



St. Richard's
Hospice

CARING FOR LIFE



Annual Review and Consolidated Financial Statements

for the year ended 31st March, 2023

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

What we do

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

Last year we gave co-ordinated care and support to 3,108 patients, loved ones and the bereaved.

We aim to improve patients' quality of life, helping them to live as fully as they can to the end of their lives, however long that may be. We work with other healthcare

partners to prevent crisis intervention and hospital admissions where possible.

We care for patients in South Worcestershire including Worcester, Droitwich, Pershore, Evesham, Malvern, Tewkesbury, Broadway, Martley and the surrounding areas. This includes in-patient and community care, Living Well services and a range of further support.

Patients from the Wyre Forest, Kidderminster, Redditch and Bromsgrove areas can access in-patient care.

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

Our year in numbers

We supported 3,108 patients, their loved ones and the bereaved

658 individuals supported by Living Well Services.

1,813 individuals helped by the Family Support Team.

761 patients supported by our Community Nursing Team

260 patients cared for in our In-patient Unit.

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



Our values

Caring

Caring is at the heart of what we do

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

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

Compassionate

We work with empathy, sensitivity and understanding

We are considerate, kind and fair

We support and empower individual choice

Committed

We are dedicated, reliable and hard working

We continuously strive to deliver high-quality services

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

Professional

We aspire to be the best in everything we do

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

We take responsibility for our actions and are accountable.

The care and support we offer



Every day, we have more than 1,100 people under our care – at the hospice, in people’s own homes or in the community.

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

Reflections from the Chair

When I look back at 2022/23, I feel that it represented a period of transition for St Richard's, from the restrictions of the Covid era to what may well become "the new normal".

We began the year still very much in our "virtual world", and with everyone wearing masks in patient and communal areas at Wildwood Drive; by the end, we were once again able to open up all our patient services to face-to-face contact as needed and to welcome visitors in larger numbers.

It felt as if the sun had come out!

This return to "normality" was a major theme throughout the year, which you will see mentioned in the reports which follow.

You will read about the services for patients and loved ones which we provided through our community teams, our Living Well Centre (whose staff were finally able to make full use of our new state-of-the-art facilities), our In-patient Unit, our Family Support Service, our therapy and spiritual care teams, all supported by our education service.

You will also be able to read about the successes of our income generation teams, whose task to secure the funds which we need to operate became that much harder during the year with the escalation in the cost of living.

They were all supported by our first-class finance, people services, communications, facilities, administrative, IT and care quality teams, who kept all the wheels turning!

I am so proud of the professionalism and excellent standards provided by all our teams last year; they all worked very hard to open up our services again and to ensure that we could help as many

people as possible within our resources.

There were other key themes to the year too:

- the development and approval of our new clinical strategy, which, over the next few years, will see an expansion of our community services and the provision of a comprehensive, 24/7 Hospice at Home service
- planning for the major upgrade to our In-patient Unit, which is starting in summer 2023 and will be completed in spring 2024
- the very considerable increase in referrals to our Family Support Service, demonstrating the level of need for counselling and support within our community
- the drive to recruit more volunteers, who are so vital to our work, and appointment of an equality, diversity and inclusion lead to enable St Richard's to be as inclusive as possible as an organisation and to reach all sections of our local community
- major changes in our Senior Management Team. Our Medical Director, Dr Nicola Wilderspin, left us in September to take up a post in Birmingham and our Chief Executive, June Patel, retired in December.



Mike Wilkerson
Chief Executive



June Patel
Retired
Chief Executive



Nicky Wilderspin
Former
Medical Director



Dr Kath Newton
Locum
Consultant

To both of them St Richard's owes a great debt of gratitude for their outstanding service to the hospice over many years and we wish them every success and happiness in the future. We were delighted to welcome Dr Kath Newton as our locum Consultant in December and our new Chief Executive, Mike Wilkerson in January 2023

- the hard work and innovation of our income generation teams, which, together with the incredible generosity of our supporters, meant that we ended the financial year in a strong position.

Our Trading department had its best year ever in turnover and level of contribution to patient care, with transactions through the shops up 15% on the previous year, while a collaborative project to develop e-commerce saw a significant increase in income, which we expect to continue in the present financial year.

In concluding my reflections on another successful year for St Richard's, I would like to take this opportunity to thank all our staff and volunteers for their outstanding contribution to the care and support of our patients and their loved ones. I would also like to pay tribute to the amazing generosity of our donors, supporters and the Worcestershire community, without whom we could not continue our work.

You are all vital to enabling St Richard's to support the thousands of patients, loved ones and the bereaved whom we serve every year and my warmest thanks go to each and everyone one of you.



A handwritten signature in black ink that reads "Jenny Cowpe".

Jenny Cowpe
Chair of Governors

Andy's story

“Hayley outlived her prognosis, and I do believe that was down a lot to her hospice nurse Sue, and the amazing support we had around us.”

These powerful words are from Andy Woodward, whose wife Hayley was cared for by St Richard's before she died last October, aged 33 years young.

Hayley lived with breast cancer and, since 2018, had been supported by our Secondary Breast Cancer Nurse Sue Sharp. Sue helps patients through the complex journey of treatment and the emotions that go with it.

She was there for Hayley: from attending oncology appointments with her to liaising with her GP and ensuring she had the right support at the right time.

She also offered the couple reassurance in uncertain times by helping to answer their questions.

Andy, who lives in Kempsey, says: “She would go above and beyond to speak to Hayley. She just had everything we needed at the time we needed it.”



The Gateway Service

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

The Gateway Team is staffed with four Community Clinical Nurse Specialists and a Social Worker.

This team of highly skilled professionals makes telephone contact with every new referral into the hospice and for Bereavement Support South Worcestershire.

They undertake a telephone triage assessment and ensure that the patient gets the right support, from the right person or team, at the right time.

As the first port of contact the team explains all about hospice services and offers patient and family choice about access to care.

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

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

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

The Gateway Team regularly calls patients and families to provide compassionate support over the telephone.

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



“Working together gives our clients and patients better outcomes, and I wanted to just to take the opportunity to say thank you. All of the clients I have signposted and have used St Richard’s Hospice Gateway services have nothing but nice things to say. I always have a sigh of relief if the patient is in your catchment area, as I know they will be so looked after.”

2,297 referrals into Gateway

6,561 telephone calls

284 IPU admissions supported

675 people supported by telephone calls only

Our nursing team in the community

Most of our patients tell us that they would prefer to spend their last days in their own homes. This is where they feel safe and comfortable, and can spend precious time with their loved ones. Our highly experienced Clinical Nurse Specialists (CNSs), supported by Senior Staff Nurses (SSNs), use their skills and knowledge to help manage patients' symptoms, support them, their families and carers in making informed choices and will also refer onto appropriate additional services.

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

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

The CNSs will work alongside other health care professionals, social service departments and voluntary and charity organisations to ensure

the patient has access to the services which may be needed to support their care. The hospice Secondary Breast Cancer Nurse Specialist works flexibly across the acute hospital, oncology clinics, wards and St Richard's Hospice responding to the changing needs and support for the patients. As we went back to normality following the pandemic our nurses returned to taking previous infection control precautions.

However, we continue to assess increased risk of infections individually and may wear masks if clinically indicated. We continue to respect the choices of patients and carers if they express a wish for staff to wear a mask. As part of the wider primary care community team, the CNSs and SSNs continue their close links with GPs and Neighbourhood Teams to enhance the care given.

We are delighted to be supporting two of our SSNs to undertake a competency-based development pathway to become a CNS. They are supported by robust mentorship from our experienced, advanced CNSs, who have developed an evidence-based programme and are working closely to identify and address learning needs. By providing support and mentorship we allow our development CNSs to grow the knowledge and skills required to be successful caseload holders in the increasingly demanding health economy.

In this review year the Clinical Nurse Specialist team had 39,559 contacts face-to-face or via telephone, text, email, or digital platforms.



Hospice at Home

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

During the year the team

- cared for 294 patients
- carried out 2,153 face-to-face visits
- made 1,991 telephone calls to plan support or provide telephone support

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

Referrals are individually assessed to meet the needs of the family and patient. Visits to patients' homes are usually for the following reasons:

Crisis care: where a patient's situation is changing rapidly and there is a high risk of unnecessary admission to hospital. Hospice at Home is able to provide urgent physical nursing care and emotional support at short notice to allow the crisis to be addressed or on-going care needs to be assessed. This care reacts to need at the time of request and coordinators work closely with health care providers to ensure families needs can be met.

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

Carer support: is a crucial part of Hospice at Home service provision. By supporting the carer, we are able to increase the likelihood of the patient remaining at home, if that is their wish.

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



Following a review we have expanded the service. Alongside the Head of Community Services, there is now a team leader who manages the day-to-day development. Two new registered nurses have also been recruited. They will provide

more structured assessments and reviews of patient needs, especially for patients who may not require the specialist input of a CNS. They will also support our co-ordinators with patient flow and urgent interventions.

The Living Well Centre

The Living Well Centre at St Richard's Hospice supports patients and carers with symptoms of varying complexity. The team works with patients to identify what matters most to them at this time in their lives and their future, and provides a space to set goals relating to symptom management or functional activities that bring them meaning and value.

Our team is truly holistic consisting of Nurses, Assistant Practitioners, Physiotherapists, Occupational Therapists, Therapy Support Assistants, Complementary Therapists, a Creative/Diversional Therapist and our Administration team. We are also ably supported by our Living Well Volunteers. These volunteers add a richness to the patient and carer experience, providing another person to support and engage them.

During this year we have taken some difficult decisions within the department due to multiple changes in staffing and also changes to Covid regulations. Decisions, that at the time were difficult, have led to renewed engagement and also a positive and thriving environment in the Living Well Centre for both staff and patients.



The Therapeutic Programme which was previously on three days of the week, from October 2022 was offered on Tuesdays and Thursdays only. Holistic rehabilitative palliative care remains at the heart of the service overall and this is very clear during the Therapeutic Programme. Patients engage in goal-setting relating to what is important to them, for example:



Advanced Care Planning, mobility, remaining independent at home, psychological support, diet and nutrition, getting out and about and more. Goal setting and the practice of working towards a target is positive for the patients and they feed this back to us in their evaluations of the service.

Living Well Courses have evolved over the last 12 months. In September 2022 the first face-to-face course took place in the Living Well Centre since early 2020. Engagement was good and therefore from January 2023 all but our Creative Course have returned to in person. Attendance has been good with patients valuing the opportunity to meet others in a similar situation to

themselves. Much is gained from the sharing of experiences with others; creating a sense of shared understanding and normalcy. The Coping with Illness course was offered for the first time in two years, initially virtually and more recently face-to-face. A new course, Relaxation for Wellbeing was offered in January 2023 with the aim of providing self-management tools to patients to empower and enable them as they live their lives.

Drop in sessions remained wholly virtual until December 2022, with patients and carers engaging in creative activities online. In December we introduced one-off workshops for patients and their carers if they are required to support them to complement the online sessions. These have ranged from Christmas wreath making to needle felting to seasonal planting.

