



St Richard's
Hospice
Caring for life



Annual Review and Consolidated Financial Statements

for the year ended 31st March, 2024

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 an illness that cannot be cured and supporting their loved ones and carers.

We work with other health-care partners to prevent crisis intervention and hospital admissions where possible.

We care for patients in South Worcestershire – 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.

Thank you

On behalf of our patients and families we would like to say a big thank you for the wonderful generosity of our donors, supporters and volunteers who make our care possible.

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.

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.

Compassionate

We work with empathy, sensitivity and understanding.

We are considerate, kind and fair.

We support and empower individual choice.

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.

Our year in numbers

We supported 3,105 patients, their loved ones, carers and the bereaved

542 individuals supported by Living Well Services

1,036 patients supported by our Community Nursing Team

242 patients cared for by the Hospice at Home Team

£547,933 obtained for patients and families in benefits and trust fund grants by the Citizens Advice team

Volunteers contributed more than 100,000 hours

1,915 individuals helped by the Family Support Team

226 patients cared for in our In-patient Unit

1,200 people under our care every day – at the hospice, in people's own homes or in the community.

164 Occupational Therapy referrals

212 individuals were referred for Physiotherapy

948 Complementary Therapy treatments

The care and support we offer

- Community Nursing Team
- Hospice at Home Service
- Living Well Services
- In-patient Unit for Specialist Palliative Care (IPU)
- Family Support Services
- Medical Services
- Allied Healthcare Professionals
- Volunteer Services
- Learning Hub

These activities satisfy our purpose as per our governing document.

Our CQC inspection report in 2024 gave us an overall rating of good.



Reflections from the Chair

I'm delighted to give my reflections on another successful year for St Richard's, which included the start of all the celebrations to mark our 40th Anniversary.

The hospice began its service to our Worcestershire communities on 1st May 1984, operating initially from the home of our founder, Dr Jenny Bulman, before moving to a small terraced house in Castle Street in Worcester, and thence to our beautiful home at Rosehill and to our current state-of-the-art site at Wildwood Drive in 2006. Jenny was the inspiration behind the founding of the hospice forty years ago: her initiative, leadership and drive in so doing have enabled our teams of staff and volunteers to care for thousands of patients and those important to them over the past four decades. Her death this summer left us all deeply saddened, but she leaves a great legacy to the people of Worcestershire.

On that first day in 1984 we saw one patient; in 2023/24, we supported 3,105 patients, their loved ones, carers and the bereaved, demonstrating the amazing growth of our services during this time. This growth is due both to the outstanding contributions of all the staff and volunteers who have served St Richard's over 40 years in our clinical, fundraising, commercial and support teams, and also to the extraordinary generosity of our donors and the Worcestershire communities, who have provided millions of pounds in financial support. My reflections give me the opportunity to acknowledge all these contributions and to thank everyone for their extraordinary efforts, kindness and compassion, which have enabled us to serve our local communities to the best of our ability over the decades.

As an organisation, we pride ourselves on being innovators, and in 2023/4, as you will read, we introduced our new, and very successful, Wellbeing Café as part of the Living Well Centre. Hosted in The Green every Wednesday, this service enables patients and carers to obtain advice and guidance from the Living Well Team in a

relaxed environment without the need for formal referral, thus removing barriers to accessing hospice care and dispelling myths that we only provide services to the dying. My congratulations go to all those who developed, and deliver, this exciting innovation, which has been very much appreciated by those who have so far attended. In this last year too, we have undertaken the major upgrade and refurbishment of our In-patient Unit, starting in July 2023 and completing this spring. We can now offer care to all our patients in single rooms equipped with en-suite facilities and the latest technology to support complex management. Patients love the two new Jacuzzi spa baths and their loved ones appreciate the new family rooms, which allow them to spend time together away from the bedside.

We've made great strides in developing our services and facilities this year, but, as I write, clouds are gathering over the hospice sector across the country. Demand is growing as the population ages, and costs are rising rapidly, without any significant change to the levels of funding provided by the NHS. Together with most hospices in the UK, St Richard's now needs to consider how to ensure its financial sustainability over the coming years and, as Debbie Westwood outlines in her report for this Review, we are starting a service re-design and transformation programme to enable us to serve more people while reducing costs. Ultimately, it is hoped that the new government, urged on by thousands of letters being written to MPs, will develop a new funding model; in the meantime, with the generous help of all our supporters, we look forward to the next 40 years of serving the people of Worcestershire!



Jenny Cowpe
Chair of Governors



Redesigning services to fit the future

Care Director Debbie Westwood writes:

It is vitally important that we remain relevant, responsive and sustainable as a hospice. To this end we continuously review what we are providing for patients and families and refer to regional and national data which shines a light into what may be needed of us in the future.

We know that we are currently facing more demand for our services and those patients and families we do support have more complex needs – physically, spiritually, socially and psychologically. From a strategic needs analysis which was carried out in Worcestershire in 2021 we can see that the UK population is set to increase by 3.2% overall by 2030, but with higher increases in the older age categories.

For example, there is predicted to be a 51% increase in the 80-84 age category and in areas such as Wychavon and Malvern up to a 30% increase in the numbers of people dying by 2030. There will be more people needing palliative and end of life care, and less people in the younger age categories to provide informal and formal care.

With the increase in the elderly population there will be a significant increase in people living with dementia, frailty and multiple, limiting, long-term conditions. As a hospice we are responding to this increase by starting a process of service redesign and transformation: engaging with patients, families, staff and other health care professionals to create the hospice of the future.

Vanessa's story

Vanessa was admitted to our In-patient Unit following a diagnosis of colon cancer.

"Despite the fact that I was so ill and felt so sick and was told I was dying, coming to St Richard's was like being cushioned all around," she recalls.

"I felt like a baby in a cradle. Somehow, death wasn't important when I was there, St Richard's had taken all the anxiety out of it with the kindness and the care and the love.

"When you know you are going to die, what you are afraid of is the process around your death. You just knew there was going to be somebody with you, holding your hand."

Around the same time, Vanessa's husband, Ian, was due to have an operation following a diagnosis of mesothelioma.

The day before Ian's operation, staff at the hospice arranged a special tea for the couple in Vanessa's room (pictured).

