, impacted by Covid, offering more choice and increased competition from which to recruit. It is essential that we continue to recruit, develop and retain high quality staff and volunteers investing in their knowledge and skills development.

**Strategic Aim 4: We will ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment.**

Wirral Hospice St John's has been a fundamental part of the local community for the past 40 years, established and supported by them to provide care and support for them. We have developed a reputation for specialist high quality care focussed on patient needs and maintaining that position is fundamental to securing our place in the provision of Integrated Care Services, as well as the funding we receive from both statutory and local community sources.

**Monitoring Achievement of the Charity's Objectives:**

Key Performance Indicator (KPIs) reports are compiled on a monthly basis to cover: -

- Quality / Safety / Patient Experience
- Performance (Clinical, Financial, Income Generation & Marketing, Organisational)
- Responsiveness and Activity levels

The reports are reviewed by the Senior Leadership Team, the Board as a whole and Governance Committees of the Board.

In the period covered by this annual report, the Board met **7** times including the annual Board Strategy Day and the following Governance Committees met as follows: -

- Clinical Governance Committee (**4** times)
- Financial & Infrastructure Governance Committee (**4** times)
- Workforce Governance Committee (**4** times)

For in-depth review and future planning purposes, Investment Committee meetings continued to take place bi-annually and the Income Generation & Marketing Committee held three meetings.

A clinical focussed 'story' and a strategic element is incorporated into most Board meetings to focus discussion on patient and family need, whilst facilitating discussion and identifying opportunities for future strategic planning & development.

The Board maintains an Organisational Risk Register to identify key high-level risks which arise out of the monitoring process and the actions being taken to mitigate them with regular review.

The Finance & Infrastructure Governance Committee, Workforce Governance Committee and Clinical Governance Committees respectively review all organisational and clinical complaints and incidents quarterly to ensure the actions and learning identified results in continuous improvement to hospice services and patient care and, in turn, they report their findings to the Board for its assurance.

Similarly, all results from patient satisfaction surveys and compliments, comments and concerns received are captured, logged and responded to as required. This data is used to measure the quality and impact of our patient care and services and for appropriate promotional use, again to provide assurance to the Board as well as to our patients, families, carers and supporters.

In line with the quality schedule, quarterly reports are provided for commissioners.

### **Monitoring by External Bodies:**

The hospice operates a co-operative policy for visits and statutory inspections by external bodies including: -

**Fundraising Regulator:** The Fundraising Regulator regulates charity fundraising in England, Wales and Northern Ireland.

They work to improve fundraising standards and build public trust. We are registered with the Fundraising Regulator, and we confirm that we comply with the Fundraising Regulator's voluntary registration scheme.

**Care Quality Commission (CQC):** The CQC is the independent regulator of health and social care in England and ensures health and social care services provide people with safe, effective, compassionate, high-quality care.

CQC monitors, inspects and regulates services to make sure they meet the essential standards of quality and safety, and they publish their findings/performance ratings to ensure services meet the fundamental standards that people have a right to expect whenever they receive care from Wirral Hospice St John's. <https://www.wirralhospice.org/about/care-quality-commission-cqc/>

Wirral Hospice St John's is registered with the CQC to provide: -

- Diagnostic and Screening Procedures
- Treatment of Disease, Disorder or Injury

The Registered Manager, in conjunction with Organisational Quality members, reviews and oversees assurance processes across the hospice to demonstrate how ongoing compliance is maintained to meet the standards required by the CQC, providing assurance to the Board through the quarterly Governance Committees.

Wirral Hospice St John's is subject to periodic reviews by the Care Quality Commission (CQC). In August 2022, the CQC carried out an announced inspection of the hospice inspecting the Key Lines of Enquiry of **Well Led** and **Safe** – we were found to retain a good rating for both domains with only two areas for improvement.

From the report published on 26 October 2022, the CQC advised: -

*Our rating of this service stayed the same. We rated it as good because:*

- The service had enough staff to care for patients and keep them safe. Staff had training in key skills, understood how to protect patients from abuse, and managed safety well. The service-controlled infection risk well. Staff assessed risks to patients, acted on them and kept good care records. They managed medicines well. The service managed safety incidents well and learned lessons from them.*
- Leaders ran services well using reliable information systems and supported staff to develop their skills. Staff understood the service's vision and values, and how to apply them in their work. Staff felt respected, supported and valued. They were focused on the needs of patients receiving care. Staff were clear about their roles and accountability. The service engaged well with patients and the community to plan and manage services and all staff were committed to improving services continually.*

Full details of this inspection report can be viewed on the CQC's website:

<https://www.cqc.org.uk/location/1-120370910/inspection-summary>

The domains of **Effective, Caring and Responsive** were not inspected and retain their Good status from the previous CQC inspection in 2016. For previous Inspection Reports, see:

<https://www.cqc.org.uk/location/1-120370910/reports>

**Healthwatch Wirral:** Healthwatch is the national consumer champion in health and care.

They have significant statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services.

Healthwatch Wirral is the local team which works to support the voice of patients and public in this area.

## Our Achievements in the Year:

In pursuing Strategic Aim 1, we have: -

- a. Continued to adjust and adapt to the changing environment both internal and external, maintaining delivery of services, developing Hospice @ Home care as part of winter bed pressures response
- b. Continued to examine and further develop the range of our clinical services particularly focusing on care & support where needed with increased home visits, telephone support and Hospice @ Home personal care visits commenced
- c. In conjunction with Motor Neurone Disease Association, successfully developed care pathway for those with motor neurone disease and their families
- d. Successfully implemented children & young people's counselling and bereavement service on a trial basis
- e. Working alongside cardiac specialists, jointly developed supportive palliative pathway for patients with advanced heart failure
- f. Collaboratively delivered education and training to health & care professionals across Wirral via the Wirral Palliative Care Education hub

In pursuing Strategic Aim 2, we have: -

- a. Continued to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
- b. Worked together through a values-based approach underpinning all that we do
- c. Optimised the use of technology to maximise efficiency in service delivery
- d. Developed learning from pandemic to further develop our reach across Wirral community and support patients, families, professionals and potential investors
- e. Refocussed our income generation strategy to reflect post pandemic conditions with increased emphasis on retail, legacy and donation income due to the long-lasting impact of the pandemic upon participation events.

In pursuing Strategic Aim 3, we have: -

- a. Maintained a competitive remuneration policy.
- b. Implemented performance development framework across all departments.
- c. Extended our apprenticeship programme with 2 new appointees.
- d. Continued with professional placements to support nursing and medical students
- e. Extended online learning access
- f. Reviewed and developed communication framework across the whole workforce inclusive of volunteers
- g. Introduced a well-being strategy in conjunction with an external Occupational Health provider.
- h. Introduced flexible working in all administrative support areas.
- i. Recruited into trustee vacancies extending the Board's knowledge base in legal, education and local community relationships.

In pursuing Strategic Aim 4, we have: -

- a. Remained fully compliant with all statutory requirements, adapting maintaining and developing the high quality of the services we deliver for patients and their families; as demonstrated through our participation in the annual national Patient Led Assessments of the Care Environment (*also known as the PLACE Assessment*) and the outcome of a CQC inspection.
- b. Strengthened collaborative working with specialist community palliative care service embedding new model of working, ensuring effective triage, care and support for patients in the community
- c. Reviewed responsiveness to outpatient support, utilising a blended approach to outpatient access and review using digital technology where appropriate
- d. Reviewed and updated training for all staff for provision of enhanced advice and support for primary care professionals dealing with end-of-life issues through the Palliative Advice and Information Line (PAIL)
- e. Worked closely with the newly established NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB), Wirral Place, Wirral Council and the wider health & care community to offer practical support and guidance for professionals, post pandemic in palliative and end of life care
- f. Actively engaged with and participated in joint work with our health & care colleagues, developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
- g. Increased our reach through enhanced communications & marketing and increased contact with the Wirral community
- h. Continued to develop Wirral Palliative & End of Life Care Education Hub offer, providing learning & development opportunities for health & care professionals across Wirral, enhancing the care and support for patients and families.
- i. Increased our research participation through two national trials.
- j. Graded "Good" through a CQC inspection under the Key Lines of Enquiry of Well Led and Safe.

## Our People:

As a values-based organisation, our people are at the very heart of the service we seek to provide, maintain and develop. We aspire to be a learning organisation, together with a workforce having relevant and up to date palliative care knowledge, skills, experience and qualifications, continuously developing to ensure the delivery of excellent person-centred, evidence-based care. The personal and professional development of our workforce, working in partnership with our committed volunteers, underpins all our healthcare activity.

Our Palliative Medicine Consultants work as 'one team' closely aligned across the three areas of acute hospital, hospice and community. Linking closely with the Integrated Specialist Palliative Care Team within the community; ensuring shared governance, best practice and continuity of care for patients and their families.

The Wirral community is pivotal to the hospice. This community founded the hospice 40 years ago and has continued to financially support ensuring that the community continues to benefit from the services we deliver. Our volunteer numbers have fallen post pandemic as people have reviewed their personal circumstances. We have updated our database to have an accurate figure of active volunteers with new volunteers recruited to both old and new roles. Figures are on the increase. We have continued to engage with and recognise their ongoing and invaluable contribution, listening to feedback from volunteers regarding what they want from the organisation in their role, introducing a new communication and training framework.