We continue to deliver care that is person centred at its heart. We aim to empower and enable our patients in their choices, and also have the ability to direct patients and carers to services in their own local communities and also to other hospice services as required. We are always looking to innovate and increase the reach of the Living Well Service and the Wellbeing Café launched in April 2023 to meet those aims.

425 individuals supported by Living Well Services.

"I must give an overwhelming thank you for all of the love and time spent during the six therapeutic sessions. The staff are all so welcoming and helpful."

Joint Supportive Palliative Clinics

The Joint Supportive Palliative Clinics at the hospice have supported patients with long term conditions virtually since March 2020. The clinics aim to support patients to manage their complex symptoms proactively to improve quality of life. It also supports them to plan for the future with those people that are important to them.

Patients are monitored and reviewed by the Living Well team and we liaise with our NHS colleagues as appropriate. The coordinated and holistic support is valuable to patients and carers and we look forward to continuing to support these patients county wide.

The In-patient Unit

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

We aim to identify and respond to all the needs that the patient and family member may have, including (but not restricted to):

- *Pain and other physical symptoms*
- *Spiritual needs*
- *Social and psychological concerns*

The care is provided by a team including:

- *Specialist Doctors and Nurses*
- *Physiotherapists and Occupational Therapists*
- *Spiritual Care Team*
- *Family Support Specialists including dedicated Social Workers and Counsellors*

We continue to follow government guidance and stringent infection, prevention and control measures in how we protect our patients, staff and visitors from the threat of Covid-19 and other healthcare-associated infections.



Nurses celebrate winning the University of Worcester Mentor Award, which they have been nominated for again in 2023

Through the pandemic and beyond, we have encouraged and facilitated safe face-to-face contact for visitors and we became expert at arranging virtual visiting where appropriate through the use of digital apps and portable technology. This ensured that patients and their loved ones remained in touch during their most vulnerable times.

This year on IPU has been exceptionally challenging as we navigate our way through changing social restrictions and scenarios managing the increased sick leave and isolation periods associated with Covid. We strive to ensure we remain safe, caring and compassionate and able to continue to admit new patients who would benefit from our care. In July 2022 IPU won the University of Worcester Mentor Award for Outstanding Practice Learning Environment.

We started an upgrade of the IPU in July 2023, which will see the first comprehensive and significant physical improvement of the unit since its opening in 2006. Patient bedrooms will receive a refresh and there will be some changes to the functionality of the unit which will aid our efficiency and ability to plan and respond to some of the complex conditions we care for. It's a real testament to all of the staff that we have continued to offer our in-patient services throughout the pandemic, putting us in a strong position to improve as we move into a bright future.

Alex's story

“As I walked in through the main entrance I had a mild sense of trepidation, rather akin to my first day at school, or starting a new job.

“There was no need at all for me to be apprehensive, as I was made to feel very welcome and special by the nursing staff and volunteers on the Living Well course.”

Alex, who lives with prostate cancer, shares his experience of the care provided by St Richard's.

From taking part in tai chi sessions, to receiving complementary therapy treatments, Alex, 69, was able to access a range of support during his visits to the hospice.

“I looked forward to my one day of the week at the hospice, as there were always laughs to be had, and kind support given.

“To this day I feel blessed and fortunate that, in September 2022, my GP wrote to

St Richard's asking if they were able to offer some support to me, as at the time I was at my very lowest ebb.

“During the following eight weeks of the course, I was introduced to a variety of experiences, all of which have contributed to me being able to improve the quality of my daily life.”

His experiences at St Richard's include support from our Citizens Advice advisor – and spending time with our Creative Therapist, discussing the process of writing a book about his career in professional motor racing.

“I have nothing but the highest praise for the kindness, attention, care and support I have received from the excellent nursing and therapy staff – and the delightful team of volunteers, who give so freely of their time to such a fine cause,” he adds.

“I am truly grateful for everything that St Richard's Hospice has done for me. The care and support are of the very highest standard, and the bonus is that it all takes place in a wonderful building, in a beautiful setting. One cannot ask for more.”



Staff across different hospice teams work together for the benefit of patients

Supporting the family

The Family Support Service continues to offer a wide range of support to St Richard's patients, families and bereaved people across south Worcestershire.

Hosted by St Richard's, Bereavement Support South Worcestershire (BSSW) is there for those who experience the traumatic or unexpected death of a loved one.

Support is provided in different ways, face to face, virtual or by phone, depending upon the needs and choice of the individual. The team has seen a 23.6% increase in referrals over this last year.



Father Christmas spreads cheer at a Family Support group

A suite of services is available for both adults and children: social work, counselling, bereavement support, Citizen's Advice, carers support and groups.

The counselling team remains busy and has continued to develop services. They support clients in a time-bounded way both in pre-death and bereavement.

Two members of the team have introduced Eye Movement Desensitisation and Reprocessing (EMDR) therapy for clients presenting with bereavement related trauma symptoms.

The Social Work Team has run a number of training sessions for schools across

Worcestershire, introducing them to resources enabling staff to support children and families experiencing bereavement. Sessions also aim to encourage schools to develop a lead for bereavement and the development of a bereavement policy. Our Community Volunteers service has recently been relaunched with 12 volunteers.

All new volunteers have been trained and services are starting to re refer. We work closely with Citizens Advice and have two Advisers based within the Family Support Team.

Our Advisers have seen a 26.6% increase in referrals during the last 12 months. They offer invaluable support and advice to our patients and their families who may struggle to negotiate the benefits and grants systems when they already have so much to deal with.

Group work continues to be an important and valuable way of supporting the large number of patients and families who request support.

Our social and therapeutic groups for adults and children before and after bereavement mean that our clients have the opportunity to meet others who have experienced similar situations and they often go on to form new friendships outside of the hospice.

The team continues to lead on the work undertaken by Safeguarding Advocates and Carer Champions.



We have representatives across the organisation within both clinical and non-clinical services ensuring that we provide effective support to patients, families, staff and volunteers within safeguarding and carers support.

Clinical supervision for staff and volunteers continues to be a key area of work. The Family Support Team has provided more than 350 hours of supervision across the organisation this year.

Work alongside our external partners continues, the sharing of best practice locally and nationally ensures that we are providing effective support across all services. The team continues to offer specialist training for staff and volunteers across the organisation and works closely with the Education Team.



Social work referrals: adult: **62** child: **124**



16,737 contacts by telephone, virtual, online



297 visits to patients on the In-patient Unit



170 safeguarding incidents, **271** safeguarding discussions



1,906 individuals helped by the Family Support Team



£465,023 obtained for patients and families in benefits and trust fund grants by the Citizens Advice team



340 group referrals



398 adults and children referred into BSSW



Therapies

Physiotherapy

The team has continued to support patients within Living Well and IPU, and at times in the community.

Patients are offered a comprehensive assessment and treatment is focussed around the patients' goals.

The Physiotherapy Team continued to lead on the adapted tai chi and Managing Breathlessness courses in Living Well. These were initially via zoom and have now returned to being in person. The team works closely with Therapy Support Assistants.

.....
212 individuals were referred for physiotherapy
.....

Occupational Therapy

The Occupational Therapy (OT) Team supports patients across Living Well Services and IPU.

At the start of this year occupational therapy services were limited due to staffing changes. During this time, Living Well referrals were passed on to our colleagues in the NHS.

Patients are assessed holistically and OT input is focussed on achieving patients' goals and what is meaningful to them, including enabling the patient to stay at home or return home for as long as possible.

The OT Team leads on the Fatigue Management course and supports with other Living Well courses. They work closely with Therapy Support Assistants.

.....
132 occupational therapy referrals
.....

Complementary Therapies

Referrals to Complementary Therapy continue to rise, with an increasing number of referrals for bereaved clients. Patients and clients are now predominantly reviewed face-to-face at the hospice.

The team is ably supported by five volunteer Complementary Therapists and thanks to this support has been able to offer evening appointments once a fortnight.

The new Relaxation for Wellbeing course launched in January 2023 and the Complementary Therapy team leads a number of the sessions.



“I found it such a good way to relieve stress – I would come to therapy stressed and anxious and leave a different person – relaxed and calm. My therapist Karen was lovely and understood bereavement/grief.

It was particularly lovely as she had provided therapies for my husband during his final weeks at the hospice and I know how much that had helped him and improved the quality of his life in his last weeks. Thank you”

.....
294 complementary therapy treatments
.....

Creative/Diversional Therapy

Creative/Diversional Therapy is offered to all patients who take part in Living Well Services during the Therapeutic Programme and also to patients on the IPU. The service has evolved to offer one-off workshops to patients and their carers in the Living Well Centre. Activities included Christmas wreath making, needle felting, card making and horticulture workshops.

For a number of patients the ability to leave a legacy in their own garden has been important for them and the team has been keen to enable patients to do this.

Creative courses have continued virtually providing another option for those that wish to engage creatively – courses have included mixed media, journaling, Zendooning and spring crafts. Creative drop ins continue with Art Club, Love

Books and Take pArt and Doodle taking place virtually on a fortnightly timetable. Patients and carers also continue to engage in creative work at home using materials sent out to them from the hospice.



Patients enjoy horticultural workshops

Spiritual care

The name of the Chaplaincy Department changed at the end of March 2023 and is now known as the Spiritual Care Team.

This change reflects the wide scope of the work that is done to support spiritual care which can include, but is not restricted to, religious care.

The team comprises of a Lead Chaplain, a Community Chaplain and a small number of Spiritual Care Volunteers, caring for patients, relatives, friends, staff and volunteers across all hospice services.

This year the team has also supported the internal and external education programmes, outside talks, staff health and wellbeing, Equality, Diversity and Inclusion (EDI) work and a sensory project.



Lead Chaplain Clare Griffiths with an egg sensory light to offer a peaceful and calming experience that can comfort people cared for in our In-patient Unit.

Education and learning

The Education Team manages the planning and delivery of high-quality learning and development for our volunteers and staff. We also record, evaluate and audit our education programmes.

We have supported staff and volunteers by delivering face-to-face training, with E-learning, and via video-link.

As well as providing our own staff and volunteers with both mandatory and non-mandatory training, we have also provided specialist palliative care courses to external organisations such as care and nursing homes. This is achieved by either delegates coming into the hospice, or by facilitators going out to the organisations.

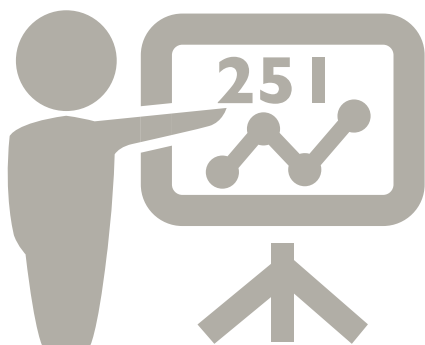
1092



Staff and volunteer attendances at training sessions



External study days, courses and conferences



External staff given training



Medical students received training on the In-patient Unit

Working with our community

During this period, we have recruited an Equality, Diversity and Inclusion Lead who will steer how we work as organisation to be as inclusive and accessible to all people from our local communities. Our EDI Lead, Louisa Marchant-Wallis, started her role in September 2022.