Ian said: "Neither of us knew with any certainty whether we would meet again. The extra special



efforts made by the catering staff made this occasion very memorable."

Over time, with support from the hospice teams, Vanessa's strength began to return and she was well enough to go home.

Since leaving IPU, Vanessa has taken part in Living Well courses at the hospice, including Fatigue Management, to help manage the symptoms of her illness.

She has received complementary therapy and attends the Knit and Natter session in The Green every second Wednesday of the month.

"It is such a cushion and comfort to know there is St Richard's to come to. Whenever I think of this place, I get a warm glow."

The Gateway Service

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

The team is staffed with five Community Clinical Nurse Specialists and a Social Worker. The highly skilled professionals make 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 Gateway Team explain all about hospice services and offer patient/family choice about access to care. The nurses take calls for the Community Nursing Team when they are out visiting and can manage complex symptoms and provide emotional support as needed.

The 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.

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

2,489 referrals into Gateway

3,595 telephone calls

227 IPU admissions supported

426 people supported by telephone calls only



Members of the Gateway Team



Celebrating the completion of the Clinical Nurse Specialist Development Programme

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

The CNSs will work alongside other health care professionals, social service departments and voluntary/charity organisations to ensure the patient has the access to the services which may be needed to support their care. As part of the wider primary care community team, the CNSs and SSNs continue their close links with GPs and Neighbourhood Teams.

We are delighted that two of our Senior Staff Nurses completed the development pathway to become Clinical Nurse Specialists (CNS). We now have another two Senior Staff Nurses working through the development programme.

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.

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.

"The family would like to thank you all for the care and support you gave to us all during the last months of his life. Your visits and phone calls reassured us we were looking after him in the best possible way at home."

In this review year the Clinical Nurse Specialist team had 28,034 contacts via face-to-face, telephone, text, email or digital platforms.

Hospice at Home

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

During the year the team

Cared for 242 patients

Carried out 2,213 face-to-face visits

Made 1,439 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 so the carer can step away, allowing time for practical tasks such as attending appointments, or to take time out for themselves. In addition, the team can provide night sits, allowing the carer to rest easy, knowing that the patient is being cared for and supported.

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 continues to work closely with the wider health economy to support patient care in their own home. Liaising with the NHS Continuing Healthcare (CHC) and Neighbourhood Teams they continue to identify patients who need support (care packages or one-off visits) to allow discharge from acute beds.



Members of the Hospice at Home Team

The Living Well Centre

The Living Well Centre is located at St Richard's Hospice in Wildwood Drive, Worcester. The team works with patients in identifying what matters most to them as individuals during this time. The team also supports patients to set future goals and to complete advance care planning so that their voice and wishes are heard at all times through their palliative journey.

Often patient goals are around them maintaining independence and undertaking occupations that bring meaning to their lives.

The team is multi-professional and holistic, comprising of Nurses, Assistant Practitioners, Physiotherapists, Occupational Therapists, Therapy Support Assistants, Complementary Therapists, a Creative Therapist and Administration support. Many areas of the service are ably supported by a committed team of volunteers.

During this year, the service has undergone a workforce redesign which has led to the recruitment of a full time Physiotherapist, and a Nurse and Occupational Therapist who work three days a week. The Therapeutic Programme runs two days of the week. Holistic Rehabilitative Palliative Care remains the central evidence-based model and patients set individual goals. Goals are different for everyone, but common themes are Advance Care Planning; maintaining function in their own home; improving mobility and reducing falls



risk; improving psychological and mental health and learning skills to manage anxiety. The setting of goals for patients allows for meaningful focus and collaborative action between the patient, their families and the Living Well Team.

We continue to offer courses to support individual needs, with the focus on the patient learning self-management strategies to take responsibility for and ownership of their own symptoms. The Relaxation for Wellbeing course continues to be effective for patients and Therapeutic Horticulture has been offered as a new course. Living well workshops have continued to develop and thrive with good attendance

particularly for the Nature for Wellbeing sessions. Patients - some with carer support - are able to gain peer support and take part in a meaningful experience whilst being supported and empowered by the Living Well staff. A new initiative has been the creation of the Wellbeing Café, hosted in The Green at the heart of the hospice. This service development allows patients and carers to gain advice and guidance from the Living Well Team in a relaxed environment. It also allows individuals that are not currently known to hospice services to self-refer to the hospice. This service innovation has removed barriers to accessing hospice care and has also helped to challenge myths that hospices only support those that are dying.

The ethos of the Living Well Service is to support all patients that access our care to live well with their illness that cannot be cured, providing the right support at the right time, so that the individual can continue to be themselves.

542 individuals supported by Living Well Services.



An adapted tai chi session during Therapeutic Day.

The In-patient Unit

The In-Patient Unit (IPU) continues to provide 24-hour specialist, palliative and end of life care that is tailored around the needs of the patients and those who are important to them.

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

- **Pain and other physical symptoms**
- **Spiritual and emotional 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**
- **Complementary Therapists**

The IPU upgrade which started in July 2023 was completed in May 2024. The bedrooms have been updated and are now all single rooms with en-suites. The new light and airy rooms include the very best technology and equipment to support complex illness without losing that home-from-home feel. There are two new family rooms which allow loved ones to spend quality time together away from the bedside and two Jacuzzi spa baths.

During the upgrade there was a reduction in the numbers of beds at the hospice, so to ensure patients were still able to access the services a virtual ward was implemented. Staff visited people who may have been admitted to the IPU in their homes and provided holistic care to meet their specialist palliative care needs.

Our electronic patient record has been updated which supports a safe and efficient way to document the care we provide and enable us to work towards a paper free environment. Staff continue to support a variety of students and have really pulled together during a change of management.



226 patients cared for in our In-patient Unit

“There are not enough words that could express my gratitude to each and every member of staff at the hospice. The care and kindness given not only to my husband but to me also was outstanding.

You allowed my husband to die with dignity and pain free and for that I will be eternally grateful. I’m sure you’ve heard the staff called “Earth Angels” but they truly are.”

Larry and Carole’s story

“As soon as they come through the door he starts to smile,” says Carole Robins, whose husband, Larry Robins, is supported by our Hospice at Home Team.

The team regularly visit to support Larry, who has Parkinson’s, for a few hours during the day – which means Carole can attend appointments, go shopping, and rest.