Communication is key to ensuring that every member of our team feels informed, valued and part of the team as a whole, upholding our vision and values in all that they do. This is achieved through our shared vision, co-delivery and valued recognition of everyone's contribution. Long service award evenings were able to be held this year providing the opportunity to thank staff and volunteers for their valued support. And we have had the opportunity to thank our staff and volunteers throughout the year with one-off gestures; such as birthday leave and Christmas thank you.

Our Board of Trustees are also volunteers. As per our Articles of Association with limited terms of office, during the year, we have said goodbye to long serving members and welcomed new trustees to the Board bringing valuable additional knowledge and skills from a variety of backgrounds.

Ensuring our Senior Leadership Team and Trustees remain up to date is important. Annual employment and charity law updates are provided by the hospice solicitors, auditors and Hospice UK, to inform of legislative and policy changes required, ensuring both knowledge and compliance. Regular updates have continued, providing valuable information and support. Our Annual Delivery Plan underpins our strategy, co-developed with our teams with regular progress reviews, monthly 'Team Brief', quarterly employee forums and increased use of social media with regular get togethers, sharing information and news updates.

We have continued with new ways of working and strengthened partnerships developed during the pandemic, enhancing our knowledge and skills to inform our future approach. The Senior Leadership Team and Board of Trustees took the opportunity of time out together to collectively to review progress against the 2020-23 strategy and develop the 2023-26 strategy to meet the changing needs of Wirral Place.

## Our Charitable Activities:

Wirral Hospice St John's submits annual returns on patient activity to Hospice UK and also produces an annual Quality Account for the Department of Health and Social Care, Wirral Place NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB) and Healthwatch Wirral and which is published on our website.

**Inpatient Service:** Wirral Hospice has 16 Inpatient beds, of which 7 are single rooms, with 3 three bedded bays. The ward has a large bright patient and visitor lounge with dining facilities, a relatives' room with ensuite facilities for overnight stays and easy access to patio areas and gardens.

During 2022-23, a programme of phased improvements works for the Inpatients Ward was agreed commencing with the full refurbishment of one of the bathrooms, including a new Reval bath and hoist for assisted bathing in May 2023 and its commissioning in June 2023 and new office accommodation; works are underway at the time of writing to create 2 rooms for better storage of both domestic and medical equipment; a further phase of improvement works is planned to create a new drugs room.

Patients are admitted for short term interventions following assessment by the Multi-Disciplinary Team (MDT) whose needs cannot be met by specialist palliative care providers elsewhere. Patients are admitted under the care of the Specialist Palliative Care Consultant. MDT meetings are held once a week. All patients, including family issues/concerns when appropriate, are discussed and a management plan devised with patients to address their complex symptoms and needs. In addition, patients are reviewed daily by a doctor and twice weekly by a consultant.

Advance care planning including discharge planning commences at the point of (or even prior to) admission. Discharge from the ward occurs once the patient's identified needs of what is important to them, and their specialist palliative care needs have been addressed.

The average length of stay over 2022-23 has remained around the 3-week level with 48% of patients being discharged.

Inpatients (16 beds)	2021-22	2022-23
Total number of admissions	146	165
% Occupancy	82%*	62.5%
Mean Length of stay (Days)	21.7	21.2
Total number of discharges	88 (60%)	77 (48%)
Total number of deaths	71	83

*\* Due to Covid-19 infection prevention and control measures, the available number of beds were reduced, and the occupancy calculation was adjusted from October 2020 onwards. During 2022-23, the Unit has been measuring occupancy against 13 beds.*

The number of patients in year has increased from 2021-22 although occupancy levels have dropped for a variety of reasons. Occupancy levels are continuously monitored to promote optimal utilisation of available bed & staff resource. Increased awareness of hospice services is being promoted across the health & care sector to support increased referrals.

**Wellbeing Service:** Provided by a specialist multi-professional team, the Wellbeing service works alongside patients and their families to enable them to live well with a life-limiting illness and introduces them to a rehabilitative model of care, which encourages them to maximise their potential within the constraints of their illness.

In 2022-23, the service has been redesigned to enable direct referrals from health care professionals (reducing the need for outpatient consultant medical review prior to attendance) and to offer an 8-week session program with further self-selected sessions at the end of this programme.

Assessment and advice is available from members of the Multi-Professional Team; Occupational Therapy, Physiotherapy, Nursing, Counselling, and Social Work and has included support with advance care planning, benefits advice and family stress.

Since the resumption of services post Covid, combined with the new referral routes and the introduction on the sessional model of delivery, the numbers of attendances at Wellbeing sessions nearly doubled in 2022-23.

<b>Wellbeing (48 places per week)</b>	<b>2021-22 *</b>	<b>2022-23</b>
Total number of patients	<b>188</b>	<b>218</b>
Total number of referrals	<b>148</b>	<b>211</b>
Total number of allocated Wellbeing attendances	<b>1,093</b>	<b>1,915</b>

*\* Until the outbreak of the Covid pandemic, patients attended the hospice for a maximum of 8 weekly sessions. With the need to provide alternative methods of service delivery and support, the measure of reporting of the allocated to available places became inapplicable and this was stopped partway in Quarter 3. We continued to record attendance for the full financial year.*

**Outpatient Service:** Outpatient clinics are provided by a team of Consultants in Palliative Medicine, specialist Doctors, Bereavement Workers, Counsellors, and complementary therapy service. Clinics are provided for patients under the care of their General Practitioner and the Community Specialist Palliative Care Team who require access to the specialist services provided by the hospice.

Close working with the Community Specialist Palliative Care (CSPC) Team continues to ensure the most appropriate patients are referred in for Consultant Medical review, with the intention of supporting more patients in their own home. The CSPC Team also commenced Specialist Nurse Led clinics in the hospice Outpatients Department in 2021-22.

Outpatients	2021-22	2022-23
Total number of Medical Referrals	240	239
New Doctors Appointments	186	136
Total number of Medical Domiciliary Visits	124 *	115

*\* During Covid-19, the OPD services were provided through both telephone and face to face assessments, with an increased number of medical domiciliary visits*

Medical staffing has affected the number of medical appointments in year. All referrals are triaged, and patients supported in the most appropriate service.

#### **Hospice at Home Sitting Service:**

The Hospice at Home (H@H) team continues to provide quality end of life care to Wirral residents wishing to remain at home, providing practical and emotional support to patients, families and carers in a variety of ways. The H@H service coordinates the care, daytime-sits are provided by the hospice. A partnership arrangement between the hospice and Marie Curie Nursing service provides coordinated night sitting service. Wirral Place NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB) continued to support the hospice in the delivery of Hospice at Home services for all Wirral residents.

Hospice at Home (Sits)	2021-22	2022-23
Total number of referrals	437	420
Hospice at day	1818	1,911
Hospice at night	351	320
Total number of deaths	290	304
Total number of deaths at home	215 (74%)	254 (83%)

### Hospice at Home Personal Care Service:

The Hospice at Home Personal Care service was introduced in December 2021, alongside Hospice at Home sits provision, as part of Wirral's multi-agency response to winter bed pressures.

During 2022-23 this service was extended, and a contract was awarded in November 2022 by Wirral Place NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB). This has allowed for recruitment of new staff to develop a multi visit service for those in the last 4 weeks of life and the service commenced in mid-March 2023. This is reflected in the increase of referrals by approx. 430% and personal care visits by approx. 370%.

Hospice at Home (Personal Care Visits)	2021-22 *	2022-23
Total number of referrals	58	250
Personal Care Visits	508	1868
Total number of deaths	27	149
Total number of deaths at home	25 (92%)	138 (92%)

\* 2021-22 - 4 months of service.

### Interventional Pain Service:

The Interventional Pain Service is an Outpatient Service for patients with any palliative diagnosis who are not responding to conventional pain treatment and are suffering from chronic pain. Patients are assessed by the Consultant either as an Outpatient or Inpatient at Wirral Hospice.

A referral can be made by Consultants or General Practitioners.

Interventional Pain Service	2021-22 *	2022-23
Total number of referrals	84	73
New appointments	55	68

\* Covid resulted in the Pain Clinic not being available in and reduced sessions at the start of Q2 as the Consultant Anaesthetist was supporting the Covid response.

### Wirral Palliative Care Advice Line:

During 2022-23, two advice lines for patients, families and carers and for professionals were merged and expanded to create a single accessible advice line with a single telephone number.

Professional calls to the advice line are supported by the Community Specialist Palliative Care Team 9am-5pm. Calls have virtually doubled since the merger to both lines and to the hospice.