During this time she has carried out a staff and volunteer survey to help gain insights surrounding priorities for this work. The results also helped to identify key areas for training that may be needed to support staff and volunteers.

Monthly 'lunch and learn' awareness sessions have been attended by staff and volunteers across the teams. These have addressed topics

such as transgender awareness, deaf awareness, understanding of Gypsy, Roma and Traveller culture, neurodiversity and LGBTQ+ Inclusion.

We have also been looking at how we improve our data collection of personal information relating to EDI, including information such as age, gender, ethnicity and cultural background, spoken languages, religious and spiritual beliefs.

Other work is underway to build links with local communities and organisations who support people that maybe underrepresented or experiencing barriers to accessing our care. This has included linking with Out2gether an LGBTQ+ support organisation, McIntyre who support people with learning disabilities, and Sight Concern.

We also are starting to build links with local mosques and plan to develop further work to support people who are experiencing homelessness.



EDI Lead Louisa Marchant-Wallis, left with members of Out2gether

Our volunteers are superheroes!

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

We're very grateful for the continued support from existing volunteers, new volunteers and those returning after the pandemic. This has resulted in a big increase in the number of hours that volunteers have contributed to the hospice, making such a difference to our services.

Volunteers support in a variety of roles at the hospice including with our Family Support Team, in The Green cafe, and on Reception. Many volunteers give their time in our shops across Worcestershire, and our warehouse. They never cease to amaze us with their passion, generosity and kindness in supporting our staff, patients and their families.

We couldn't make the difference to lives within Worcestershire that we do, without their commitment and devotion. Each volunteer is integral to our care.

Volunteers contributed a total of 104,586 hours

Volunteers involved in patient services gave 4,851 hours

Volunteers within our support services and trading company gave 99,735 hours



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

Income generation: funding our care

St Richard's is developing a robust strategy in order to increase income from new and emerging business development opportunities. The Fundraising and Trading teams are working collaboratively to enable the sharing of skills, knowledge and ideas in order to optimise every pound for the hospice.

At a time of financial pressure, St Richard's is looking at opportunities beyond its normal activity, boundaries and comfort zones, particularly in the areas of digital and e-commerce. The latter has been an area of focus in this financial year and we have seen a significant increase in our income. We will continue to examine the opportunities e-commerce presents for St Richard's along with other identified business development opportunities.

Fundraising



The Celebration Garden butterflies was a popular fundraising campaign

To meet the shift of giving trends we continually review our workforce, recruit and re-train accordingly, ensuring new skills allow us to be fit for the future of income generation and enable us to maximise on opportunities.

Gifts in Wills remain incredibly important to our hospice. In more recent years, the increase from this income source has allowed us to 'balance our books'. We introduced an on-line Will-writing service and continue to focus on the marketing and messaging of this very important source of income. We are grateful to everyone who has left a legacy to St Richard's and encourage those who may be considering doing so, to make the commitment. With this action you will help St Richard's be here for people in the future. Regular gifts also make a difference and we are working hard

to increase the income received from this source by encouraging donors to set up a direct debit. This regular income helps us plan with confidence.

The hospice is dependent on support from the community and the involvement of so many, whether they be an individual or a business, a community group or school. We are also extremely grateful to our community, our wonderful volunteers and to the grant making trusts who continue to support our work. Their contributions make a huge impact on our service provision and we appreciate their commitment to helping us raise funds in support of St Richard's care.

Commercial

The Trading Department had its best year ever in turnover and contribution to the patient care services with 362,425 transactions through our shops - 15% up on last year.

Charity shops remain a valued and much needed presence on the high street. The economic climate and the increasing commitment to sustainable shopping puts us in one of the best retail positions possible.

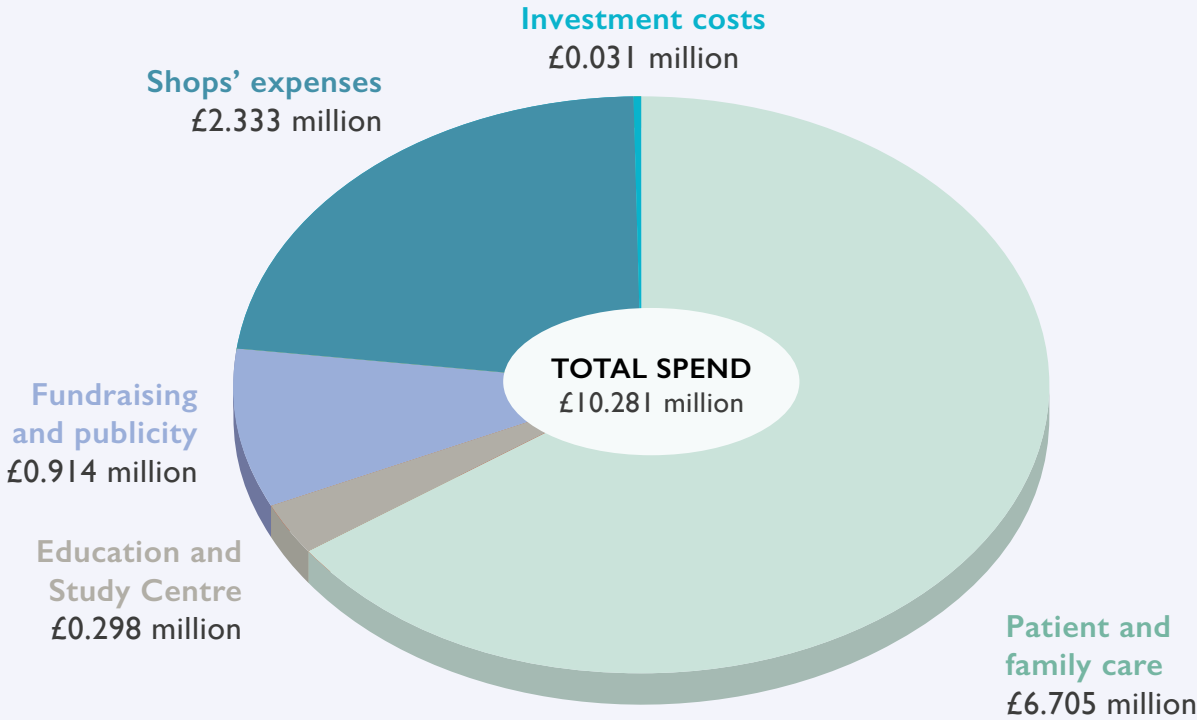
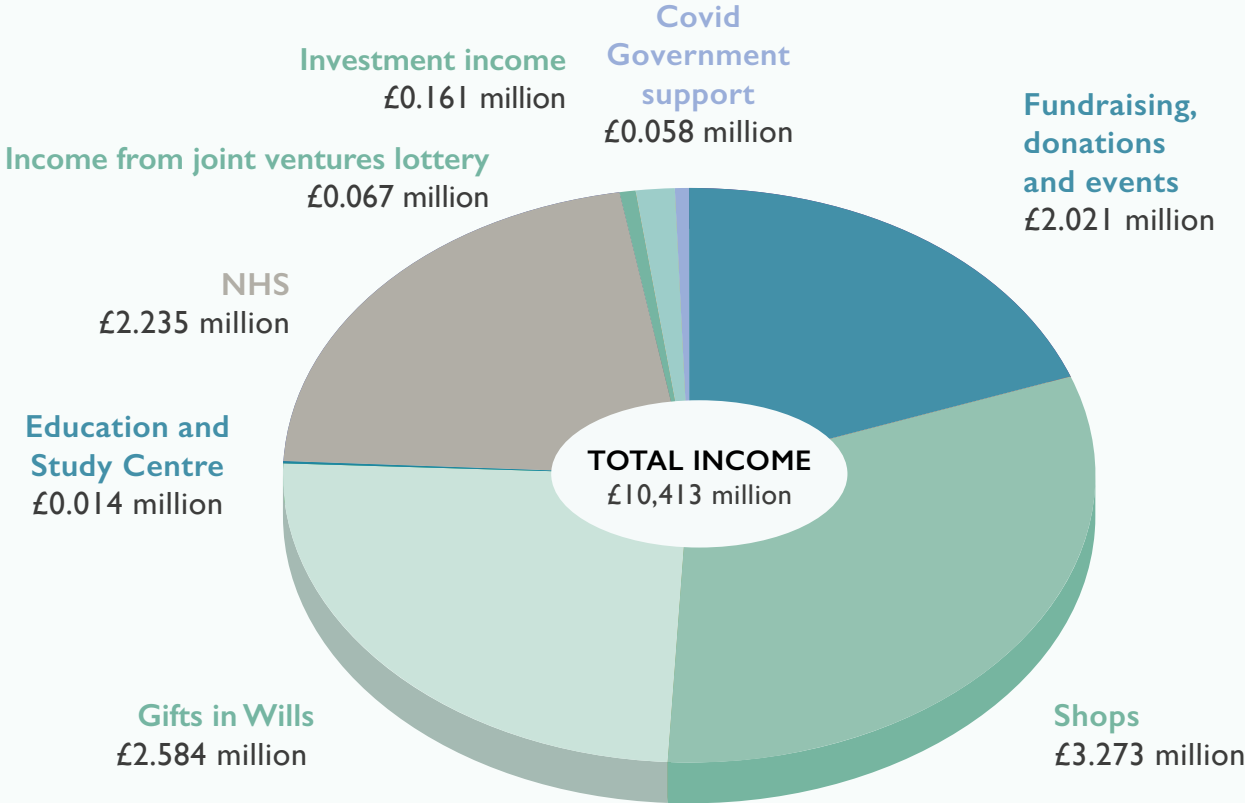
We continue to encourage good quality donations from our donors enabling us to be one of the most successful charity retailers in the UK. Our diverse and specialist range of shops with quality products make our stores destination shops, encouraging shoppers from many miles away.

Gift Aid of goods remains to be a great contribution and we would like to thank all our donors who support us in this way. None of this would have been achieved without collaboration across the organisation, our fundraisers, our shops, on-line, warehouse, and admin, equally the dedicated volunteers who give their time so willingly and work so hard.



Beautiful silk scarves with the snowdrop logo were for sale online and in our shops.

Financial review - in brief



Report of the Governors and Consolidated Financial Statements for the year ended 31 March 2023

For St Richard's Hospice Foundation

Registered Charity Limited
By Guarantee

Contents of the consolidated financial statements for the year ended 31 March 2023

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Report of the Governors for the year ended 31 March 2023

The Governors present their annual report, strategic report and audited financial statements of the parent charity and its subsidiary undertaking for the year ended 31 March 2023. The accounts comply with current statutory requirements, the charity's governing document and the Statement of Recommended Practice – Accounting and Reporting by Charities.