“They chat to him and although he can’t reply his face lights up when he sees them,” Carole explains. “Hospice at Home support means I can do other things, I can go to appointments and know that he is safe.”



Smile in the sky

A smile drawn in the sky brought joy to many and especially to a patient who was being cared for in our In-patient Unit. Aerobatic pilot Rich Goodwin created the sky-high spectacle for patient Ray Stanton, 66, an aeroplane enthusiast and former transportation engineer. Ray enjoyed the show with his wife, Angela Stanton, and children Sophie-Rae Byrne and Matthew Stanton.

“To see the smile in the sky and then look at Ray’s smile was just fantastic,” said Angela.

“The care here is above and beyond anything.”



Supporting the family

The Family Support Service continues to offer a wide variety of services to St Richard's patients, families, loved ones and bereaved people across South Worcestershire.

Bereavement Support South Worcestershire (BSSW) supports individuals and families who are bereaved unexpectedly.

Support is provided in a variety of ways: face-to-face, virtual or by phone, depending upon the needs and choice of the individual. A suite of services is available for both adults and children: Social Work, Counselling, Bereavement Support, Citizens Advice, Carers' Support and groups.

The Family Support Team (FST) has seen an increase in both the number and complexity of referrals and in response is reviewing all services to ensure the best possible care and support for patients and families.

The Counselling Team remains busy; they support clients in a time-boundary way both in pre-death and bereavement. The Social Work Team supports the In-patient Unit whilst working with children and families in the community and facilitating groups. They have also provided training and support to schools, enabling school staff to develop bereavement policies and bereavement leads. The team has also supported hospice staff and volunteers with safeguarding concerns as well as leading on support in pre and post bereavement for people who are neurodivergent.

The team includes two Citizens Advice Advisers. They offer invaluable support to our patients and families who may struggle to negotiate the benefits and grants systems when they already have so much to deal with. They are an integral part of the Family Support Team and have raised more than £547,933 in grants and benefits this year.

Group work continues to be an important and valuable way of supporting a large

number of patients and families. Our social and therapeutic groups for adults and children 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.

Clinical supervision and line management for staff and volunteers continues to be a key area of work. The FST has provided more than 430 hours of supervision across the organisation this year. This is an increase of 23% on last 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. Specialist training for our staff and volunteers is offered and we work closely with the Learning Team.

"You helped to give me the strength to battle on through the toughest time of my life. I really couldn't have done it without your never-ending reassurance and belief in me."

1,915 individuals helped by the Family Support Team

17,142 contacts by telephone/virtual/online

171 safeguarding incidents, **263** safeguarding discussions

£547,933 obtained for patients and families in benefits and trust fund grants by the Citizens Advice team

Social work referrals: **adult: 59, child: 105**

399 visits to patients on the In-patient Unit

315 adults and children referred into BSSW



bereavementsupport
SOUTHWORCESTERSHIRE 

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.

They also developed a new exercise class focussing on strength and balance re-education. 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.

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 Occupational Therapists lead on the Fatigue Management course and have developed a new Therapeutic Horticulture course this year. They also oversee the Nature for Wellbeing workshop that is run by Therapy Support Assistants.

164 Occupational Therapy referrals

Complementary Therapies

The Complementary Therapy Service continues to receive a high number of referrals, highlighting the value that this service has for patients, their loved ones and also for those that are bereaved. Initial assessments are completed virtually and treatment sessions are predominantly face-to-face, dependent on individual choice.

The service is supported by volunteer Complementary Therapists, and the service has recruited new volunteers to support the ongoing demand.

The hospice Complementary Therapists lead the Relaxation for Wellbeing course for the Living Well Service and they continue to evolve this to ensure that the advice and guidance given remains current and evidence based.

948 Complementary Therapy treatments

"The relaxation techniques have helped me return to a place of calm. I came through the doors broken and they have helped fix me. I can't thank them enough."

Creative/Diversional Therapy

Creative and Diversional activities are offered to all patients that attend the Therapeutic Programme, and also to patients on the In-patient Unit.

Those activities may include painting, drawing, writing, horticulture, paper crafts and a host of other activities. The online journaling course has continued to be well attended and courses with seasonal focuses have been popular too.

Drop in sessions for patients and carers have transitioned to form part of the Wellbeing Café, and new creative groups have developed to take place in the Art Studio.



Sarah Bruce, Community Chaplain and Clare Griffiths, Lead Chaplain.



Spiritual care

The Spiritual Care Team has continued to support patients, relatives, staff and volunteers with spiritual and religious care needs.

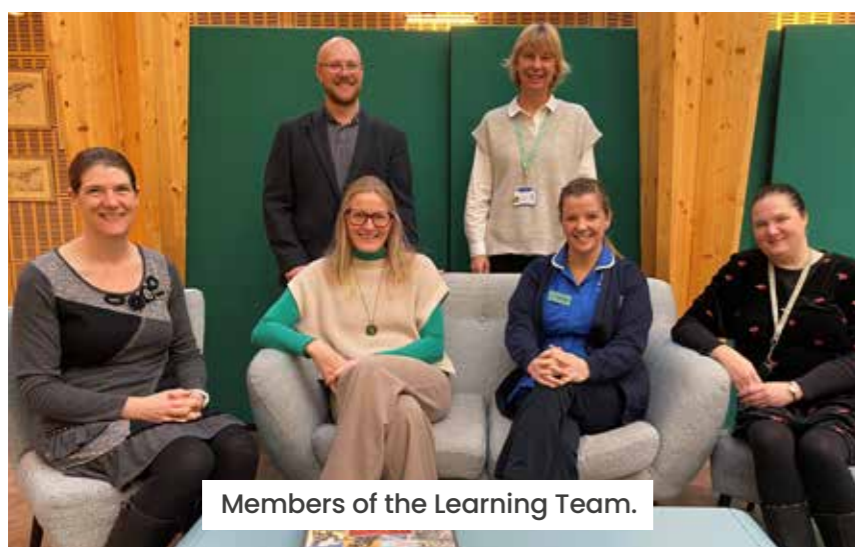
During the year we hosted a Staff Spirituality Day and a Lunch and Learn with Imam Khalil Saiyed from Worcester Mosque; mindfulness support; weddings, funerals and our annual Lights of Love celebrations in Worcester Cathedral.