<b>Advice Line Calls (taken by the Hospice)</b>	<b>2021-22*</b>	<b>2022-23</b>
Calls to the Professional's Palliative Advice and Information Line (OOH)	<b>66</b>	<b>130</b>
Calls to the Patient Carer and Family Advice and Information Line 24/7	<b>40</b>	<b>71</b>
Total number of all calls taken by hospice	<b>106</b>	<b>201</b>

## Plans for Future Periods:

Our plans for future periods are aligned with our four strategic priorities and also set in the context of five overarching Care Quality Commission themes for the delivery of our activities under the headings of being:

- **Caring**
- **Responsive**
- **Effective**
- **Well- Led**
- **Safe**

### We will pursue Strategic Aim 1 by:

- Optimising population health data to meet identified need to inform future services, particularly focusing on those underrepresented and the delivery of care where needed.
- Optimising the use of the supportive care registry to inform service need and enhance continuity of care
- Strengthening partnerships with communities and the third sector to develop and deliver services to meet locality need
- Developing our children and young people's counselling and bereavement service
- Utilising patient outcome measures to enhance and expand our care provision
- 'Telling the story' Expanding our marketing approach to continue to raise awareness amongst the Wirral community, patients, carers, families and professionals of the care and support we provide
- Developing collaborative education provision with other palliative care providers through Wirral Palliative and End of Life Care Education Hub, sharing knowledge and skills with the wider health & care sector enhancing the quality of end-of-life care across the health & care sector.
- Adjusting and adapting to the potential opportunities and challenges at "Wirral PLACE" as part of Cheshire & Merseyside Integrated Care System development

### We will pursue Strategic Aim 2 by:

- Maintaining a market competitive remuneration policy.
- Further developing existing strong income streams such as legacies and retail activity as well as exploring and testing reliable additions.
- Extending our marketing approach to significantly increase our reach to both patients, families, professionals, potential investors, and across the local community through 'Telling our story'
- Continuing to monitor costs and optimising procurement.
- Working together through a values-based approach underpinning all that we do, to optimise efficiency across all areas of the hospice maximising available monies for direct patient care services
- Optimising the use of technology to both provide opportunities to save and maximise efficiency in service delivery

### We will pursue Strategic Aim 3 by:

- Mapping present and future requirements through workforce analysis and planning
- Exploring alternative approaches to recruitment where future challenges are identified
- Collaboratively working within the Health & Care sector to develop realistic solutions to skills shortages.
- Reviewing all roles within the organisation to identify career pathways and opportunities for progression

- Enhancing learning & development programmes for staff including relevant professional placement opportunities.
- Continuing to develop our apprenticeship programme opportunities throughout the organisation
- Enhancing learning & development opportunities for volunteers including greater deployment across departments
- Expanding marketing, increasing presence at local jobs and careers fairs
- Continuing to develop our schools work experience programme
- Further embedding the well-being programme for staff and volunteers
- Developing the offer for flexible working across the organisation including hybrid working

#### **We will pursue Strategic Aim 4 by:**

- Continuously monitoring and evaluating the range of our clinical services to ensure fit for purpose, developing services to meet the identified need, informed by population health data.
- Reviewing progress and further developing our digital approach to care and support, through a blended approach using knowledge and skills of our hospice staff, while embracing innovation and alternative technology
- Further development of integrated care pathways, providing continuity of care for patients and their families. Achieved through strengthened partnerships, collaboration and shared governance with other palliative care providers in Wirral
- Building on the knowledge and skills we have developed including more recent experience in meeting the challenges of the pandemic.
- Maximising the use of digital technology in data capture, analysis and communication to analyse effectiveness and impact of service delivery as well as strengthening knowledge of community need to inform future service development.
- Listening to, reviewing and learning through feedback from service users, professionals and the community to inform and develop our services to meet changing need
- Working closely with the Cheshire & Merseyside Integrated Care Partnership at the "Wirral PLACE" level and with Primary Care Networks and communities to identify our optimum position in the sector to support development of a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
- Increasing the number of organisations actively engaged with, through meetings, projects and service developments
- Increasing the knowledge of our services through enhanced marketing and increased contact with the people and organisations across Wirral
- Providing an enhanced education provision for professionals and the public which will inform practice and increase the take up of services
- Engaging with and supporting our community colleagues to develop compassionate communities helping support one another
- Optimising user engagement in the planning & delivery of Wirral Hospice St John's services
- Improving the effectiveness & accessibility of Wirral Hospice St John's services through collaboration & partnership
- Improving accessibility to palliative and end of life care for those with conditions other than cancer
- Ensure that Wirral Hospice St John's is at the centre of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing integrated model

- Promoting a personalised approach to palliative care with patient reported outcome measures
- Increasing knowledge and skills in Palliative and End of Life Care across professional groups
- Maximise usage of our facilities providing services tailored to need incorporating plans for future accommodation refurbishment/development.

### **Principal Risks and Uncertainties:**

The hospice operates a policy of pro-actively monitoring risk through a Board Risk Register, covering clinical, financial, workforce and other organisational risks; it is reviewed regularly by the Board, Senior Leadership Team and the Governance Committees. High-level risks to the organisation are reviewed jointly by the Board and Senior Leadership Team on a quarterly basis.

The principal risks are associated with sustainability, both financial and access to a workforce with the necessary competencies to deliver our services. They are inter-related in that maintaining competitive remuneration in support of recruitment and retention impacts on financial viability. In identifying our Strategic Aims and our Future Plans for their pursuit we have set out how we intend to mitigate those risks.

We continue to monitor and maintain mitigation measures against risks, such as cyber security, supply chain issues arising out of post Brexit trading arrangements and the war in Ukraine, but to date have not experienced any significant issues.

The principal uncertainty arises out of the introduction of ICS, which brings about a new structure for the commissioning of services through statutory contractual income and has an emphasis on effective delivery through collective partnership working across a defined geographical area. This leads to increased scrutiny of purpose versus need, effectiveness of delivery, and the relevance of role within the sector. Consequently, we need to be clear that what we are doing is required, that we are providing services effectively with demonstrable impact, and that we are the organisation best suited to provide those services.

Whilst there is uncertainty arising out of the introduction of ICS, we also regard it as an opportunity to consolidate our position within the sector with the potential for development in meeting the increased demand for palliative & end of life care as well as additional statutory funding underpinning our financial viability. In pursuing this we are pro-actively engaging with the changes, including representation on groups tasked with further design of the system and our already established practice of partnership working relations. We are also developing our performance monitoring systems with the aim of tangibly demonstrating our cost effectiveness and value-based service delivery.

A further uncertainty is the development of our existing Clatterbridge site. Previous collaborative discussions with Wirral University Teaching Hospital Trust who occupy the neighbouring estate established that the only feasible proposition was for the hospice to remain at its present location. As a result, we have established a working group to review how we can best utilise our site and ensure its long term fit for purpose particularly taking account of an evolving service provision and the medium term need to remedy some accommodation inadequacies. Whilst there is some provision to draw down existing reserves to fund any building work the exact nature of such works and how they are funded is yet to be defined.

# Structure, Governance and Management:

## Governing Document:

Wirral Hospice St John's is a company limited by guarantee governed by its Memorandum and Articles of Association. Originally dated 22 September 1980, this was amended via a Special Resolution passed at the Annual General Meeting on 24 November 2014 and a Special Resolution passed by the Trustees on 30 May 2023.

Wirral Hospice St John's is a registered charity and provides specialist palliative care and support for patients and families living and dying with a life limiting illness through its Inpatient, Outpatient, Hospice at Home and Wellbeing services.

## Appointment and Tenure of Trustees:

New Trustees are appointed by the Board when appropriate, ensuring a balance of skills is maintained.

Trustees normally serve in terms of 3 years with the maximum period of service for Trustees being 9 years in line with the Charity Commission's guidance. The Memorandum and Articles of Association which requires three Trustees to retire by rotation at each AGM.

## Trustee Induction, Appraisal and Training:

The 'Trustee Recruitment and Selection Policy' and 'Ambassadors Recruitment and Selection Policy' were reviewed and updated in August 2022. The policies were updated to reflect the requirements and processes for identifying and recruiting suitably qualified candidates to join our Board and Ambassadors in line with current Charity Commission recommendations.

All new Trustees undertake a formal induction programme with the Chair, Chief Executive and the Senior Leadership Team, in addition to visiting each department, to gain an understanding of the hospice's services. Their legal obligations under Charity and Company Law are highlighted to ensure their understanding of the content of the Memorandum and Articles of Association, decision-making and function of the Board, which supports its business plan, and ongoing financial performance. Resources are readily available on the hospice's intranet to support Trustees during their induction and to enable them to carry out their roles effectively throughout their term.

Ambassadors also undergo an induction programme; meeting the Board, Senior Leadership Team and touring the hospice. Trustee and Ambassador Induction Packs are provided, with regular updates and training sessions as appropriate.

To ensure that the Board of Trustees continues to operate effectively, in the year each Trustee has had the opportunity to review the performance of the Board and undertake a personal appraisal conversation with the Chair of Trustees. Trustees and Senior Leadership have completed their Leadership Development programme further developing their knowledge, skills and relationship with the wider Leadership Team.

E-Learning in Information Governance and Safeguarding is mandatory for all Trustees as follows: -

- **GDPR Awareness**
- **Information Governance**
- **Safeguarding Adults (Level 1)**
- **Safeguarding Children (Level 1)**
- **Safeguarding for Trustees**

Trustees are also encouraged to undertake additional individual learning, training and development appropriate to their roles as charity trustees, for example: conference and seminars from Hospice UK, charity law and finance updates, and internal hospice training events.

### **Organisational Structure:**

The Board has a maximum of ten Trustees who administer the Charity. The composition of the Board reflects the expertise necessary to oversee the range of activity undertaken by the hospice.