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

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

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

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

Trustees

Governors in office during the year:

Jennifer Cowpe	(Chair)
Galen Bartholomew	(Vice Chairman)
Professor Richard Lewis	(Vice-Chairman)
Allard Alfrink	(appointed 5 December 2022)
David Annetts	
Danielle Clark	(appointed 25 September 2023)
Rachel Dunne	(left 19 June 2023)
Hannah Edwards	
Heather Elliott	(appointed 25 September 2023)
Peter Flagg	
Anthony Glossop	
Dr Ian Laws	
Janet Matthews	
Andrea Palmer	
Dr James Rankin	
Cllr Andy Roberts	(Died 10 August 2023)
Helen Serrano	

The Governors delegated the day to day management of the charity to the Chief Executive.

Report of the Governors for the year ended 31 March 2023

Key Management Personnel

Chief Executive	June Patel	(left 16 December 2022)
Chief Executive	Michael Wilkerson	(appointed 23 January 2023)
Director of Finance and Information	Daniel Haigh	
Medical Director	Dr Nicola Wilderspin	(left 18 September 2022)
Commercial Director	Daniel Corns	
Fundraising Director	Tricia Cavell	
Care Director	Debbie Westwood	

Principal Advisers

The company's independent auditors

Crowe U.K. LLP
4th Floor, St James House
St James Square
Cheltenham
GL50 3PR

The company's solicitors

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

The company's bankers

Barclays Bank Plc
54 High Street
Worcester WR1 2QQ

The company's investment advisers

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

Report of the Governors for the year ended 31 March 2023

Structure, governance and management

The company is governed by its Articles of Association.

Council of Governors

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

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

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

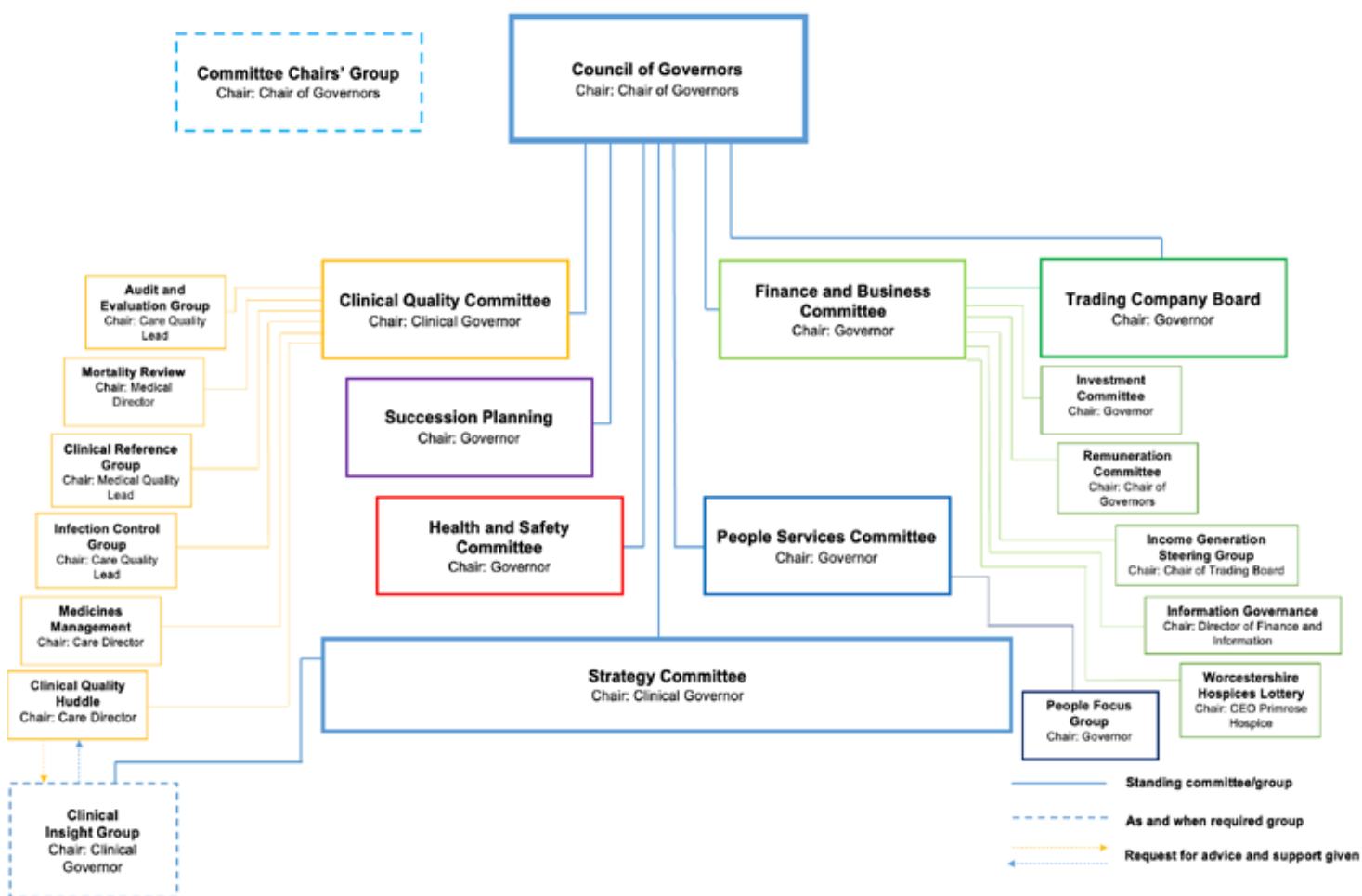
Organisation

Strategic decisions are made by the Council of Governors in regular meetings, delegating operating responsibilities to appropriate sub-committees. Day to day management is conducted by the Chief Executive Officer, who reports regularly to the Council of Governors.

The Governing Committee structure, which is being reviewed in 2023-24, throughout the financial year was:

Report of the Governors for the year ended 31 March 2023

St Richard's Governance Committee Structure



Governors chair most committees, they meet regularly and report to the quarterly Council of Governors meetings. The hospice has a full suite of policies and procedures which clearly outline the demarcation of levels of responsibilities.

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

Report of the Governors for the year ended 31 March 2023

Subsidiary and associated companies and collaborations

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

The charity owns 33.33% of Worcestershire Hospices Lottery Limited. It shares equal ownership with Primrose Hospice Limited and Acorns Children's Hospice.

For the purposes of these consolidated accounts, the wholly owned subsidiary has been consolidated on a line by line basis and the holding in Worcestershire Hospices Lottery Limited included using the equity method applicable to joint ventures.

The charity has an agreement with St Luke's Hospice Plymouth and Rowcroft Hospice to share the costs of a team of I.T. professionals called the "I.T. One Team". Each hospice employs its own staff who then engage in a collaborative effort to address the I.T. needs of the three hospices.

The synergy achieved is based on the common needs of the hospices whilst recognising the hospice sector faces a unique range of demands. Each of the members of the I.T. One Team have agreed to abide by the policies of the three hospices and regular meetings are had between CEOs, Finance Directors and the Head of the I.T. One Team to monitor progress, and discuss current and future operational matters.

Employees

St Richard's Hospice has a Remuneration Committee chaired by the Chair of Governors with three additional Governors and attended by the CEO, Head of People Services and Director of Finance and Information.

Each year it reviews the salaries of all members of staff. Salaries for senior management/key management personnel are benchmarked against the Croner Hospice Rewards and Charities Rewards reports with consideration being given to the regional, West Midlands, median. Additionally, consideration is given to NHS and private sector comparators.

Employees and volunteers

It is charity policy to give full and fair consideration to all applications for employment in line with our Equality Diversity and Inclusion policy, having regard to the particular abilities and aptitudes of each applicant and to the requirements of vacant posts available.

Employee views are sought and information regarding the charity given, at team meetings, a quarterly People Focus group attended by SMT, and through staff surveys. The "In Touch" news sheet is sent to all volunteers.

The charity is reliant upon its 650+ volunteers who work across the full breadth of its patient services, in the shops, and fundraise.

Report of the Governors for the year ended 31 March 2023

Strategic Report

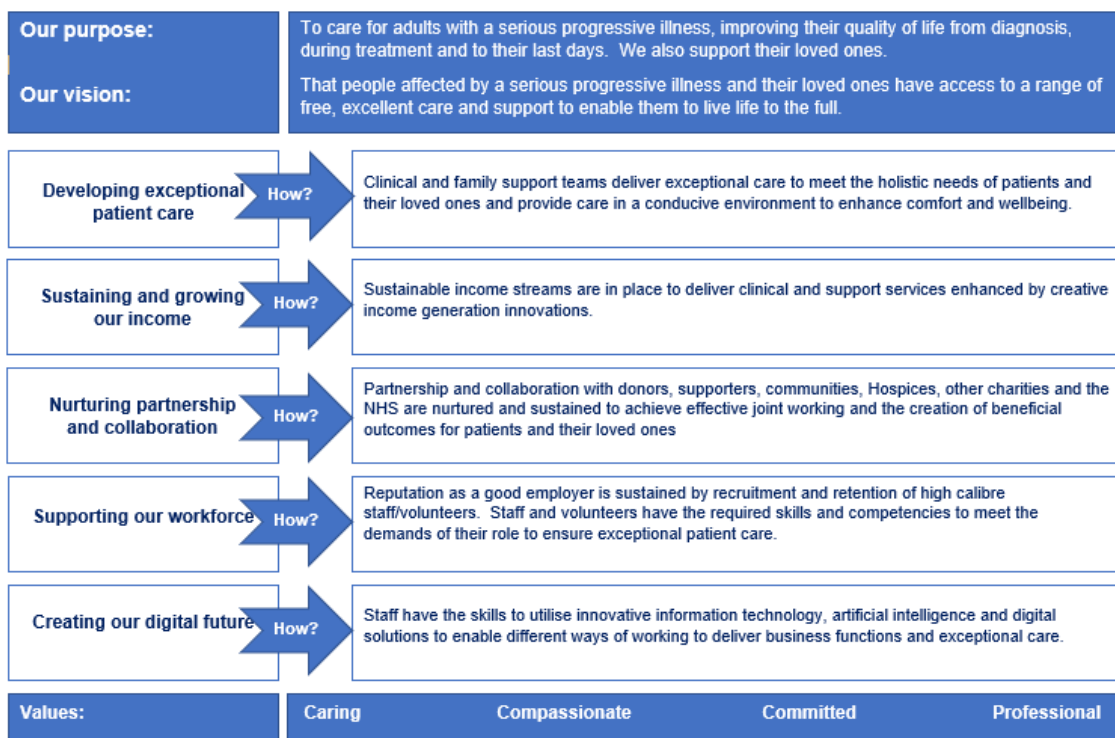
STRATEGY 2019-2023

St Richard's Hospice

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



St Richard's Strategy Map



Report of the Governors for the year ended 31 March 2023

Strategic Objectives & Activities

The strategic objectives, which will be reviewed in 2023-24, set for the period 2019-2023 are:

- Develop patient services to meet the specialist, rehabilitative, palliative and end of life care needs of patients with a serious progressive illness in the In-patient Unit and the community 24/7.
- Develop and maintain a flexible, multi-skilled work force who will be equipped to meet the challenges of developing specialist palliative and end of life care.
- Maintain Free Reserves at the level set by our Reserves policy.
- Sustain good relations with all appropriate NHS, civic, private, and voluntary and community sector partners.
- Deliver high quality palliative and end of life care in Worcestershire by the better integration of the provision of care with partners and most efficient use of all assets and organisations.
- Nurture staff and volunteer loyalty and retention by a proactive HR policy that encourages job satisfaction through good personnel management, training and personal development planning, while offering realistic financial remuneration.
- Obtain long term contracts with NHS Commissioners, or other statutory bodies that provide St Richard's Hospice with statutory funding and service support that

conforms to national tariffs, Department of Health guidelines, and Strategic Transformation plans for Worcestershire and Herefordshire and ensure that the financial allocation compares favourably with the average national contribution to independent hospices.