The silver leaf memorial tree was re-sited in the hospice garden, making a quiet and more private space for remembrance and reflection. Working with local craft groups and individuals, blankets have been given to those using hospice services who can benefit from the comfort that these provide. We also planned the 40th anniversary thanksgiving service to celebrate our decades of care and the contributions made by our staff, volunteers and supporters.

Learning Hub

The Learning Team facilitates learning aimed at developing the knowledge, skills, and professional qualities required to support people receiving palliative and end of life care.

This includes all staff employed by St Richard's, our volunteers, and people external to the hospice. We also support the learning of a range of health and social care students. We understand there are different needs and provide learning in a range of formats, including face-to-face, online, and via video-link. Learning is delivered both onsite at St Richard's and externally, allowing us to be responsive and flexible.



953
staff and

241
volunteer attendances
at learning sessions

269
staff attended external
study days, courses
and conferences

90
students received
training

231
external staff given
training, this includes
care homes, care
agencies, schools and
nurseries, supported
living, and staff from
other NHS Trusts across
the West Midlands



Working with our community

Our Equity, Diversity and Inclusion (EDI) Lead has continued to work to ensure we are striving to be **more equitable, diverse and inclusive to the needs of all people from our local communities.**

Ongoing work takes place to review how we improve our data collection of personal information relating to EDI, including information such as age, gender, ethnicity and cultural background, spoken languages and religion.

We have been focusing on how we fulfil the Accessible Information Standard (2016) which is about how we record, flag, share and meet the individual communication needs of people with disabilities and sensory impairments who use our services. The EDI Lead is also working with clinical

teams to put together communication and sensory toolkits to support patients' individual needs. We are developing information leaflets in Easyread format which will be co-produced with a panel of people with Learning Disabilities at the Vale of Evesham School.

We have started implementing Equality Impact Assessments for all service redesigns/ reviews, new services and new policies that are being introduced.

By using this framework, we want to understand more about any impact that may occur on people with protected characteristics and those from groups/ communities who are more likely to experience barriers to healthcare or palliative care.

This will then allow us to outline what actions we will take to mitigate these impacts and to consult and work in partnership with local communities and specialist organisations.



Our volunteers are superheroes!

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

Volunteers are in all types of roles in the hospice and across Worcestershire in our shops and the warehouse. They never cease to amaze us with their passion, willingness and kindness in supporting our staff, patients and their families.

We have successfully introduced new roles including IPU Companion, Volunteer Recruitment Ambassador and Maintenance Volunteer.

The launch of open information events for retail volunteers to see the hospice has proved a great success and we have updated our induction and training programmes.

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 more than 100,000 hours

Volunteers involved in patient services gave 6,386 hours

Volunteers assisting our support services and retail worked 98,746 hours



While volunteers assist in a wide range of patient areas, their help with fundraising events; shops and commercial department and contribution within the administrative and facilities functions of the hospice are also essential.

Income generation: funding our care

St Richard's is developing a robust strategy in order to ensure financial sustainability. At a time of financial pressure, St Richard's Income Generation teams are looking at opportunities beyond their normal activity, boundaries and comfort zones. An example of this was the Million Moments campaign, raising almost £600,000 in 36 hours in April 2023.

Gifts in Wills remain incredibly important to St Richard's. In more recent years, the increase from this income source has allowed us to 'balance our books'. Supporters can make a Will and leave a gift to the hospice using our on-line Will-writing service or through their solicitor and we need to 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.



From skydiving to coffee mornings - we are grateful for all fundraising by supporters

Regular gifts also make a difference and we are working hard to increase the income received from this source by encouraging our supporters 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, is

vital for our future. We are also extremely grateful to the grant making trusts who continue to support our work and their commitment to funding our core services makes a big difference to our patients and family members. Our 18 shops remain the face of St Richard's on the high street, offering good quality items at great prices and maximising sales to support patient services.