Following a successful recruitment campaign for new trustees during Autumn 2022, the role and appointment of an Associate Trustee was introduced at the last AGM to enable prospective trustees having expertise and experience which was of benefit to the Board to join its membership in a non-executive role.

The Trustees refer to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future developments. Trustees give their expertise and time on a voluntary basis and without reimbursement.

In addition to exercising governance through full Board meetings, the Governance Committees and Sub-Committees of the Board monitor specific areas of activity. The Terms of Reference for each of these Governance Committees are reviewed on an annual basis.

The Chief Executive is appointed by the Chair and Board and is responsible for the day-to-day management of the charity with the support of the senior leaders.

To facilitate effective operations, the Chief Executive has delegated authority in accordance with the delegated powers documents.

### **Related Parties:**

The company's wholly-owned subsidiary, Wirral Hospice St John's Enterprises Ltd., is engaged in the sale of goods for the benefit of the charity. The company's Chair resigned from this position following appointment to the Wirral Hospice St John's Board, and a new Chair was appointed at the Wirral Hospice St John's Enterprises Ltd's AGM in November 2022.

### **Risk Management:**

The hospice has a Risk Management Policy which is endorsed by the Board and ensures that: -

- Risk management is integral to daily activity and in operation throughout the organisation
- Up to date Business Continuity Plan in operation with annual reviews
- All employees benefit from regular professional development, in addition to those recommended by their own professional body
- The Board Risk Register covering the organisation is updated monthly, stratifying risk according to impact and likelihood across all areas of the hospice
- The Serious Untoward Incident Policy is regularly updated and reviewed 3 yearly or when legislation/guidance changes. Staff awareness is maintained through regular in-house meetings and through the guidance of their own professional bodies
- Management Accounts are produced monthly, with all variances to budget investigated and appropriate corrective actions implemented
- Investment Policy – a bi-annual review is undertaken by the Investment Committee and subsequently endorsed by the Finance and Infrastructure Governance Committee

- Reserves Policy – an annual review is undertaken by the Treasurer and Finance & Infrastructure Governance Committee members and subsequently endorsed by the Board. The Reserves Management policy was adopted by the Board in February 2022, which sets out the hospice's approach to managing the use of its financial reserves in order to ensure financial sustainability.

Serious incidents are considered at relevant Governance Committees and reported to the Integrated Care System – Quality Lead, Charity Commission / CQC / Health & Safety Executive as appropriate.

There was **1** serious untoward incident recorded during 2022-23.

These policies and procedures safeguard and ensure propriety. The Board has overall responsibility for risk management and receives quarterly reports, in addition to the Annual Delivery Plan & Key Performance Indicators quarterly progress report.

## **Income Generation Review:**

Wirral Hospice St John's has a broad income generation programme to raise funds for the charity.

The four main areas are: -

- **Retail & enterprise**
- **Lottery**
- **Donations, charitable grants & legacies**
- **Community, corporates, challenges & other events**

The hospice largely co-ordinates its income generation activities from within the Fundraising Department using paid fundraising staff.

The following activities are carried out through third parties: -

- Lottery canvassing – the use of a door-to-door agency to recruit lottery members (contracts are put in place to formalise the relationship and expectations of both parties).
- Printing leaflets and mailing packs – the use of printers / mailing houses to produce cost-effective fundraising materials
- Community fundraising – schools, community groups, local businesses and families raise funds in aid of our hospice (email trails are in place and database records kept up-to-date with activities and funds raised)

Wirral Hospice St John's income generation activities are co-ordinated following legislation, guidance and advice set out by the following: -

- Gambling Commission
- Fundraising Regulator – Code of Fundraising Practice and the Fundraising Promise
- Wirral Hospice is also an organisational member of the Charity Retail Association
- Wirral Hospice is also an organisational member of Hospice UK – which provides some support for fundraising activities

- Some staff are individual members of the Hospice Income Generation Network, which is a charity providing training for fundraisers and marketers working in UK hospices. Wirral Hospice's Income Generation & Marketing Director is a trustee and Vice Chair of the charity.

Wirral Hospice St John's has complied with regulatory reporting to the Gambling Commission in relation to its lottery and fundraising activities and more generally to both the Charity Commission and the Care Quality Commission. No issues have been raised with these reports or audit visits.

All fundraising activities are monitored through monthly management reports. Performance and significant variances are discussed at board level using risk management reporting tools. Any activities carried out by third parties are also monitored closely to ensure that objectives are met and the hospice's good reputation and values are upheld.

For the year 1 April 2022 up to and including 31 March 2023, **5 actual** complaints were recorded about income generation activities: -

- **3** relating to retail
- **1** relating to lottery
- **1** relating to donations, charitable trusts and legacies

These were reviewed and investigated following Wirral Hospice St John's robust complaints policy.

Actions were taken to address the matters raised with relevant individuals and appropriate feedback was given to the complainant. None of the complaints were considered to be serious in nature and the complainant in each case appeared satisfied with our course of action. All complaints were fully resolved within timescales set and were fully compliant with the hospice's policy.

Wirral Hospice St John's takes its role in the community very seriously. On occasion, our charity comes into contact with potentially vulnerable members of public.

We train our staff and volunteers to be alert to vulnerable persons and to sensitively remove themselves from situations or commitments that could put themselves or the individuals at risk. If a safeguarding matter is identified, staff are trained to follow the hospice's Safeguarding policy and alert the most appropriate member of senior staff or the Safeguarding Team.

- **Retail:** Lone working is strongly advised against for staff or volunteers in our charity shops. If it is suspected that someone is vulnerable, staff will try their best to avoid selling items to the individuals and forewarn other staff / volunteers in a sensitive way
- **Lottery:** If a telephone call or door-to-door visit highlights a vulnerability, we would look to cancel the financial commitment to us or not proceed with setting one up. We can sensitively mark donor records so that this information can be seen by appropriate users of a particular database
- **Donations:** If a vulnerable supporter is identified or suspected, we look to not process a donation or cancel any regular commitments
- **Community-related activities:** Staff are trained to follow the hospice's Safeguarding policy if required, and to also follow Lone Working policy so the risk of being out in the community reduces any vulnerability to which they might be exposing themselves

# Financial Review:

## Income:

Total income increased by approximately £1.2m this year, principally due to an increase in legacy income of almost £900k. NHS Revenue grants covered 43% (2022: 52%) of our expenditure (excluding fundraising costs). As a direct consequence of high inflation, expenditure has risen faster than NHS income.

The turnover of the trading subsidiary was approximately £49k. Details of the subsidiary's performance are set out in note 7b of the financial statements.

## Expenditure:

69% (2022: 69%) of costs relate to salaries, the total salary bill for the year being approximately £4.65m. Of these costs, approximately 71% relate to employees who are directly involved in clinical care.

Fundraising costs include the costs of running our lottery (£364k) and the charity shops (£671k), which generated income of £752k and £1m respectively.

Overall, this generated an operating surplus of £1.2m, before losses on investments of £367k. The Hospice's reliance on voluntary income, and particularly legacies, continues.

## Balance Sheet:

Our principal assets are our tangible fixed assets, our investment portfolios of quoted investments and our bank balances. The bulk of our fixed assets consist of the Hospice premises.

Approximately £362k was spent on fixed assets in the year to upgrade our facilities and equipment.

Liquid reserves remained comparable to the prior year.

The Trustees continue to closely monitor future activities and costs, particularly in light of the current economic climate and the impact on our income and operations.

## Reserves Policy:

Reserves are required because the on-going revenue expenditure of the Hospice exceeds the minimum guaranteed income on an annual basis.

Due to the fundamental uncertainties surrounding the Hospice's income and the ever-increasing cost of its service commitment, the Trustees believe that the reserves should be equivalent to between 6 and 24 months of anticipated net expenditure. Currently reserves amount to 13.0 (2022: 12.5) months of anticipated expenditure. Note that reserves held are primarily in the form of listed investments which provide a further source of income to the Hospice in the year. The Trustees annually monitor and review the Reserves Policy.

## Investment Policy:

The overall investment policy aims to achieve capital growth, with a medium level of risk, taking a long-term view.

Investments can be made across fixed interest investments, UK and overseas equities, property and alternative assets.

Fixed interest investments can be made in UK Government stocks (no restrictions), loan stocks of UK blue

chip equities, and in UK unit trusts investing in gilts, corporate bond funds rated BBB or higher and cash. If the outlook for fixed interest investments at any time appears unfavorable, this allocation can be held in cash.

Individual equity purchases are restricted to shares that, at the time of purchase, are constituent elements of the FTSE 100 and FTSE 250 Indices. Shares held in a company that is subsequently relegated from these indices need not automatically result in a disposal of that holding.

Holdings of smaller company shares will be held through unit trusts and/or investment trusts. No more than 25% of the total equity allocation is to be invested in non-UK stocks and only through unit trusts and investment trusts. A maximum of 10% of the value of the portfolio may be invested in emerging markets through unit trusts and investment trusts. No investment should exceed 5% of the total value of the funds under management.

Investments in tobacco stocks, hedge funds, derivatives and direct investments in commodities are not permitted.

The Board has given authority for the investments to be managed by the Investment Manager on a discretionary basis.