- Sustain an achievable annual increase in income from fundraising and all commercial activities to cover increases in services, inflation and any reduction in statutory funding that may impact upon St Richard's Hospice.
- Develop and maintain St Richard's Hospice profile across Worcestershire, and other areas from which patients come, as the first choice charity to support.
- Broaden the recruitment of new volunteers to consider local demographics and modern cultural attitudes towards volunteering and increase in volunteering roles.

Activity - Clinical

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

Report of the Governors for the year ended 31 March 2023

PRIORITIES FOR IMPROVEMENT 2019-2023

Completed Priorities

Improvement Priority 1:

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

Completed. A clinical strategy was developed by the Senior Management Team and approved by Governors on 27/03/2023.

Extant Priorities

Improvement Priority 2:

Aspire to an Outstanding rating by CQC following the next unannounced visit.

Partially completed. There was no CQC visit in the year.

Improvement Priority 3:

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

Partially completed: We have established an integrated approach to income generation with the next steps being the development of a collaborative income generation strategy covering the next 3 – 5 years.

New Priorities

Improvement Priority 4:

Develop Community Services: St Richard's will move to trialling virtual wards in the community for end of life and palliative care. This will involve enhancing our existing community services with additional capacity and capability to support more complex patients in their homes; patients who would otherwise have been supported in our In-patient Unit.

Improvement Priority 5:

Develop Community Services: St Richard's will seek to increase out reach into the community with a project that focusses on the needs of patients, changes in wider community teams and continuing healthcare priorities within our integrated care system. This will be achieved by reviewing our current Hospice at Home Team and developing them whilst learning from the virtual ward pilot referred to above.

Improvement Priority 6:

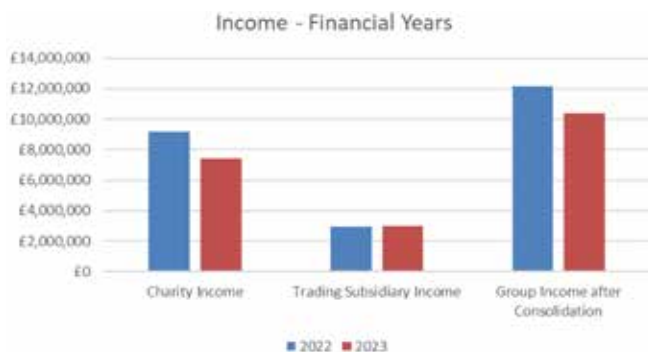
Upgrade of our Clinical Digital Systems: This will ensure data is collected in the clinical systems as efficiently, consistently and effectively as possible to release time for more care provision and facilitate new ways of working. This will also enable enhanced monitoring of services and support data driven strategic decision making.

Activity – Non Clinical

Achievements and performance including plans for future periods:

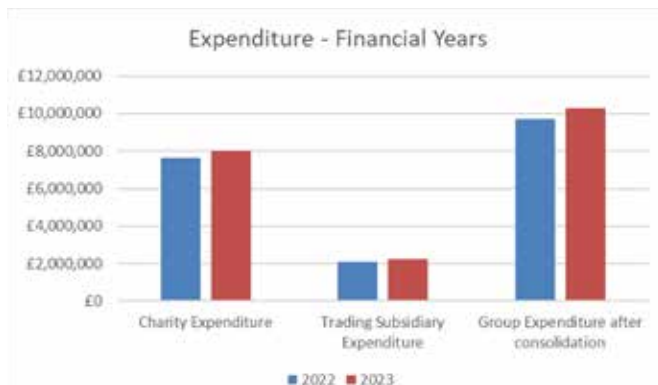
Report of the Governors for the year ended 31 March 2023

Financial review



The three main groupings of income as shown in the statement of financial activity all showed lower levels of income for 2023 compared to 2022. The single largest cause of 'Other Trading Activities' group being lower was due to there not being a large event, comparable to Worcester's Big Parade, in the year ended 31 March 2023. 'Charitable Activities' income was lower for 2023 mainly due to the ending of Government Covid Support grants at the beginning of the financial year.

The single biggest contributor to the 'Donations and legacies' income stream being lower in 2023 was the reduced level of legacy income compared to the 2022; 2022 saw the highest income ever for this type of income.



Expenditure overall increased by £557k for the year ended 31 March 2023 compared to 2022. This was made up of the cost of charitable activities increasing by £661k and the cost of raising funds decreasing by £104k.

The largest influence on increased cost in the year was an increase in salaries, which is the largest type of expenditure for the organisation. As can be seen in note 9, salary costs increase by £805k following a pay and reward review in late 2021/early 2022 which took effect from 1 April 2022 and which was supplemented by a cost of living increase which took effect from 1 November 2022.



At 31 March 2023 the charity's unrestricted fund balances were as shown in the 'Group Reserves – Financial Years' chart above and are represented by Designated Funds and Free Reserves. For clarity, designated funds represent the net book value of the group's tangible fixed assets. Restricted funds are only a small proportion of the Group's total reserves, details of which can be found on pages 63 and 64.

Report of the Governors for the year ended 31 March 2023

Net income for the Group before gains/losses on investments was £131,386 (2022 - £2,424,461). When net gains and losses on investments included the net movement in funds was a deficit of £3,411 (2022 surplus £2,598,005).

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

Material Fundraising Targets and Activity

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

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

NHS

The budget for this stream of income was set at a zero uplift on actual funds received in 21/22.

St Richard's managed to achieve a 2.4% uplift in the level of its block grant from the local Integrated Care Board ("ICB").

Agreement for funding from St Richard's local ICB for 2023/24 has been reached resulting in an increase of 1.8% on the level received for 22/23. When and if available we will apply for more NHS funding throughout the year.

Donations, legacies and fundraising events

Whilst some income streams significantly exceeded budgetary expectations (most notably legacies which were c.£1.2m above budget) overall income streams were down on expectation. In 22/23 we did not host a major event such as Worcester's Big Parade as described in this note last year, however, we have another large scale fundraising event which started in April 2023. This event, called Million Moments, aims to raise £1m throughout 23/24.

Income From Shops

St Richard's Hospice Trading Company Limited distributed £679k to the charity (2022: £872k). Despite the apparent drop in performance, the subsidiary had one of its best years ever. By way of explanation, the trading subsidiary is responsible for managing the sale of items for which gift aid can be claimed and the sales of such items are recognised in the charity accounts. Therefore, under Note 4 the income described as 'trading company income' and 'gift aided sales' amounts to £2,824k in 2022 and this increased in 2023 to £3,272k.

To enable us to meet the ambitions contained in our new clinical strategy, it will be crucial to continue to work towards a collaborative income generation environment.

The Trading Subsidiary's eCommerce activity provided sales of c.£87k in the year which represents a significant increase compared to previous years and is an important income stream which is expected to become more significant to

Report of the Governors for the year ended 31 March 2023

St Richard's in the coming years and be a key part in future developments.

Overall, the cost of fundraising activities in the period reduced to £3,277,901 (2022 - £3,382,056).

Public Benefit

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

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

Overview

During the reporting period April 2022- March 2023, St. Richard's Hospice Income Generation engaged in various fundraising activities to support our charity mission and objectives. These activities include, but were not limited to:

- Events, challenges and sponsored activities
- Grant applications
- Corporate fundraising activities/ Charity of The Year partnerships
- Online fundraising
- Direct mail campaigns

Compliance

St Richard's is committed to upholding the highest standards of fundraising ethics and practices. We have adhered to the Fundraising Regulator's Codes of practice ensuring

transparency, honesty and respect in all of our income generation efforts.

Several of our in-house fundraising team are members of the Institute of Fundraising and continue with their professional development to ensure compliance with all the relevant standards set out in the Fundraising Regulator's Code of Fundraising Practice.

Evidence of the hospice's commitment to follow the Code of Fundraising Practice can be found on the Fundraising Regulator website.

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

All fundraising activity complies with the Data Protection Act 2018 and General Data Protection Regulation, UK and EU versions.

We hold a gambling licence issued by the Gambling Commission to facilitate in house raffles and adhere to its rules and regulations. Fundraisers are NHS compliant on safeguarding for vulnerable adults and for safeguarding children. The Fundraising Director is level 2 compliant and all others involved with fundraising are trained to level 1. This can be evidenced against an individual's training record.

We have published our vulnerable persons policy on our website.

Income

We are pleased to report that the fundraising efforts of St Richard's have been successful, generating a total income of £8,109,252 during

Report of the Governors for the year ended 31 March 2023

the financial year against a budget of £6,862,743. This income has played a vital role in supporting our charitable services.

Expenditure

In alignment with our commitment to responsible stewardship of donor funds, we allocated 40.4% (2022 – 36.6%) of the total fundraising income towards fundraising expenditure.

These expenses encompassed activities such as event and campaign costs, marketing and online platform costs and all other cost associated with effective fundraising.

Partnerships

We value our relationships with corporate partners, grant making bodies and individual donors. Their generous contributions and collaborative support have significantly contributed to our success during the reporting period. We actively work to ensure we protect any vulnerable donors, are clear about the reason for acceptance and refusal of any donation, introduce Commercial Participants Agreement when required and ensure donor data is dealt with effectively and compliantly.

Our in-house fundraising team sometimes engage with third party suppliers to help us deliver fundraising initiatives such as direct mailing or to generate Trust income.

We aim to ensure those agencies and personnel we employ also observe the highest standards in terms of fundraising practice and have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity.

Feedback and complaints handling

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We have a feedback and complaints handling process and policy in place to address any concerns raised by a member of the public in respect of income generation. We take this seriously, aiming to resolve issues promptly and improve our practices accordingly.

The charity and its trading subsidiary received ten complaints about fundraising activities in the year. Looking ahead St Richard's is committed to diversifying and expanding our fundraising efforts to sustain and enhance our charity objectives.

We will continue to explore innovative approaches, strengthen existing relationships and seek new opportunities to engage with supporters.

Principal risks and uncertainties

St Richard's has a comprehensive on-going system for risk assessment and management.