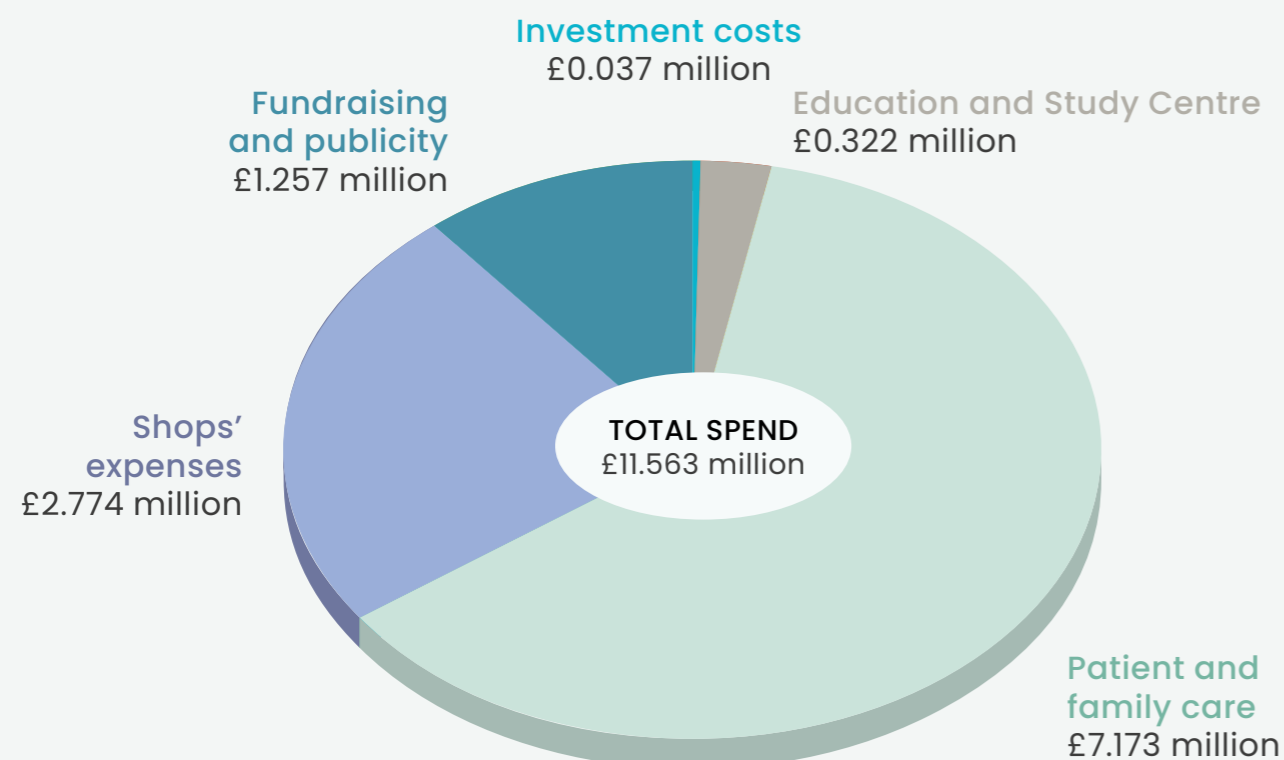
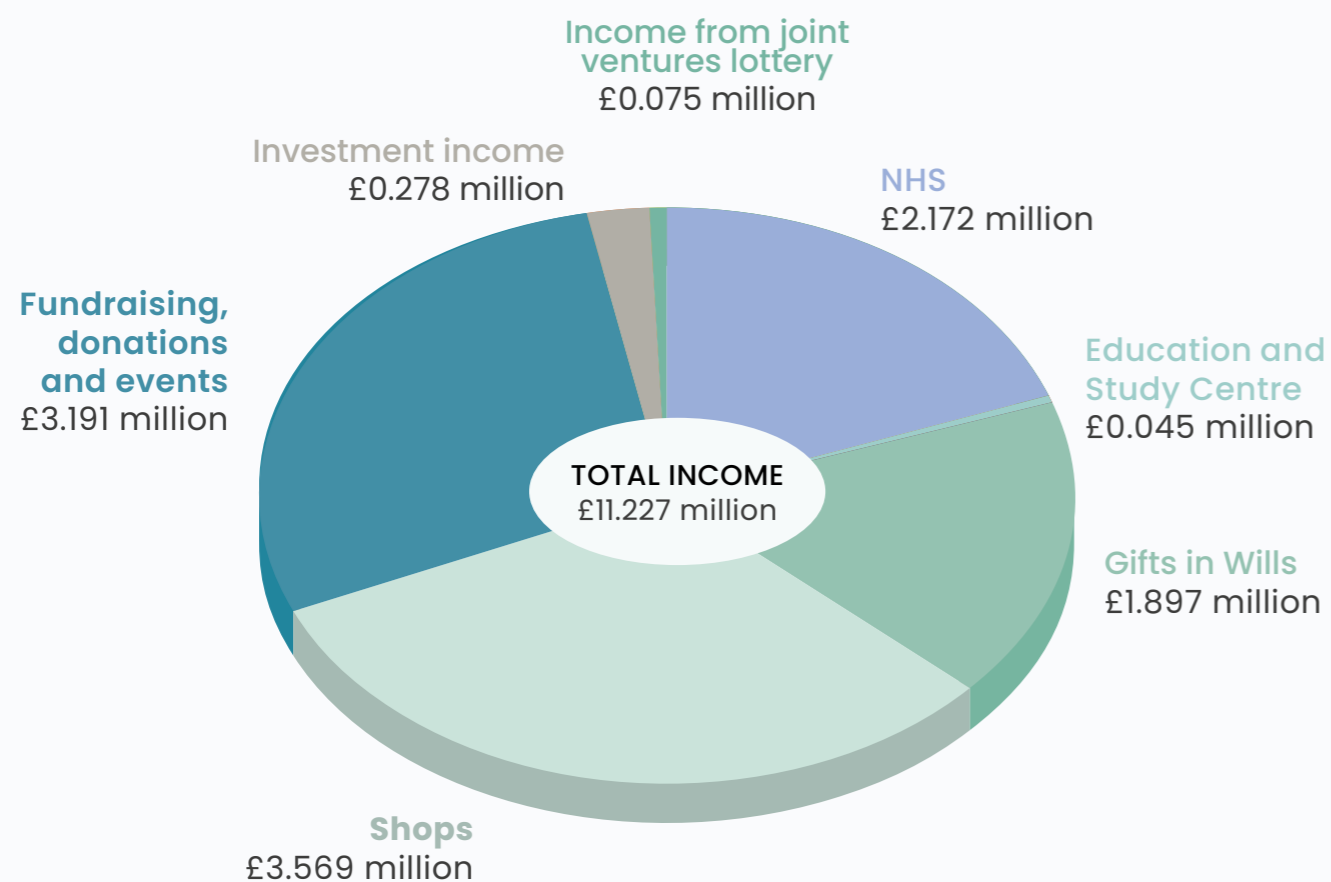
We have increased our profile with a new larger store in Barnards Green, which opened on 1 December 2023. The store has proved a great success and we are grateful to all our donors and customers. Our first pop up shop at the RHS Malvern Spring Festival also proved very popular and we will continue to have a presence in the future. We have plans to further increase our portfolio of shops in 2024.



As well as our physical shops we continue to grow our online offer, opening up the market to a wider customer base beyond our physical stores. We continue to review what we offer and monitor the ever-changing face of retail, making sure we respond to the trends and changes taking place. We are seeking to increase the awareness of our focus on sustainability through recycling, reuse and make your own, and to reach a diverse customer base of all ages.

Our retail team works tirelessly to present and run our shops, supported by a dedicated team at our warehouse. And we could not achieve all we do without our dedicated team of wonderful volunteers, who make a huge impact on our Income Generation. We are so grateful to them and appreciate their commitment to helping us raise funds in support of St Richard's care.