### **Investment Performance 2022-23:**

During the year to 31 March 2023, the portfolio returned -3.2% compared to a return of +2.92% for the FTSE All Share index.

These are total return performance figures on a time weighted basis.  
(Source: *Investec Wealth & Investment*)

### **Trustees' Responsibilities for the Financial Statements:**

Company law requires the Trustees, who are also Directors of the company, to prepare financial statements for each financial period, which give a true and fair view of the group's financial activities during the period and of the financial position of the group and the charity at the end of the period. In preparing those financial statements, the Trustees should follow best practice and: -

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will not continue in business

In so far as the Trustees are aware: -

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

The Trustees are responsible for keeping accounting records, which disclose with reasonable accuracy the financial position of the group and charitable company and which enable them to

ascertain its financial position and to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. There are no private or incidental benefits to the Trustees.

**Auditors:**

BWM offer themselves for reappointment as auditors of the company in accordance with Section 485 of the Companies Act 2006.

**BY ORDER OF THE TRUSTEES:**

*JR Pentland*

**John R Pentland  
Company Secretary  
27<sup>th</sup> November 2023**

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

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### **Opinion**

We have audited the accounts of Wirral Hospice St John's (the "Charity") and its subsidiary (the "Group") for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charitable company Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the accounts, 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 Charity's affairs as at 31 March 2023 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 Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the Group and Charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of 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 that charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information.

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

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

We have nothing to report in this regard.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

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

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

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

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

In the light of the knowledge and understanding of the Group and the Charity and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the charity accounts 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

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

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

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

**The extent to which the audit was considered capable of detecting irregularities, including fraud.**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

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There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

**Use of our report**

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



Louise Casey ACA (Senior Statutory Auditor)  
for and on behalf of BWM

Chartered Accountants  
Statutory Auditor

Dated 28/12/2023

Tempest  
Suite 5.1  
12 Tithebarn Street  
Liverpool  
L2 2DT

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 March 2023

	Note	Year ended 31.03.2023 Unrestricted Funds £	Year ended 31.03.2023 Restricted Funds £	Year ended 31.03.2023 Total Funds £	Year ended 31.03.2022 Total Funds £
<b>Income</b>					
Income from generated funds:					
Donations and Legacies	2	3,024,433	-	3,024,433	1,979,544
Other Trading Activities	2	2,248,531	-	2,248,531	1,927,101
Investments	2	185,111	-	185,111	145,084
		<u>5,458,075</u>	<u>-</u>	<u>5,458,075</u>	<u>4,051,729</u>
Income from charitable activities	2	2,463,816	47,236	2,511,052	2,678,642
<b>Total Income</b>		<u>7,921,891</u>	<u>47,236</u>	<u>7,969,127</u>	<u>6,730,371</u>
<b>Expenditure</b>					
Costs of raising funds	3(a)	31,334	-	31,334	29,785
Fundraising costs	3(b)	1,564,012	-	1,564,012	1,345,946
Investment management costs		22,163	-	22,163	45,712
Charitable activities	4	5,032,810	97,163	5,129,973	4,265,121
<b>Total expenditure</b>		<u>6,650,319</u>	<u>97,163</u>	<u>6,747,482</u>	<u>5,686,564</u>
<b>Net Income/expenditure</b>		1,271,572	(49,927)	1,221,645	1,043,807
Net Gains/(Losses) on investments	9	(366,961)	-	(366,961)	159,468
Gain on Disposal of Fixed Assets		0	-	-	1,200
<b>Net movement in funds</b>	14	904,611	(49,927)	854,684	1,204,475
<b>Reconciliation of Funds</b>					
Total funds brought forward at 1 April 2022		12,345,314	1,995,432	14,340,746	13,136,271
<b>Total funds carried forward at 31 March 2023</b>		<u>13,249,925</u>	<u>1,945,505</u>	<u>15,195,430</u>	<u>14,340,746</u>

The Statement of Financial Activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

The notes at pages 36 to 52 form part of these accounts.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
CONSOLIDATED BALANCE SHEET

As at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
<b>Fixed assets</b>					
Tangible assets	8		5,047,318		4,970,210
Investments	9		<u>6,517,556</u>		<u>6,899,022</u>
			11,564,874		11,869,232
<b>Current assets</b>					
Stocks	10	3,831		1,557	
Debtors	11	3,745,911		1,058,805	
Cash at bank and in hand	12	<u>1,916,579</u>		<u>1,952,684</u>	
		5,666,321		3,013,046	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	13	<u>(2,035,765)</u>		<u>(541,532)</u>	
<b>Net current assets</b>			<u>3,630,556</u>		<u>2,471,514</u>
<b>Net assets</b>			<u>15,195,430</u>		<u>14,340,746</u>
<b>The funds of the charity</b>					
Restricted income funds	14		1,945,505		1,995,432
Unrestricted income funds	14				
General		6,116,422		4,956,039	
Fixed Assets		3,188,503		3,056,275	
Designated		<u>3,945,000</u>		<u>4,333,000</u>	
Total unrestricted funds			13,249,925		12,345,314
<b>Total charity funds</b>			<u>15,195,430</u>		<u>14,340,746</u>

The notes at pages 36 to 52 form part of these accounts.

The directors approved the financial statements on 27th November 2023

  
S Schroeder

Director

  
J Wynne

Director

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
CHARITY BALANCE SHEET

As at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
<b>Fixed assets</b>					
Tangible assets	8		5,047,318		4,970,210
Investments	9		<u>6,517,558</u>		<u>6,899,024</u>
			<b>11,564,876</b>		<b>11,869,234</b>
<b>Current assets</b>					
Debtors	11	3,795,990		1,143,349	
Cash at bank and in hand	12	<u>1,867,691</u>		<u>1,865,652</u>	
		<b>5,663,681</b>		<b>3,009,001</b>	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	13	<u>(2,033,127)</u>		<u>(537,489)</u>	
<b>Net current assets</b>			<u><b>3,630,554</b></u>		<u><b>2,471,512</b></u>
<b>Net assets</b>			<u><u><b>15,195,430</b></u></u>		<u><u><b>14,340,746</b></u></u>
<b>The funds of the charity</b>					
Restricted income funds	14		1,945,505		1,995,432
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Total unrestricted funds			<u><b>13,249,925</b></u>		<u><b>12,345,314</b></u>
Total charity funds			<u><u><b>15,195,430</b></u></u>		<u><u><b>14,340,746</b></u></u>

The notes at pages 36 to 52 form part of these accounts.

The directors approved the financial statements on 27th November 2023

  
S Schroeder

Director

  
J Wynne

Director

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
CONSOLIDATED STATEMENT OF CASH FLOWS

As at 31 March 2023

	2023	2022
	£	£
<b>Cash flows from operating activities</b>		
Net Income for the financial year (before investment revaluations)	1,197,043	1,280,957
Adjustments for:		
Depreciation of tangible assets	284,505	250,009
Profit on disposal of investments	24,602	(237,150)
Profit on disposal of tangible fixed assets	0	1,200
(Increase) / Decrease in trade and other debtors	(2,687,106)	395,700
(Increase) / Decrease in stocks	(2,274)	3,620
(Decrease)/ Increase in creditors	1,494,233	(877,371)
<b>Net cash provided by operating activities</b>	<b>311,003</b>	<b>816,965</b>
<b>Cash flows from investing activities</b>		
Proceeds from sale of investments	943,173	705,394
Purchases of tangible assets	(361,613)	(212,981)
Purchases of investments	(989,484)	(1,000,821)
(Increase)/Decrease in cash held by stockbrokers	60,816	(172,795)
<b>Net cash (used in) / provided by investing activities</b>	<b>(347,108)</b>	<b>(681,203)</b>
<b>Net (Decrease) / Increase in cash and cash equivalents</b>	<b>(36,105)</b>	<b>135,762</b>
<b>Cash and cash equivalents at the beginning of year</b>	<b>1,952,684</b>	<b>1,816,922</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>1,916,579</b>	<b>1,952,684</b>

WIRRAL HOSPICE ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

For the year ended 31 March 2023

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## 1. ACCOUNTING POLICIES

### CHARITY INFORMATION

Wirral Hospice St John's is a registered charity and a private company limited by guarantee incorporated in England & Wales. The registered office is Mount Road, Higher Bebington, Wirral CH63 6JE

### BASIS OF PREPARATION

The financial statements have been prepared in accordance with the charity's memorandum and articles of association, the Companies Act 2006, FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 2019).

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

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The principal accounting policies of the group are set out below.

### BASIS OF CONSOLIDATION

The group financial statements consolidate those of the company and of its subsidiary under-taking (see note 8), drawn up to 31 March 2023. Profits or losses on intra group transactions are eliminated in full. The results of the charity's subsidiary have been incorporated on a line by line basis.

No specific SOFA or Income & Expenditure account has been presented for the parent charity alone because the charity has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006 and under the SORP.

### GOING CONCERN

At the time of approving the accounts, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

### FUND ACCOUNTING

Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – these are unrestricted funds set aside by the trustees out of unrestricted general funds and comprise of the following: Four Years of forecast Capital Expenditure £952,000, Service Development fund for the next 4 years £200,000, Forecast deficits fund for the next four years £883,000 a fund for the provision for closure costs of £1,100,000 and a fund for the maintenance and upgrading of our facilities over the next ten years, as recommended by a 6-Facet survey, of £810,000. Where the directors consider it appropriate, having regard to the intended use of the money, funds are transferred to the Designated fund from the General fund.