The Senior Management Team meets regularly and will consider any risk to the charity. These, and any necessary remedial action taken, will be reported to either the Finance and Business Committee or Clinical Quality Committee that meet regularly, as appropriate. This presents an opportunity to:

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

Report of the Governors for the year ended 31 March 2023

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

Financial uncertainty remains a key risk. Whilst good relations exist between St Richard's and its local ICB, the coming years are expected to mean the NHS will continue to remain financially constrained with yearly uplifts on our grant not keeping pace with either cost pressures on St Richard's or the increased need for our services. In order to ensure the organisation is not itself pressured by these environmental factors, St Richard's will be developing a comprehensive 3-5 year financial plan which will take account of the income generation growth and cost controls/savings necessary to maintain reserves at our target level.

The chance of a data breach is a possibility that St Richard's faces along with all our healthcare providers. Though St Richard's has not suffered a data breach, we must be vigilant in continuing to implement robust IT systems, keep staff trained to a required standard and dedicate enough time to focus on the risk of a breach which should mitigate against the likelihood of one occurring.

The risk of St Richard's not being able to recruit and retain staff is a matter which the Senior Management Team (SMT) and Governors will discuss regularly to ensure terms and conditions as well as remuneration for staff are sufficient to attract and keep staff in roles that are crucial in enabling the charity to fulfil its purpose.

Reserves policy

The Governors of St Richard's Hospice Foundation have undertaken a review of its

reserve policy in accordance with their duty to do this regularly.

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

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

Following this review, it was calculated that the amount to be held in free reserves from 31 March 2023 and for the coming financial year should be £5,302k. The balance sheet at the year ended 31 March 2023 shows a free reserve position of £9,053k which is £3.751k over target reserves set using St Richard's reserve policy.

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

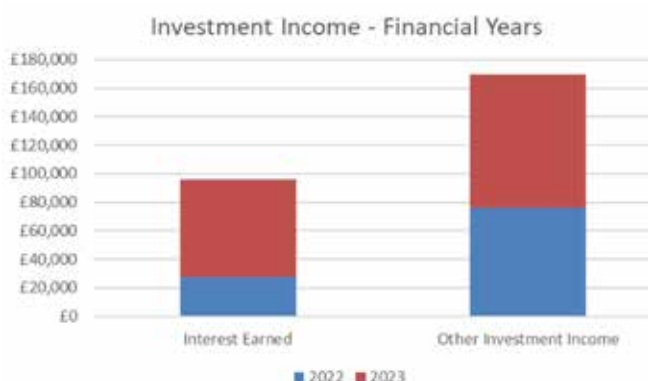
They are also focussed on ensuring that sufficient resource is available to the organisation to enable it to capitalise on a maturing digital strategy.

As such, the charity is planning to hold reserves above its current target while global uncertainty remains.

Report of the Governors for the year ended 31 March 2023

Investment policy

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



The majority of the Financial Investments held by the Group were managed in the year by Close Brothers Asset Management (CBAM), a firm which was appointed as adviser in April 2014. The investment return target is currently CPI + 2% for income and capital growth combined.



The hospice's investments are a means to earning revenue to fund activities which further the charity's purpose. The time horizon for these investments is 10+ years; the portfolio being low to medium risk. Investments are not made in companies with turnover from the sale or production of tobacco.

The performance of investments held by the charity are reviewed regularly by St Richard's investment committee which is attended by governors, staff and an investment manager from Close Brothers.

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

Since 1 April 2023, St Richard's has split the investment portfolio 50:50 and has appointed Rathbones Group Plc to manage half the portfolio with Close Brothers managing the other half. Both firms operate on a discretionary basis whilst operating within the boundaries set out above.

Statement as to disclosure of information to auditors

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

Statement of Governors' responsibilities

The Governors (who are also directors of St Richard's Hospice Foundation for the purposes of

Report of the Governors for the year ended 31 March 2023

company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards). Company law requires the Governors to prepare financial statements for each financial year.

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

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies

Act 2006 and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Auditor

The auditor, Crowe U.K. LLP, will be invited to take part in a tender process during the autumn of 2023 which will determine who conducts the audit for the 2023/24 accounts.

The report of the Governors (incorporating the directors' report and the strategic report) was approved by the Board of Governors on 25th September 2023 and signed on its behalf by:-



J P Cowpe – Chair of Governors
19th October, 2023

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

Opinion

We have audited the financial statements of St Richard's Hospice Foundation ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies.

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2023 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

St Richard's Hospice Foundation

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement [set out on page 35 & 36], the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine

St Richard's Hospice Foundation

is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website

at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements.

The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

St Richard's Hospice Foundation

considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically Non-NHS grant and legacy income) and the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management, and the Finance and Business Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over non-NHS income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards.

For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions

reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

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

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



Guy Biggin
Senior Statutory Auditor
For and on behalf of Crowe U.K. LLP
Statutory Auditor

4th Floor, St James House
St James Square
Cheltenham
GL50 3PR

Date: 17 November 2023



Consolidated statement of financial activities incorporating an income and expenditure account for the year ended 31 March 2023

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2023	Total Funds 2022
Income from:		£	£	£	£
Donations and Legacies	2	3,601,708	123,299	3,725,007	4,196,609
Charitable Activities	3	2,249,076	54,244	2,303,320	2,897,307
Other Trading Activities	4	4,119,713	35,468	4,155,181	4,826,681
Investments	5	161,697	0	161,697	104,257
Other					
Share of net income of Joint Venture	16	67,367	0	67,367	106,434
Profit on sale of assets		0	0	0	17,030
Total Income		10,199,561	213,011	10,412,572	12,148,318

Expenditure on:					
Raising funds	6	3,240,328	37,573	3,277,901	3,382,056
Charitable activities	7	6,837,855	165,430	7,003,285	6,341,801
Total expenditure		10,078,183	203,003	10,281,186	9,723,857
Net income before gains/(losses) on investments		121,378	10,008	131,386	2,424,461
Net gains/(losses) on investments	13	(134,797)	0	(134,797)	173,544
Net income/(expenditure)		(13,419)	10,008	(3,411)	2,598,005
Transfer between funds		49,260	(49,260)	0	0
Net movement in funds	26	35,841	(39,252)	(3,411)	2,598,005
Total funds brought forward	26	21,130,265	78,780	21,209,045	18,611,040
Total funds carried forward		21,166,106	39,528	21,205,634	21,209,045

The notes form part of these financial statements

Consolidated financial statements company number 01850502

Group and charity balance sheet as at 31 March 2023

	Notes	Group 2023	Group 2022	Charity 2023	Charity 2022
Fixed assets		£	£	£	£
Tangible assets	12	12,112,939	12,411,256	12,112,939	12,411,256
Investments	13	3,841,663	3,899,301	3,841,763	3,899,401
		15,954,602	16,310,557	15,954,702	16,310,657
Current assets					
Stock	17	68,877	70,100	0	0
Debtors	18	2,571,224	3,340,507	2,642,732	3,405,935
Cash at bank		3,795,604	2,323,260	3,611,442	2,161,018
		6,435,705	5,733,867	6,254,174	5,566,953
Liabilities					
Creditors: amounts falling due before one year	19	1,184,673	835,379	1,003,242	668,565
Net current assets		5,251,032	4,898,488	5,250,932	4,898,388
Total net assets		21,205,634	21,209,045	21,205,634	21,209,045

The funds of the charity					
Restricted funds	26	39,528	78,780	39,528	78,780
Unrestricted fund					
General fund	26	8,369,404	7,809,482	8,369,404	7,809,482
- Investment Fair Value Reserve	26	683,763	909,527	683,763	909,527
Designated funds	26	12,112,939	12,411,256	12,112,939	12,411,256
		21,205,634	21,209,045	21,205,634	21,209,045

The charity net expenditure for the year was £3,411 (2022 - net income £2,598,005) before group consolidation.

The financial statements were approved and authorised for issue by the Board on 25 September 2023 and signed on its behalf by



J P Cowpe - Chair of Governors on 19th October 2023

Consolidated statement of cash flows for the year ended 31st March 2023

	Notes	2023	2022
Cash flows from operating activities:		£	£
Net cash used in operating activities	1	1,442,031	(373,526)

Cash flows from investing activities:		-	-
Dividends, interest and rents from investments		160,618	105,576
Purchase of property and equipment		(144,456)	(213,713)
Proceeds from sale of investments		241,155	186,320
Purchase of investments		(396,948)	(532,957)
Joint Venture Distributions		91,309	79,293
Increase in funds held by investment manager		78,635	282,815
Net cash from investing activities		30,313	(92,660)

Change in cash and cash equivalents in the reporting period:		1,472,344	(466,192)
Cash and cash equivalents at the beginning of the reporting period:		2,323,260	2,789,452
Cash and cash equivalents at the end of the reporting period:	2	3,795,604	2,323,260

The notes form part of these financial statements

Notes to the consolidated statement of cash flows for the year ended 31 March 2023

I. Reconciliation of net (expenditure)/income to net cash flow from operating activities

	2023	2022
	£	£
Net income for the reporting period (as per the Statement of Financial Activities):	(3,411)	2,598,005

Adjustments for:		
Depreciation charges	442,773	476,622
(Gains)/losses on investments/assets	134,797	(173,544)
Dividends, interest and rents from investments	(161,697)	(104,257)
(Increase)/decrease in stocks	1,223	(9,628)
(Increase)/decrease in debtors	746,419	(1,039,300)
Increase/(decrease) in creditors	349,294	(2,014,990)
Income from Joint Venture	(67,367)	(106,434)
Net cash used in operating activities	1,442,031	(373,526)

2. Analysis of cash and cash equivalents

	£	£
Cash at bank and in hand	3,795,604	2,323,260

The notes form part of these financial statements

Notes to the consolidated financial statements for the year ended 31 March 2023

I. Accounting policies

Charitable company information

St Richard's Hospice Foundation is a private charitable company limited by guarantee, incorporated in England and Wales.

The registered office of St Richard's Hospice Foundation and St Richard's Hospice Foundation Trading Company Limited is Wildwood Drive, Worcester, WR5 2QT.

Basis of preparation

The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Companies Act 2006 and the Charities Act 2011.

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

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

Going concern

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

Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. All intergroup transactions are eliminated on consolidation. Investments in joint ventures are included in the group financial statements using the "equity method".

No separate Charity SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The Charity has taken advantage of the exemptions in FRS 102 from the requirement to present a charity only Cash Flow Statement and certain disclosures about its own financial instruments within the consolidated financial statements.

Income

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

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

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received, and residuary legacies recognised when amounts are distributed or when a statement of assets and liabilities of the estate is received. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period, being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period. Where legacies have been notified to the

charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material in note 20.

Income received in advance of an event or provision of other specific service is deferred until the criteria for income recognition are met.

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

Expenditure

The cost of raising funds includes costs of generating voluntary income and costs of fundraising trading, shops and investment manager's fees. Charitable activities costs include expenditure on delivering palliative care and education. Governance costs include costs of meeting the charity's statutory and constitutional objectives.

Support costs are allocated to all cost centres on a basis calculated in proportion to the estimated usage of facilities. Expenditure is accounted for on an accrual basis.