Financial review - in brief



Report of the Trustees and Consolidated Financial Statements for the year ended 31 March 2024

For St Richard's Hospice Foundation

Registered Charity Limited
By Guarantee

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Registered charity no. 515668.
Registered company no. 01850502

Report of the Trustees for the year ended 31 March 2024

The Trustees present their annual report, strategic report and audited financial statements of the parent charity and its subsidiary undertaking for the year ended 31 March 2024. 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

Trustees in office during the year:

Jennifer Cowpe	(Chair)
Galen Bartholomew	(Vice Chairman)
Professor Richard Lewis	(Vice-Chairman)
Allard Alfrink	
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	(Left 23 May 2024)
Andrea Palmer	
Dr James Rankin	
Clr Andy Roberts	(Died 10 August 2023)
Helen Serrano	

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

Report of the Trustees for the year ended 31 March 2024

Key Management Personnel

Chief Executive
Director of Finance and Information
Commercial Director
Fundraising Director
Care Director
Clinical Director

Michael Wilkerson
Daniel Haigh
Daniel Corns
Tricia Cavell
Debbie Westwood
Sarah Onions (Appointed 1 July 2023)

Principal Advisers

The company's independent auditor

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

Rathbones Investment Management
The Colmore Building
20 Colmore Circus Queensway
Birmingham B4 6AT

Report of the Trustees for the year ended 31 March 2024

Structure, governance and management

The company is governed by its Articles of Association.

Board of Trustees

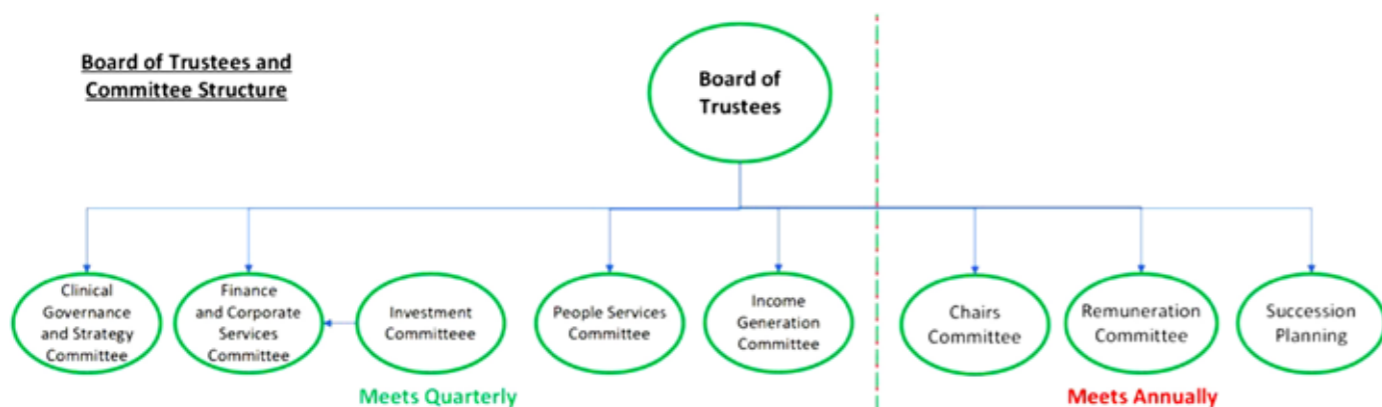
In accordance with the company's Articles of Association, the company has a Board whose Trustees are members. Such Trustees constitute directors of the company for Companies Act purposes and Trustees of the charity for Charity Act purposes. The company is limited by guarantee and therefore the Trustees have no beneficial interest to disclose. The appointment of new Trustees is undertaken by the current Trustees and approved by the members at the AGM. St Richard's Hospice Trustees are expected to be pro-active and actively involved in supporting the hospice.

Potential Trustees 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 Trustees. They are required to attend the volunteer induction training programme and receive formal induction by the Chair. The Chair works with other Trustees to review their performance and contribution to the work of the hospice.

Organisation

Strategic decisions are made by the Board of Trustees 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 Board of Trustees.

The Governing Committee structure, agreed in this financial year is:



Trustees chair these committees, they meet regularly and report to the quarterly Board of Trustees' meetings. Each committee has agreed terms of reference which clearly outline the demarcation of levels of responsibilities.

Report of the Trustees for the year ended 31 March 2024

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

Subsidiary and associated companies and collaborations

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

St Richard's Hospice, Primrose Hospice Limited and Acorns Children's Hospice own 33.33% equally of Worcestershire Hospices Lottery Limited. 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 Trustees with three additional Trustees who agree the pay of the Executive Team. The People Services Committee recommends pay awards for staff to be discussed and agreed by the Board of Trustees.

All salaries 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 Equity, 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 members of the Executive Team, and through staff surveys. The "In Touch" newsletter is sent to all volunteers.

The charity is supported by more than 700 volunteers who work across the full breadth of its patient services, in shops, business support functions, and fundraising.

Report of the Trustees for the year ended 31 March 2024

Strategic Report

The organisation has agreed a strategic intent in the period which is as follows:

Strategic intent 2024 - 2027

Our vision Caring for Life Together inspires our purpose to continue providing care and support for people with an illness that cannot be cured and supporting their loved ones with practical, emotional and bereavement support. We will deliver our purpose through the following six strategic intentions:

1. Our Clinical Excellence:

Delivering exceptional care that continues to meet the holistic needs of people within our communities. Continually improving our services ensuring they are easily accessible, responsive, safe and sustainable and maintain a CQC rating of Good or above. Ensuring our hospice environment continues to enhance comfort, dignity and wellbeing.

2. Valuing Our Quality Workforce:

Delivering St Richard's care and support through an integrated, inclusive and diverse workforce of empowered staff and volunteers maintaining our reputation as a good employer. Attracting and retaining people through competitive salaries, benefits, flexibility and welfare support. Investing in our people and enhancing skills through ongoing learning and development. Offering flexibility, variety and quality in our volunteering opportunities, utilising people's unique value and potential.

3. Learning and Research Underpin Our Organisation:

Developing a culture of learning and continuous improvement throughout St Richard's. Using research outcomes and best practice to support development across all areas of our hospice, from services to income generation.

4. Digital Transformation:

Developing information technology and digital solutions to facilitate different ways of working that maximise the efficient and effective use of our resources. Exploring the use of artificial intelligence systems to identify possible opportunities for use. Utilising digital systems, processes and records across all our activities to ensure regulatory compliance and support the delivery of exceptional care and support services. Ensuring the ongoing development and production of robust data to inform our continuous improvement, decision making, management and governance.

5. Sustainability Underpins Our Growth:

Creating a culture of continuous improvement and growth across all our income generation streams ensuring future sustainability and service delivery. Maintaining St Richard's desired target level of free reserves with effective and efficient, and where

Report of the Trustees for the year ended 31 March 2024

practical environmentally friendly, use of resources. Developing future services only when there is an equally identifiable and sustainable level of income.