Restricted funds – these are funds which can only be used for particular restricted purposes within the objects of the charity. The balance in the Restricted fund includes donations received specifically to finance capital expenditure, less revenue costs and depreciation to date, and is represented on the balance sheet as a proportion of the net book amount of tangible fixed assets and bank balances.

### INCOME

Income from donations and grants are accounted for in the accounting year in which they are receivable, except as follows:

- When donors specify that donations and grants given must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions have been met.

For the year ended 31 March 2023

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#### INCOME (Continued)

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income derived from trading activities is accounted for in the accounting year in which it is received. Lottery income is accounted for in respect of those weekly draws which have taken place during the year.

#### INVESTMENTS

##### Fixed Asset Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not take out call or put options, derivatives or other complex financial instruments. The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the finances and operating policies of the entity so as to obtain benefits from its activities.

##### Realised Gains and Losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their purchase value. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

##### CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less and bank overdrafts.

##### OPERATING LEASES

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

##### TANGIBLE FIXED ASSETS AND DEPRECIATION

Individual fixed assets are capitalised at cost where they are identified as being for continuing use in the charity's activities. Depreciation is calculated to write down the cost of all tangible fixed assets by equal annual instalments on a straight-line basis, as follows:

Hospice premises	50 years
Charity shops	50 years
Fund-raising office/education centre	
- Equipment, fixtures and fittings	7 years
- Building	50 years
Medical and office equipment	7 years
Computer equipment	4 years
Motor Vehicles	4 years

Impairment reviews are carried out on any assets where an indication is given that the recoverable amount is below the net book value. No assets have been subject to an impairment review.

##### EMPLOYEE BENEFITS

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

For the year ended 31 March 2023

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**STOCK**

Stock is stated at the lower of cost and net realisable value. Donated items of stock are not valued on receipt as this would be impractical.

**CONTRIBUTIONS TO PENSION SCHEMES**

**Defined Contribution Schemes**

The group contributes towards the NHS pension scheme and the Group Flexible Retirement Plan for employees who are members of either scheme. The NHS pension scheme is a defined benefit scheme but the group is unable to identify its share of the underlying assets and liabilities.

The pension costs charged against profits represent the amount of contributions payable to the schemes in respect of the accounting period.

**EXPENDITURE**

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (cost of generating funds);
- and
- expenditure incurred on governance costs.

Items of expenditure involving more than one cost category are apportioned on the basis of staff time incurred in respect of each category.

**GOVERNANCE COSTS**

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements. Governance costs are included within support costs in Note 5 to the Accounts.

**VAT**

Hospice Income and Expenditure is recorded gross, with the net recoverable VAT element included within income.

Enterprises Income and Expenditure is recorded net of VAT.

**FINANCIAL INSTRUMENTS**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**Other financial assets**

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in net income/(expenditure), except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

**Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

**Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS**

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Judgements are made on the useful economic life of fixed assets on acquisition when they are classified into categories. Depreciation is then calculated on each category as per the tangible fixed asset and depreciation policy (above). The classification of fixed assets could have a material impact on the asset net book value and annual depreciation charge. The useful economic lives are reassessed periodically to ensure they remain appropriate by assessing factors such as technological advancements, economic utilisation and the physical condition of the assets.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

As at 31 March 2023

**2. NET INCOME FOR THE YEAR**

The net income for the year is stated after charging:

	2023	2022
	£	£
Depreciation	284,505	250,009
Auditors remuneration	<u>13,224</u>	<u>10,010</u>

and after crediting:

Donations and Legacies:

Legacies	2,557,441	1,663,738
In memoriam	142,068	127,237
General donations	243,371	116,848
Gift Aid	<u>81,553</u>	<u>71,721</u>
	<u>3,024,433</u>	<u>1,979,544</u>

Investments:

Listed investments	167,665	145,006
Bank deposits	<u>17,446</u>	<u>78</u>
	<u>185,111</u>	<u>145,084</u>

Income from charitable activities:

Income from NHS Clinical Commissioning Groups	1,841,405	1,788,770
Hospice at Home Income	363,471	447,573
Covid-19 funding	48,488	277,074
Sundry Income	<u>257,688</u>	<u>165,225</u>
	<u>2,511,052</u>	<u>2,678,642</u>

Other trading activities:

Fund-raising events	444,936	418,723
Charity shop sales	1,002,658	755,986
Subsidiary's turnover	48,861	42,920
Lottery income	<u>752,076</u>	<u>709,472</u>
	<u>2,248,531</u>	<u>1,927,101</u>

The Charity has one wholly owned trading subsidiary, which is incorporated in England and Wales.

Wirral Hospice St John's Enterprises Limited is engaged in the sale of goods for the benefit of Wirral Hospice, St John's.

Wirral Hospice St John's Enterprises Limited has transferred its profits to the Charity.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

As at 31 March 2023

**3. COST OF RAISING FUNDS**

	2023	2022
	£	£
(a) Costs of generating voluntary income – salaries	<u>31,334</u>	<u>29,785</u>
(b) Fundraising costs :		
Salaries	235,774	218,258
Depreciation	24,737	20,714
Charity shop costs (including salaries £359,042)	671,308	501,927
Purchase of goods for resale	24,085	15,640
Lottery costs (including salaries £88,468)	364,176	345,468
Printing, stationery and advertising	28,283	22,028
Postage and telephone	792	1,764
Fundraising expenditure	99,066	90,152
Other	115,791	129,995
	<u>1,564,012</u>	<u>1,345,946</u>

**4. CHARITABLE ACTIVITIES**

	2023	2022
	£	£
Salaries	3,315,476	2,716,962
Depreciation	259,768	229,295
Medical supplies	254,323	230,517
Food	60,030	28,028
Heat and lighting	86,262	84,235
Repairs and renewals	218,797	161,797
Cleaning	38,389	27,793
Other	138,965	100,205
Support costs (note 5)	757,963	686,289
	<u>5,129,973</u>	<u>4,265,121</u>

**5. SUPPORT COSTS**

	2023	2022
	£	£
Salaries	609,561	558,246
Printing, stationery and advertising	21,757	16,392
Postage and telephone	20,496	20,885
Accountancy and payroll charges	8,689	7,845
Insurance	49,985	42,571
Governance Costs (including salaries £16,436)	47,475	40,350
	<u>757,963</u>	<u>686,289</u>

Included in Governance Costs is an amount of £13,224 (2022: £10,010) payable to the company's auditor for the audit of its financial statements.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

As at 31 March 2023

## 6. DIRECTORS AND EMPLOYEES

Staff costs during the year were as follows

	2023	2022
	£	£
Wages and salaries	4,045,453	3,403,749
Social security costs	317,589	262,127
Other pension costs	293,049	249,780
	<u>4,656,091</u>	<u>3,915,656</u>
Average number of employees	<u>165</u>	<u>159</u>

The analysis of employees by category is as follows:

	2023	2022
	Number	Number
Direct charitable	108	101
Fund-raising and publicity	30	30
Management and administration	17	19
Directors	<u>10</u>	<u>9</u>

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

	2023	2022
	Number	Number
£60,000 - £70,000	1	2
£70,000 - £80,000	2	0
£80,000 - £90,000	0	0
£90,000 - £100,000	<u>1</u>	<u>1</u>

The employees earning £60,000 to £70,000 and £70,000 to £80,000 participated in a defined contribution pension scheme.

The employee earning £90,000 to £100,000 participated in the NHS defined benefit pension scheme.

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

The key management personnel of the parent charity, Wirral Hospice St John's, comprise the Trustees, the Chief Executive Officer, Medical Director, Director of Finance, Director of Clinical Services, Director of Income Generation and Director of Workforce. The total employee benefits of the key management personnel employed by the Charity were £395,125 (2022: £369,110).