Gifts in kind

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

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

Donated assets given for use by the charity are recognised at their market value as income and within the relevant fixed asset category on the

balance sheet when receivable. During the year to 31 March 2023 personal protective equipment was donated to the Hospice by the NHS. These donations were not valued as their value was not possible to quantify.

Liabilities

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

Fund accounting

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

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

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

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

Leasing commitments

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

Pensions

The pension costs represent amounts payable by the group during the year (see note 21).

Stocks

Stocks are valued at the lower of cost and net

realisable value, after making due allowance for obsolete and slow moving items.

Tangible fixed assets

Tangible fixed assets are initially included at cost.

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

Freehold property (including commercial property)	- 2-40% on cost of buildings
Freehold property – solar panels	- 5% on cost
Leasehold land	- Over life of lease (125 years)
Assets under construction	- 0%
Shop refurbishment	- 20% - 33% on cost
Medical equipment	- 20% - 50% on cost
Furniture and fittings	- 10% - 50% on cost
Motor vehicles	- 20% - 33% on cost
Office equipment	- 20% - 50% on cost

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

Investments

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

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

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting

all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Significant estimates and judgements

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

Useful economic lives of fixed assets

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

Impairment of debtors

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

Accrued legacy income

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

Taxation

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

2. Donations and legacies

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
Income from:	£	£	£	£
Donations	146,018	2,105	148,123	133,575
Donations in memory	365,866	0	365,866	439,341
Legacies	2,584,044	0	2,584,044	2,974,593
Collections	22,002	0	22,002	23,545
Regular giving	173,664	0	173,664	173,565
Corporate including payroll giving	118,234	0	118,234	90,903
Grants	191,880	121,194	313,074	360,073
Job retention scheme income (charity)	0	0	0	1,014
	3,601,708	123,299	3,725,007	4,196,609

3. Charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
Income from:	£	£	£	£
NHS Grant	2,234,691	0	2,234,691	2,147,815
Government Covid support grant	0	54,244	54,244	701,748
Education	14,385	0	14,385	47,744
	2,249,076	54,244	2,303,320	2,897,307

The Government Covid support grant relates to support from the NHSE awarded to help the charity provide bed capacity and community support in the year to 31 March 2022. The amount received was higher than had been accrued as at 31 March 2022.

4. Other trading activities

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	£	£	£	£
SRH Events and campaigns	664,261	35,468	699,729	1,404,778
Assisted events fundraising	88,117	0	88,117	70,367
Raffles	30,521	0	30,521	89,465
Other	55,824	0	55,824	27,909
Chaplain	4,713	0	4,713	6,710
Trading company Income	2,176,558	0	2,176,558	2,029,873
Gift aided sales	1,095,618	0	1,095,618	794,354
Government Covid 19 retail support grants	4,101	0	4,101	122,717
Business Interruption insurance receipts	0	0	0	260,777
Job Retention Scheme	0	0	0	19,731
	4,119,713	35,468	4,155,181	4,826,681

5. Investments

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	£	£	£	£
Interest	68,716	0	68,716	27,547
Dividends	85,601	0	85,601	69,550
Rent received	7,380	0	7,380	7,160
	161,697	0	161,697	104,257

6. Cost of raising funds

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	£	£	£	£
Shops & Commercial Activities	2,211,059	0	2,211,059	2,025,717
Support costs re above (Note 8)	121,735	0	121,735	108,279
Fundraising	648,646	37,573	686,219	1,008,064
Support costs re above (Note 8)	227,689	0	227,689	206,857
Cost of managing investments	31,199	0	31,199	33,139
	3,240,328	37,573	3,277,901	3,382,056

7. Charitable activities expenditure

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	£	£	£	£
Patient and Family Services costs	4,794,874	165,430	4,960,304	4,509,095
Support costs re above (Note 8)	1,744,599	0	1,744,599	1,541,214
Education and Study Centre	157,274	0	157,274	165,299
Support costs re above (Note 8)	141,108	0	141,108	126,193
	6,837,855	165,430	7,003,285	6,341,801

8. Support costs allocated to activities

	Raising Funds shops and Commercial Activities	Raising Funds Fundraising	Charitable Activities Education and Study Centre	Charitable Activities Patient and Family Services	Total Funds 2023	Total Funds 2022
Unrestricted	£	£	£	£	£	£
Property related costs	9,416	11,300	18,832	148,796	188,344	176,850
Telephone and fax	68	165	97	639	969	1,286
Postage, printing and stationery	1,202	3,006	3,006	4,809	12,023	14,396
Insurance	0	2,491	2,491	44,832	49,814	50,503
Depreciation	0	7,686	38,429	338,173	384,288	383,631
Miscellaneous	6,248	1,973	329	49,021	57,571	59,081
Human resources	35,369	11,169	1,862	137,752	186,152	160,022
Computer expenses	30,971	30,971	30,971	216,797	309,710	268,272
Salaries and other costs	34,997	102,849	40,204	643,838	821,888	666,703
Catering supplies	0	0	4,704	89,383	94,087	47,655
Transport and minibus	0	0	0	2,086	2,086	2,491
Governance costs	3,449	1,089	182	13,431	18,151	17,437
Communications and Marketing	0	54,985	0	54,985	109,970	121,714
Irrecoverable VAT	15	5	1	57	77	12,502
Total	121,735	227,689	141,108	1,744,599	2,235,131	1,982,543

Support costs are allocated to cost centres by applying percentages based on the estimated usage of facilities.

9. Staff costs

	2023	2022
	£	£
Wages & Salaries	6,543,150	5,846,303
Social Security costs	577,738	483,085
Pension costs	451,552	438,090
	7,572,440	6,767,478

The wages and salaries cost above includes salaried employees' costs of £6,214,142 (2022 - £5,608,405) with the remaining £329,008 (2022 - £237,898) being agency staff paid via invoice. Staff can receive a benefit by being a member of a private health insurance scheme and the cost of this for the year ended 31st March 2023 was £22,267 (2022 - £22,940). There were no redundancy costs in the years to 31 March 2022 or 31 March 2023. The average monthly number of salaried employees during the year by the group was as follows:

	2023	2022
Patient and Family Services staff	144	141
Education staff	6	5
Fundraising staff	15	16
Shops and commercial	58	56
Support staff	30	29
	253	247

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

	2023	2022
£60,000 - £70,000	3	2
£70,001 -£80,000	1	1
£90,001 - £100,000	-	-
£100,101 - £110,000	-	1

The total amount of employee benefits (inclusive of national insurance contributions) received by the key management personnel was £491,985 (2022 - £502,054 - six employees) There were no expenses for travel and subsistence repaid to Governors.

10. Net income

	2023	2022
The net income is stated after charging:	£	£
Depreciation	442,773	476,622
Operating lease charges :	-	-
Buildings	456,124	414,047
Other	1,440	3,760

Auditor's remuneration:		
- Charity Audit	13,750	12,500
- Subsidiary Audit	4,400	4,000
- Charity other services	2,943	2,675
Pension costs	451,552	434,418
Governor's emoluments and other benefits etc	0	0

11. Taxation

The company is a registered charity and is not liable to corporation tax. No liability to UK corporation tax arose on ordinary activities of the subsidiary company for the year ended 31 March 2023.

12. Tangible fixed assets - group and charity

	Commercial Properties	Freehold Land and Buildings	Long Leasehold Land	Refurbishment of Short Leasehold Shops and Warehouse	Medical Equipment
Cost:	£	£	£	£	£
As at 1 April 2022	524,202	13,584,889	100,000	941,278	103,305
Additions	-	10,340	-	30,215	66,160
Transfers	-	(38,956)	-	-	-
Disposals	-	-	-	-	-
At 31 March 2023	524,202	13,556,273	100,000	971,493	169,465
Depreciation:					
As at 1 April 2022	57,746	2,201,311	13,867	889,782	75,597
Charge for year	10,484	301,883	800	37,150	21,336
Disposals	-	-	-	-	-
At 31 March 2023	68,230	2,503,194	14,667	926,932	96,933
Net book value:					
As at 31 March 2023	455,972	11,053,079	85,333	44,561	72,532
As at 31 March 2022	466,456	11,383,578	86,133	51,496	27,708

	Furniture and Fittings	Motor Vehicles	Office Equipment	Totals
As at 1 April 2022	497,882	39,643	264,000	16,055,199
Additions	37,741	-	-	144,456
Transfers	38,956	-	-	0
Disposals	-	-	-	0
At 31 March 2023	574,579	39,643	264,000	16,199,655
Depreciation:				
As at 1 April 2022	177,201	39,643	188,796	3,643,943
Charge for year	36,359	-	34,761	442,773
Disposals	-	-	-	-
At 31 March 2023	213,560	39,643	223,557	4,086,716
Net book value:				
As at 31 March 2023	361,019	0	40,443	12,112,939
As at 31 March 2022	320,681	0	75,204	12,411,256

The value of intangible fixed assets was immaterial and as such has not been disclosed in a separate category. The net book value at 31 March 2023 was £5,273 (2022 - £11,129)

13. Fixed assets investments

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

	Group 2023	Group 2022	Charity 2023	Charity 2022
Valuation	£	£	£	£
At 1 April excluding cash	3,767,841	3,247,659	3,767,941	3,247,759
Additions at cost	396,948	532,957	396,948	532,957
Disposal proceeds	(241,155)	(186,320)	(241,155)	(186,320)
Net (loss)/gain on investments	(134,797)	173,544	(134,797)	173,544
At 31 March 2023	3,788,837	3,767,840	3,788,937	3,767,940
Cash held by investment manager pending re-investment	52,826	131,461	52,826	131,461
Fair value at 31 March	3,841,663	3,899,301	3,841,763	3,899,401
Fixed asset investments by type				
Cash on interest deposit	52,826	131,461	52,826	131,461
British Government Stocks	160,501	122,289	160,501	122,289
Fixed Interest	660,216	660,023	660,216	660,023
Overseas Equities	1,434,070	1,398,628	1,434,070	1,398,628
UK Equities	812,287	840,087	812,287	840,087
Infrastructure	410,259	506,320	410,259	506,320
Absolute Return	111,312	0	111,312	0
Commodities	61,184	102,838	61,184	102,838
Multi Asset/Property Funds	138,908	137,555	138,908	137,555
United shares in joint venture/subsidiary at cost (see notes 15&16)	100	100	200	200
	3,841,663	3,899,301	3,841,763	3,899,401
Valuation at 31 March is represented by:				
Cost	3,157,900	2,989,774	3,158,000	2,989,874
Revaluation at 31 March	683,763	909,527	683,763	909,527
	3,841,663	3,899,301	3,841,763	3,899,401

14. Investment property

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

15. Subsidiary company

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

St Richard's Hospice Trading Company Limited (Company No : 04805373)

Nature of business: Shop and commercial retailing.

	2023	2022
	£	£
Aggregate Assets	374,544	360,048
Aggregate liabilities	(374,444)	(359,948)
Aggregate capital and reserves	100	100

The company had income of £2,944,304 (2022 -£2,950,791) and expenditure of £2,265,103 (2022 £2,078,884) leaving a profit of £679,201 (2022 £871,907) which was distributed as a gift aid payment to this charity.