6. Profile, Partnership and Collaboration Underpin our Reputation:

Developing St Richard's profile and respected reputation in all the local communities we serve through our partnership and collaboration with donors, supporters, hospices, other charities and the NHS. Nurturing and sustaining these relationships to achieve effective joint working and the ongoing creation of beneficial outcomes for patients and their loved ones.

Strategic initiatives 2024-2027 – our priorities for improvement

Our strategic intent will be achieved by implementing various workstreams, headlines of which are as follows and are broken down for staff as a range of actions:

1. Our clinical excellence:

Clinical services transformation
Delivery of clinical excellence
Enhancing and improving the caring environment
Improving accessibility for patients
Sharing knowledge and expertise
Proactive role in local health economy
Delivery of community service enhancements
Collaborating to support the single point of access

2. Valuing our quality workforce:

Workforce planning and development
Volunteer planning and development
St Richard's is accessible, inclusive, equitable and diverse
Open and transparent organisation

3. Learning and research underpin our organisation:

Service improvement and accessibility
Income generation growth and effective use of resources
Learning development

Report of the Trustees for the year ended 31 March 2024

4. Digital transformation:

Data driven improvement
Utilising digital technology to drive accessibility and care
Data warehouse

5. Sustainability underpins our growth:

Comprehensive budget and forecasting approach to our finances
Developing income generation opportunities
Financial risk management
Financial sustainability
Segmentation and development of shops portfolio
Widen and increase shops' customer base and demographic
Increase shops' donation sources and quantity
Donor income growth initiatives
Large scale income initiatives
Improving our communications and marketing, reaching a wider audience
Carbon zero initiatives and being a green hospice

6. Profile, partnership and collaboration underpin our reputation:

Integrated Care Systems (ICS) and place engagement appreciating our supporters
Hearing the patient, family and loved ones' voices
Data warehouse

Charitable Activities

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

Principal risks and uncertainties

St Richard's has a comprehensive on-going system for risk assessment and management. The Executive 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 Corporate Services Committee or Clinical Governance and Strategy Committee as appropriate.

This presents an opportunity to:

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

Report of the Trustees for the year ended 31 March 2024

A Risk Register is managed by the Chief Executive and is reviewed at Committees and Board of Trustees' meetings.

Areas of highest risk to the organisation currently are:

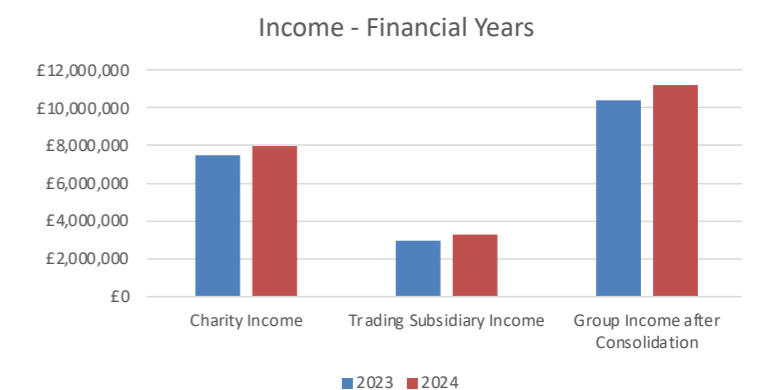
1. Uncertainty regarding the trajectory of local Integrated Care System and by extension uncertainty regarding the value of St Richard's NHS grant.
2. Reduction in retail income
3. Reduction in fundraising income including from Trusts
4. Reduction in legacy income
5. Increasing workforce costs

In light of the current economic environment, the organisation is in a position whereby costs are expected to outstrip income growth in the short term with no relief from deficits unless a service redesign is put into effect.

Forecasts for the three years ended 31 March 2027 were put to the Board of Trustees on 25 March 2024 which contain information on the size of cost reduction necessary to ensure St Richard's does not fall below its reserve target.

The strategic section of the Trustees' Annual Report will now outline the current financial position of the organisation, provide a comment on our financial forecasts produced in March 2024 for the three years ended 31 March 2027 and refer to our reserves and investment policy, all of which summarises the organisation's position and plan to respond to and mitigate its current financial challenges.

Financial review



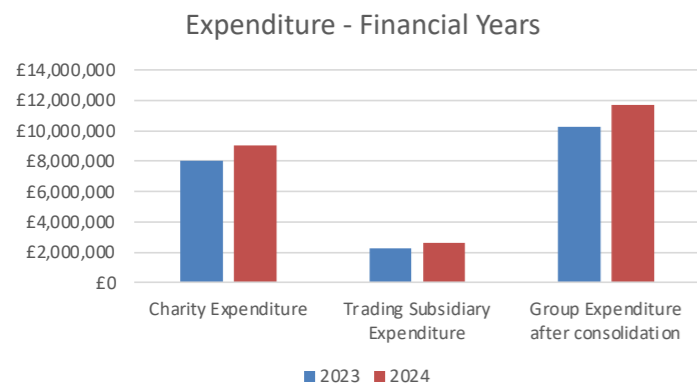
Income shown in the statement of financial activity from page 45 is Group Income after Consolidation shown above. The two entities that materially contributed to the consolidated figures are the charity and its trading subsidiary. The movement of income for each entity and between years is also shown above. Both entities show higher levels of income in 2024 than in 2023.

Charity income includes Donations and Legacies, a category which included a significantly lower level of legacy income than in the previous year and was the major contributor to Donations and Legacies' overall fall. Income from Charitable Activities which is shown in Charity Income above reduced slightly due to lower income being received from the local Integrated Care Board than in the year to 31 March 2023.

The third major grouping of income on the statement of financial activities is Other Trading Activities which increased significantly from the year to 31 March 2023, by £1.4m. The key drivers for this were a successful campaign to raise funds to refurbish the In-patient Unit, and

Report of the Trustees for the year ended 31 March 2024

an increase in retail sales and associated Gift Aid of £0.3m. Other Trading Activities is reflected in both the charity income figure and Trading Subsidiary Income sections of the graph on page 29.