The Medical Director is an employee of Wirral University Teaching Hospital NHS Foundation Trust.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

As at 31 March 2023

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The Charity has arrangements with a number of staff who are not paid through the company payroll, but through a recharging agreement with third parties. The arrangements are in place to ensure continuity of service and protection of benefits for those staff whose careers are within the Health Service. The total amount paid under such agreements in 2023 was £209,497 (2022: £198,865). The posts and third parties involved are as follows:

Consultants and Doctors - Wirral University Teaching Hospital NHS Foundation Trust

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

#### 7a. TAXATION

The company has been granted charitable status and is thus generally exempt from Corporation Tax. All taxable trading income is received by the company's subsidiary undertaking, which has provided for Corporation Tax as follows:

UK Corporation Tax at 19% £nil (2022: £nil)

WIRRAL HOSPICE, ST JOHN'S  
 COMPANY LIMITED BY GUARANTEE  
 NOTES TO THE ACCOUNTS

As at 31 March 2023

**7b. SUBSIDIARY**

**THE SUBSIDIARY'S PROFIT AND LOSS ACCOUNT CAN BE SUMMARISED AS FOLLOWS:**

	2023	2022
	£	£
Turnover	48,861	42,920
Cost of sales	<u>(24,085)</u>	<u>(15,641)</u>
Gross profit	24,776	27,279
Administrative expenses	(10,845)	(10,133)
Taxation	-	0
Gift Aid Payment	<u>(13,931)</u>	<u>(17,146)</u>
Profit retained	<u><u>-</u></u>	<u><u>-</u></u>

**THE SUBSIDIARY'S BALANCE SHEET CAN BE SUMMARISED AS FOLLOWS:**

	2023	2022
	£	£
Current assets	52,720	88,606
Current liabilities	<u>52,718</u>	<u>88,604</u>
	<u><u>2</u></u>	<u><u>2</u></u>
Share capital	2	2
Profit and loss account	<u>-</u>	<u>0</u>
	<u><u>2</u></u>	<u><u>2</u></u>

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

As at 31 March 2023

**8. TANGIBLE FIXED ASSETS**

**The Group and the Company**

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 April 2022	6,622,061	2,362,567	209,916	45,356	9,239,900
Additions	62,964	252,581	23,959	22,109	361,613
Disposals				(20,118)	(20,118)
At 31 March 2023	<u>6,685,025</u>	<u>2,615,148</u>	<u>233,875</u>	<u>47,347</u>	<u>9,581,395</u>
<b>Depreciation</b>					
At 1 April 2022	2,134,488	1,941,277	148,569	45,356	4,269,690
Charge for the year	133,699	127,929	17,350	5,527	284,505
Disposals				(20,118)	(20,118)
At 31 March 2023	<u>2,268,187</u>	<u>2,069,206</u>	<u>165,919</u>	<u>30,765</u>	<u>4,534,077</u>
<b>Net book amount at 31 March 2023</b>	<u><b>4,416,838</b></u>	<u><b>545,942</b></u>	<u><b>67,956</b></u>	<u><b>16,582</b></u>	<u><b>5,047,318</b></u>
Net book amount at 31 March 2022	<u>4,487,573</u>	<u>421,290</u>	<u>61,347</u>	<u>-</u>	<u>4,970,210</u>

The net book amount at 31 March 2023 in respect of land and buildings comprises freehold property of £4,416,838 (2022: £4,487,573)

The net book amount at 31 March 2023 represents fixed assets used for:

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Charitable activities	4,243,794	523,024	-	-	4,766,818
Fund-raising	173,044	22,918	-	16,582	212,544
Charity shops	-	-	67,956	-	67,956
	<u>4,416,838</u>	<u>545,942</u>	<u>67,956</u>	<u>16,582</u>	<u>5,047,318</u>

The net amount at 31 March 2023 in respect of Charity shops comprises property improvements £11,891 and fixtures and fittings £56,065

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

As at 31 March 2023

**9. INVESTMENTS**

	The Group		The Company	
	2023	2022	2023	2022
	£	£	£	£
Quoted investments at market value	6,394,366	6,715,016	6,394,366	6,715,016
Cash held by stockbrokers	123,190	184,006	123,190	184,006
Investment in subsidiary undertaking at cost	-	-	2	2
	<u>6,517,556</u>	<u>6,899,022</u>	<u>6,517,558</u>	<u>6,899,024</u>
			£	£
Quoted investments				
Market value				
At 1 April 2022			6,715,016	6,260,121
Additions at cost			989,484	1,000,821
Disposal proceeds			(943,173)	(705,394)
Profit/(Loss) on disposals			(24,602)	237,150
Increase/(Decrease) in unrealised gain			<u>(342,359)</u>	<u>(77,682)</u>
At 31 March 2023			<u>6,394,366</u>	<u>6,715,016</u>
Cost			<u>5,920,190</u>	<u>5,898,482</u>

Whilst markets had anticipated that interest rates would rise during 2022 they had not factored in the additional inflationary pressures that the conflict in Ukraine would place on the global economy. The net effect of all of these pressures was that interest rates which had been pegged firmly at almost zero post the Credit Crunch increased significantly across the developed economies of the World. The tone was set by a hawkish Federal Reserve in the US and followed both by the ECB in Europe and the Bank of England.

Against this backdrop of rapidly rising inflation and consequently interest rates, all major asset classes came under considerable pressure. Government Bonds, traditionally a safe haven in times of economic dislocation were amongst the worst performers as investors tried to reassess where global interest rates would peak. Over the period under review UK gilts fell by over 10%, a weakness exacerbated by the disastrous and short lived premiership of Liz Truss whose unfunded proposed tax cuts caused significant turmoil in the UK gilt market.

Another feature of this rising interest rate environment was the underperformance of the high growth areas of the equity market whose valuations were particularly susceptible to rising discount rates. Many such companies had been the best performers throughout the Covid period and predominantly were the US global tech giants whose share prices came under considerable pressure as investors grew increasingly nervous of the high valuations that the sector traded on.

Virtually all asset classes came under pressure as investors struggled to evaluate what impact rising interest rates would have both on valuations, whether this be in terms of equities and their underlying profitability, property in terms of return profiles, together with alternatives and fixed interest assets.

Towards the end of the period under review markets became less febrile and recovered their poise a little, though fears of a global recession still were prevalent despite little real evidence that the challenging environment had tipped the world into what many felt was an inevitable recession.

The portfolio returned -3.20% to the end of March 2023 against -2.80% for the internal benchmark (which is gross of fees) and -4.04% for the ARC Steady Growth peer group index. The portfolio remains well diversified both in terms of asset classes and geographically.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
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As at 31 March 2023

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**Investment in subsidiary undertaking**

The investment in subsidiary undertaking represents a 100% holding in the Ordinary share capital of Wirral Hospice St John's Enterprises Limited. The company holds 2 Ordinary shares, being 100% of the subsidiary's issued share capital. The purpose of the company, which is incorporated in England and Wales, Company Number : 3940685, is to undertake the trading activities of the Hospice (buying and selling Christmas cards and other goods).

**10. STOCKS**

	The Group		The Company	
	2023 £	2022 £	2023 £	2022 £
Fund-raising goods	<u>3,831</u>	<u>1,557</u>	<u>-</u>	<u>-</u>

WIRRAL HOSPICE, ST JOHN'S  
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As at 31 March 2023

**11. DEBTORS**

	The Group		The Company	
	2023	2022	2023	2022
	£	£	£	£
Prepayments and accrued income	2,293,929	1,018,684	2,293,929	1,018,684
Due from subsidiary undertaking	-	-	50,079	84,561
Other debtors	1,451,982	40,121	1,451,982	40,104
	<u>3,745,911</u>	<u>1,058,805</u>	<u>3,795,990</u>	<u>1,143,349</u>

**12. BANK BALANCES**

	The Group		The Company	
	2023	2022	2023	2022
	£	£	£	£
Bank balances	1,915,462	1,951,511	1,866,574	1,864,599
Petty cash	1,117	1,173	1,117	1,053
	<u>1,916,579</u>	<u>1,952,684</u>	<u>1,867,691</u>	<u>1,865,652</u>

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	The Group		The Company	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	95,018	238,109	94,670	236,201
Social security and other taxes	73,373	63,099	73,373	63,099
Other creditors and accruals	348,439	125,076	346,149	122,941
Deferred income	1,518,935	115,248	1,518,935	115,248
	<u>2,035,765</u>	<u>541,532</u>	<u>2,033,127</u>	<u>537,489</u>

**DEFERRED INCOME - THE GROUP AND THE COMPANY**

	Total	Activities in furtherance of the charity's objectives	
		Total	Lottery income
	£	£	£
As at 1 April 2022	115,248	4,790	110,458
Released to income in the year	(115,248)	(4,790)	(110,458)
Deferred in the year	1,518,935	1,419,472	99,463
As at 31 March 2023	<u>1,518,935</u>	<u>1,419,472</u>	<u>99,463</u>

Deferred income comprises lottery income received in advance and grants and donations which the donor has specified must be used in future accounting periods.

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
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As at 31 March 2023

**14. RESERVES**

**The Group**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2023 Total
	£	£	£	£	£
As at 1 April 2022	4,956,039	3,056,275	4,333,000	1,995,432	14,340,746
Surplus / (deficit) for the year	904,611	-	-	(49,927)	854,684
Transfers	255,772	132,228	(388,000)	-	-
As at 31 March 2023	<u>6,116,422</u>	<u>3,188,503</u>	<u>3,945,000</u>	<u>1,945,505</u>	<u>15,195,430</u>

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2023 Total
<b>Represented by:</b>					
Tangible fixed assets	-	3,188,503	-	1,858,815	5,047,318
Investments	2,572,556	-	3,945,000	-	6,517,556
Cash at bank and in hand	1,829,889	-	-	86,690	1,916,579
Other net current assets	1,713,977	-	-	-	1,713,977
	<u>6,116,422</u>	<u>3,188,503</u>	<u>3,945,000</u>	<u>1,945,505</u>	<u>15,195,430</u>

**The Company**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2023 Total
	£	£	£	£	£
As at 1 April 2022	4,956,039	3,056,275	4,333,000	1,995,432	14,340,746
Surplus / (deficit) for the year	904,611	-	-	(49,927)	854,684
Transfers	255,772	132,228	(388,000)	-	-
As at 31 March 2023	<u>6,116,422</u>	<u>3,188,503</u>	<u>3,945,000</u>	<u>1,945,505</u>	<u>15,195,430</u>