16. Investment in joint ventures

Worcestershire Hospices Lottery Limited (Company no. 03689508)

Nature of business: Fundraising

Class of shares: holding %

Ordinary 'B' 33.33

The charity's interest in the 12 months to 31 March 2023 of Worcesterstshire Hospices Lottery Limited are as follows:

	2023	2022
	£	£
Turnover	143,526	152,266
Other Income	-	-
Expenditure excluding audit fee	(74,639)	(44,632)
Audit Fee	(1,520)	(1,200)
Profit for the year	67,367	106,434
Gift Aid distribution to charity	(67,367)	(106,434)
Retained profit for the year	-	-
Current Assets	46,013	63,960
Current Liabilities	(46,013)	(63,860)
Total assets less current liabilities	100	100
Share capital	100	100

At March 2023 St Richard's Hospice Foundation was owed £10,994 (2022 - £34,886) relating to trading balances by Worcesterstshire Hospices Lottery Limited. The carrying value of this company in the Group Balance Sheet is £100 and forms part of the investments balance.

17. Stock

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Goods for resale	68,877	70,100	0	0

18. Debtors: amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Unrestricted:				
Trade debtors	25,405	17,354	21,524	13,751
Other debtors	113,149	80,658	113,150	80,658
VAT	81,629	59,952	61,316	40,335
Prepayments and accrued income	2,340,097	3,147,657	2,242,784	3,043,171
Amounts due from joint venture	10,944	34,886	10,944	34,886
Amounts due from subsidiary undertakings	0	0	193,014	193,134
	2,571,224	3,340,507	2,642,732	3,405,935
Restricted:				
Prepayments and accrued income	-	-	-	-
	2,571,224	3,340,507	2,642,732	3,405,935

19. Creditors: amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
Unrestricted:	£	£	£	£
Trade creditors	256,252	112,632	74,821	41,454
Other creditors	145,559	157,983	145,559	157,983
Social Security and other tax	144,957	120,944	144,957	120,944
Accruals and deferred income	637,905	432,381	637,905	336,745
	1,184,673	823,940	1,003,242	657,126
Restricted:				
Other creditors	0	11,439	0	11,439
	1,184,673	835,379	1,003,242	668,565

Included in accruals and deferred income is deferred income of £307,059 (2022 - £74,972) for the group and the charity and this is analysed below.

	For Events Post Year End	Grants and Donations	NHS Grant	Total For Group and Charity
	£	£	£	£
Deferred income brought forward	29,305	20,000	25,667	74,972
Released in year	(29,305)	(20,000)	(25,667)	(74,972)
Deferred during year	307,059	-	-	307,059
Deferred income carried forward	307,059	-	-	307,059

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

20. Contingent assets

As at 31 March 2023 the charity has been notified of 2 legacies, the values of which are unknown, or cannot be reliably measured. As at the approval date of the financial statements no further information has been received and therefore this legacy income has not been accrued.

21. Pension commitments

The company contributes to a defined benefit pension scheme operated by the NHS. Net NHS pension costs of £241,929 (2022 - £256,927) were charged in the Statement of Financial Activities during the year. The company also contributed £194,440 (2022 - £166,159) to some employees' occupational pension schemes, and £15,182 (2022 - £16,684) to employees' private pension schemes. Included in other creditors at 31 March 2023 was £34,296 (2022 - £35,533) in relation to the NHS scheme and £2,563 (2022 - £2,488) in relation to the work place pension scheme. The cost and liability is allocated between activities by reference to the area the employee is working in. The cost and liability is allocated against unrestricted funds unless a restricted fund allowed the expenditure.

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

22. Related party transactions

The charity owned 33.33% of Worcestershire Hospices Lottery Limited, ownership and control is split equally between St Richard's Hospice, Acorns and the Primrose Hospice Limited. D Corns (Commercial Director), Tricia Cavell (Fundraising Director) and Mike Wilkerson (CEO) were also directors of Worcestershire Hospices Lottery Limited during the period. St Richard's Hospice received £67,367 (2022 - £106,434) gift aid from Worcestershire Hospices Lottery Limited. As at March 2023 Worcestershire Hospices Lottery Limited owed St Richard's Hospice £10,944 (2022 - £34,886)

St Richard's Hospice Foundation was charged £755,622 (2022 - £510,533) by St Richard's Trading Company Limited for administering the sale of goods gifted to the hospice and for which a gift aid claim was made.

St Richard's Trading Company Limited owed £193,013 to St Richard's Hospice Foundation as at 31st March 2023 (2022 - £193,134).

23. Capital commitment

There were no capital commitments at 31 March 2023 or 31 March 2022.

24. Operating lease commitments

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

	Land and Buildings 2023	Other 2023	Land and Buildings 2022	Other 2022
Group	£	£	£	£
Within one year	251,996	804	279,830	3,612
Between two and five years	561,554	2,010	357,916	4,785
Over five years	198,833	-	149,041	-
	1,012,383	2,814	786,787	8,397
Charity				
Within one year	251,996	804	279,830	3,612
Between two and five years	561,554	2,010	357,916	4,785
Over five years	198,833	0	149,041	-
	1,012,383	2,814	786,787	8,397

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

25. Prior year statement of financial activities

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2022
Income from:		£	£	£
Donations and Legacies		4,073,776	122,833	4,196,609
Charitable Activities		2,195,559	701,748	2,897,307
Other Trading Activities		4,552,300	274,381	4,826,681
Investments		104,257		104,257
Other				
- Share of net income of Joint Venture		106,434	-	106,434
- Profit on sale of fixed assets		17,030	-	17,030
Total income		11,049,356	1,098,962	12,148,318

Expenditure on:				
Raising Funds		3,107,675	274,381	3,382,056
Charitable Activities		5,498,999	842,802	6,341,801
Total expenditure		8,606,674	1,117,183	9,723,857
Net income and Net movement in funds before Gains/(losses) on investments		2,442,682	(18,221)	2,424,461
Net gains/losses on investments		173,544	-	173,544
Net income/(expenditure)		2,616,226	(18,221)	2,598,005
Transfer between funds		10,382	(10,382)	0
Net movement in funds		2,626,608	28,603	2,598,005
Total funds brought forward		18,503,657	107,383	18,611,040
Total funds carried forward		21,130,265	78,780	21,209,045

26. Restricted/unrestricted funds

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

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

The transfer from other funds to the designated fixed asset fund of £144,456 (2022 - £ 213,713) for the group and charity represents unrestricted tangible fixed asset additions in the year.

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

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

	At 1 April 2022	Income	Expenditure	Investment Gains/ (Losses)	Transfers	At 31 March 2023
Group	£	£	£	£	£	£
General fund	7,809,482	10,199,561	(9,635,410)	(4,125)	(104)	8,369,404
Investment fair value reserve	909,527	-	-	(130,672)	(95,092)	683,763
Designated funds						
Fixed asset fund	12,411,256	-	(442,773)	-	144,456	12,112,939
Total unrestricted funds	21,130,265	10,199,561	(10,078,183)	(134,797)	49,260	21,166,106
Restricted funds						
Hospice UK Covid grant	-	54,244	(54,244)	-	-	-
Other Funds	78,780	158,767	(148,759)	-	(49,260)	39,528
Total restricted funds	78,780	213,011	(203,003)	-	(49,260)	39,528
Total funds	21,209,045	10,412,572	(10,281,186)	(134,797)	0	21,205,634

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

27. Restricted/unrestricted funds (continued)

Assets and liabilities representing unrestricted funds.

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2023	Total Unrestricted Funds 2022
Fixed assets	£	£	£	£	£
Tangible Assets	-	-	12,112,939	12,112,939	12,411,256
Investments	3,157,800	683,763	-	3,841,563	3,899,201
Investments in joint venture	100	-	-	100	100
Current assets					
Stock	68,877	-	-	68,877	70,100
Debtors (Note 18)	2,571,224	-	-	2,571,224	3,340,507
Cash at bank	3,756,076	-	-	3,756,076	2,233,041
Creditors: Amounts falling due within one year (Note 19)	(1,184,673)	-	-	(1,184,673)	-823,940
Total funds	8,369,404	683,763	12,112,939	21,166,106	21,130,265

Assets and liabilities representing restricted funds.

	Total Restricted Funds 2023	Total Restricted Funds 2022
Fixed assets	£	£
Tangible assets	-	-
Investments	-	-
Investments in joint venture	-	-
Current assets		
Stock	-	-
Debtors (Note 18)	-	-
Cash at bank	39,528	90,219
Creditors: Amounts falling due within over one year (Note 19)	-	(11,439)
Total funds	39,528	78,780

28. Comparative unrestricted funds/restricted funds

	At 1 April 2021	Income	Expenditure	Investment Gains	Transfers	At 31 March 2022
Group	£	£	£	£	£	£
General fund	5,080,350	11,049,356	(8,130,052)	(6,289)	(183,883)	7,809,482
Investment fair value reserve	749,142	-	-	179,833	(19,448)	909,527
Designated funds						
Fixed asset fund	12,674,165	-	(476,622)	-	213,713	12,411,256
Total unrestricted funds	18,503,657	11,049,356	(8,606,674)	173,544	10,382	21,130,265
Restricted funds						
Hospice UK Covid grant	-	701,748	(701,748)	-	-	0
Other funds	107,383	397,214	(415,435)	-	(10,382)	78,780
	107,383	1,098,962	(1,117,183)	-	(10,382)	-
Total funds	18,611,040	12,148,318	(9,723,857)	173,544	0	21,209,045

Comparative assets and liabilities representing unrestricted funds.

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2022
Fixed assets	£	£	£	£
Tangible assets	-	-	12,411,256	12,411,256
Investments	2,989,674	909,527	-	3,899,201
Investments in joint venture	100	-	-	100
Current assets				
Stock	70,100	-	-	70,100
Debtors (Note 19)	3,340,507	-	-	3,340,507
Cash at bank	2,233,041	-	-	2,233,041
Creditors: Amounts falling due within one year (Note 20)	(823,940)	-	-	(823,940)
Creditors: Amounts falling due over one year. (Note 21)	0	-	-	0
Total funds	7,809,482	909,527	12,411,256	21,130,265

29. Legal status of the charity

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

The liability of each member in the event of winding up is limited to £10.

30. Controlling party

The charity is under the control of its Governors.

31. Agency note

St Richard's Hospice Trading Company Limited acts as an agent to St Richard's Hospice on selling second hand goods for which Gift Aid is claimed. Total Gift Aid sales were £1,095,618 (£794,354 - 2022) and the management charge for this service was £755,622 (£510,358 - 2022).

£93,015 (£106,335 - 2022) is held in other creditors on behalf of the Worcester Acute Trust to pay for the training of speciality palliative registrars.

We are so happy to say that a huddle of huggable penguins will waddle their way into the city in summer 2024.



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

Please help us to do even more in 2024.

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

St Richard's Hospice

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