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2023 Total
<b>Represented by:</b>					
Tangible fixed assets	-	3,188,503	-	1,858,815	5,047,318
Investments	2,572,558	-	3,945,000	-	6,517,558
Cash at bank and in hand	1,781,001	-	-	86,690	1,867,691
Other net current assets	1,762,863	-	-	-	1,762,863
	<u>6,116,422</u>	<u>3,188,503</u>	<u>3,945,000</u>	<u>1,945,505</u>	<u>15,195,430</u>

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
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As at 31 March 2023

14. RESERVES (cont.)

The Group Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
	£	£	£	£	£
As at 1 April 2021	4,943,055	3,038,183	3,102,000	2,053,033	13,136,271
Surplus / (Deficit) for the year	1,262,076	-	-	(57,601)	1,204,475
Transfers	(1,249,092)	18,092	1,231,000	-	-
As at 31 March 2022	<u>4,956,039</u>	<u>3,056,275</u>	<u>4,333,000</u>	<u>1,995,432</u>	<u>14,340,746</u>

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
<b>Represented by:</b>					
Tangible fixed assets	-	3,056,275	-	1,913,935	4,970,210
Investments	2,566,022	-	4,333,000	-	6,899,022
Cash at bank and in hand	1,871,187	-	-	81,497	1,952,684
Other net current assets	518,830	-	-	-	518,830
	<u>4,956,039</u>	<u>3,056,275</u>	<u>4,333,000</u>	<u>1,995,432</u>	<u>14,340,746</u>

The Company Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
	£	£	£	£	£
As at 1 April 2021	4,943,055	3,038,183	3,102,000	2,053,033	13,136,271
Surplus / (Deficit) for the year	1,262,076	-	-	(57,601)	1,204,475
Transfers	(1,249,092)	18,092	1,231,000	-	-
As at 31 March 2022	<u>4,956,039</u>	<u>3,056,275</u>	<u>4,333,000</u>	<u>1,995,432</u>	<u>14,340,746</u>

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
<b>Represented by:</b>					
Tangible fixed assets	-	3,056,275	-	1,913,935	4,970,210
Investments	2,566,024	-	4,333,000	-	6,899,024
Cash at bank and in hand	1,784,155	-	-	81,497	1,865,652
Other net current assets	605,860	-	-	-	605,860
	<u>4,956,039</u>	<u>3,056,275</u>	<u>4,333,000</u>	<u>1,995,432</u>	<u>14,340,746</u>

The parent undertaking has taken advantage of Section 408 of the Companies Act 2006 and has not included its own profit and loss account in these financial statements.

The group surplus for the year includes a surplus from the parent company of £854,684 (2022: surplus £1,204,475), which is dealt with in the financial statements of the company.

The unrestricted development funds are in place to cover anticipated expenditure on tangible fixed assets and operational developments in the next 4 years. A breakdown of this fund is included in the Fund Accounting policy on page 36.

WIRRAL HOSPICE, ST JOHN'S  
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As at 31 March 2023

**15. RESTRICTED FUNDS**

The Group and the Company

	At 1.4.22	Income	Expenditure	At 31.03.23
	£	£	£	£
Sunrise Appeal	413,172	-	(17,617)	395,555
Anniversary Appeal	613,233	-	(15,618)	597,615
Inpatient Refurbishment	390,000	-	(10,000)	380,000
Kitchen Appeal	32,776	-	(820)	31,956
Patient Information Centre	464,754	-	(11,065)	453,689
Apprentice Funding	77,877	-	-	77,877
Pallaborative Funds	3,620	5,018	(2,825)	5,813
Bathroom Refurbishment	-	42,218	(39,218)	3,000
	<u>1,995,432</u>	<u>47,236</u>	<u>(97,163)</u>	<u>1,945,505</u>

The above funds represent amounts received mainly to finance capital expenditure.

The Sunrise Appeal raised over £1m to fund the construction of a new purpose built Inpatient hospice which opened in 1996.

The Anniversary Appeal raised funds to construct a new Outpatient Service building which was completed in 2008.

The Inpatients Refurbishment was a grant received from the Department of Health for the remodelling and improvement of the Inpatients Ward of the Hospice. This has been included within Hospice Premises in fixed assets.

The Kitchen Appeal raised funds to redevelop the Hospice Kitchen, which was completed in 2012

The Patient Information Centre is a grant received from the Department of Health for the redevelopment and extension of a building for use as patient information centre and office space for our integrated shared care team. This has been included within Hospice Premises in fixed assets.

Apprentice Funding is restricted income received from The Wirral Postgraduate Medical Centre, expressly for the funding of clinical apprentices.

Pallaborative funds is restricted income, expressly for the funding of clinical training.

NHSE Covid Funding is funding which the The NHSE awarded to allow the hospice to make available bed capacity and community support and to provide support to people with complex needs in the context of the COVID-19 situation from April 2021 to March 2022 inclusive.

Bathroom Refurbishment refers to Trust income which was received solely for the purpose of refurbishing bathrooms in the inpatients unit.

**This is a comparative for the prior year**

The Group and the Company

	At 1.4.21	Income	Expenditure	At 31.03.22
	£	£	£	£
Sunrise Appeal	430,789	-	(17,617)	413,172
Anniversary Appeal	628,851	-	(15,618)	613,233
Inpatient Refurbishment	400,000	-	(10,000)	390,000
Kitchen Appeal	33,596	-	(820)	32,776
Patient Information Centre	475,819	-	(11,065)	464,754
Apprentice Funding	77,877	-	-	77,877
Pallaborative Funds	6,101	167	(2,648)	3,620
NHSE Covid Funding	0	219,373	(219,373)	-
	<u>2,053,033</u>	<u>219,540</u>	<u>(277,141)</u>	<u>1,995,432</u>

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE ACCOUNTS

As at 31 March 2023

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## 16. CONTINGENT LIABILITIES

Neither the group nor the company had any contingent liabilities at 31 March 2023 or 31 March 2022.

## 17. CAPITAL COMMITMENTS

The group and the company had no capital commitment liabilities as at 31 March 2023. (2022: nil)

## 18. OPERATING LEASE COMMITMENTS

The total amounts payable in respect of operating leases for land and buildings are shown below, analysed according to the expiry date of the leases.

	The Group		The Company	
	2023	2022	2023	2022
	£	£	£	£
Within one year	114,749	98,500	114,749	98,500
Between one and five years	324,727	278,109	324,727	278,109
More than five years	0	15,367	0	15,367
	<u>439,476</u>	<u>391,976</u>	<u>439,476</u>	<u>391,976</u>

## 19. RELATED PARTY TRANSACTIONS

The remuneration of the key management personnel is included in note 6.

During the year, the company paid £Nil (31st March 2022: £3,300) including VAT for accountancy advice to Grant Thornton UK LLP. G M Ridgway, who served as a Trustee during the financial year, is an employee of Grant Thornton UK LLP.

During the year, the company paid £5,400 (31st March 2022: £3,600) including VAT for legal advice to Brabners LLP. S Burrows, who served as a Trustee during the previous financial year, acts as a consultant for Brabners LLP.

The group has taken advantage of the disclosure exemptions to which it is entitled regarding transactions between parent and 100% owned subsidiary companies and there are no other disclosable related party transactions.

## 20. STATUTORY INFORMATION

Wirral Hospice St John's is a private company, limited by guarantee, registered in England and Wales and has no share capital. Approval has been obtained to dispense with "Limited" in the name of the company, being a charitable organisation. The company's registered number and registered office address can be found on the Reference and Administrative Details page within the Trustees' Report.

The liability of the members is £Nil

WIRRAL HOSPICE, ST JOHN'S  
COMPANY LIMITED BY GUARANTEE  
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As at 31 March 2023

**21. ANALYSIS OF PRIOR YEAR CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

	Year ended 31.03.2022 Unrestricted Funds £	Year ended 31.03.2022 Restricted Funds £	Year ended 31.03.2022 Total Funds £
<b>Income</b>			
Donations and Legacies	1,979,544	-	1,979,544
Other Trading Activities	1,927,101	-	1,927,101
Investments	145,084	-	145,084
	<u>4,051,729</u>	<u>-</u>	<u>4,051,729</u>
Income from charitable activities	2,459,102	219,540	2,678,642
<b>Total Income</b>	<u>6,510,831</u>	<u>219,540</u>	<u>6,730,371</u>
<b>Expenditure</b>			
Costs of raising funds	29,785	-	29,785
Fundraising costs	1,345,946	-	1,345,946
Investment management costs	45,712	-	45,712
Charitable activities	3,987,980	277,141	4,265,121
Support costs	-	-	0
<b>Total Expenditure</b>	<u>5,409,423</u>	<u>277,141</u>	<u>5,686,564</u>
<b>Net expenditure / income</b>	1,101,408	(57,601)	1,043,807
Gains / (Losses) on investments	159,468	-	159,468
Gain on Disposal of Fixed Assets	1,200	-	1,200
<b>Net movement in funds</b>	1,262,076	(57,601)	1,204,475
<b>Reconciliation of Funds</b>			
Total funds brought forward	<u>11,083,238</u>	<u>2,053,033</u>	<u>13,136,271</u>
<b>Total funds carried forward</b>	<u>12,345,314</u>	<u>1,995,432</u>	<u>14,340,746</u>

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