Group Expenditure after consolidation overall increased by £1.4m for the year ended 31 March 2024 compared to 2023. This was due primarily to the cost of raising funds increasing by £791k. Fundraising costs are split in the above graph between Charity Expenditure and Trading Subsidiary Expenditure.

The cost of charitable activities increased by £604k all of which is shown in Charity Expenditure as shown in the above graph.

For both the cost of fundraising and charitable activities 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 increased by £759k following cost-of-living increases which took effect from April 2023, and an increase in the number of employees.



At 31 March 2024 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 in notes 27 and 28.

Reserves figures in the above graph do not differentiate between cash based and non-cash based assets. The level of cash held at the year end by the group is £1,333,665 which is a £2,461,939 movement down on the prior year.

The two largest causes of the lowering of cash held were the purchasing of property and debtor movements which reduced cash by £1,748,116 and £450,048 respectively. Upgrading St Richard's In-patient Unit was the single largest

Report of the Trustees for the year ended 31 March 2024

property project, an increase in unpaid legacy notifications being the largest element of the increase in debtors.

The net loss for the Group before gains/losses on investments was £336,313 (2023 - £131,386). When net gains and losses on investments is included the net deficit in funds was £94,523 (2023 - £3,411(deficit)).

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

Material Fundraising Targets and Activity

Yearly income generation 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: Retail Income

NHS

The budget for this stream of income was set at a zero uplift on actual recurring funds received in 22/23. St Richard's managed to achieve a 1.8% uplift in the level of the block grant from

the local Integrated Care Board ("ICB"). Agreement for funding from St Richard's local ICB for 2024/25 has been reached resulting in an increase of 0.6% on the level received for 23/24. When and if available we will apply for more NHS funding throughout the year.

Donations, legacies and fundraising events

Results for fundraising against budget in the year were mixed. The successful Million Moments fundraiser contributed significantly to this income stream, but low levels of legacy notification and lower event income than anticipated resulted in a shortfall to budget.

Income from retail

St Richard's Hospice Trading Company Limited distributed £648k to the charity (2023: £679k). Overall, retail income increased on the prior year's results.

However, expenditure increases, mostly driven by pay due to the organisation following the Real Living Wage as a minimum for pay, exceeded the increase in sales.

The Trading Subsidiary's eCommerce activity provided sales of c.£102k in the year which represents a significant increase compared to previous years. This is an important income stream which is expected to become more significant to St Richard's in the coming years and be a key part in future developments.

Report of the Trustees for the year ended 31 March 2024

Forecast 1 April 2024 – 31 March 2027

Forecasting has been in place for a number of years at St Richard's.

As part of the continuing improvement in our Financial Management and reporting systems and following increased costs and pressure on income generation, forecasts were produced for the three years ended 31 March 2027 which were presented to the Board of Trustees in March 2024.

The Board adopted a deficit budget of nearly £1m for the year ending 31st March 2025 and recognising that this is not a sustainable position, and in line with our Strategic Priorities, we have a Transformation Programme in place to deliver a financially sustainable hospice by the beginning of the financial year ended 31 March 2028.

Reserves policy

The Trustees 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 1 April 2024 for the coming financial year should be £4,331k.

The balance sheet at the year ended 31 March 2024 shows a free reserve position of £7,628k which is £3,297k over target reserves set using St Richard's reserve policy.

Due to material deficits being forecast for 2024/25 and 2025/26, the reserves target's constituents have changed from being more heavily weighted towards the costs of known capital projects to being more heavily weighted towards structural budget deficits.

Due to the size of the deficits envisaged and the relative cost of the IPU upgrade project, the reserve target is now lower in 24/25 compared to the prior year.

Our forecasts demonstrate the case Trustees have made previously for being cautious should continue.

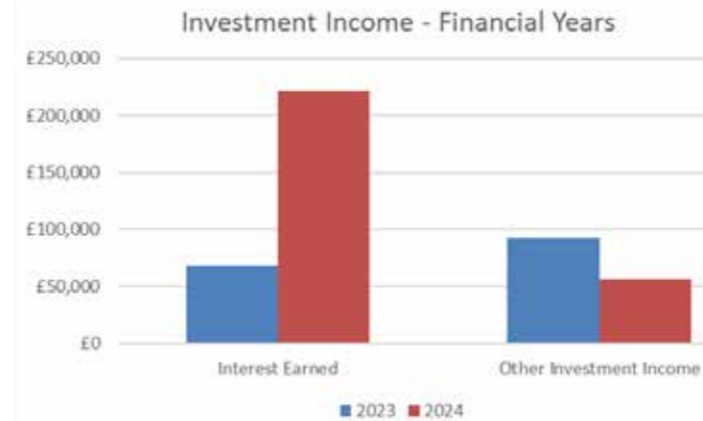
The reserves are an important element of organisational resilience, which will enable it to redesign services to ensure sustainability in the medium to long term.

The reserves held over the current target reserve level will enable the organisation

to act at speed whilst not undermining the quality of services.

Investment policy

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



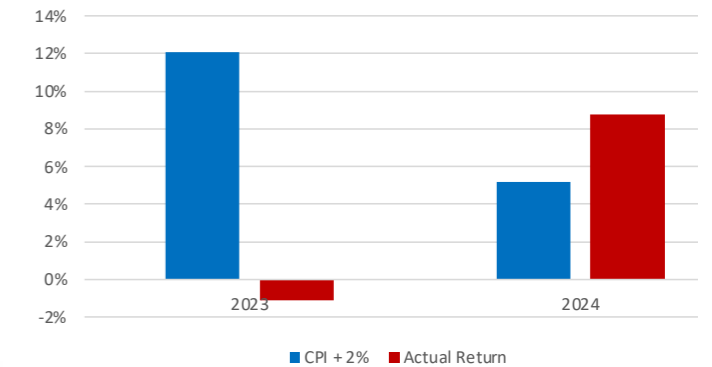
Interest earned by investment managers were enhanced by funds earned through Treasury deposit accounts managed in the year by St Richard's Finance Department.

In the financial year, financial investments were split equally between Close Brothers Asset Management (CBAM) and Rathbones Group Plc.

Both investment managers are currently working towards achieving a return on investment target of CPI + 2% for income and capital growth combined.

Report of the Trustees for the year ended 31 March 2024

Investment Return - Financial Years



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 more than 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 Trustees, staff and investment managers.

Both investment managers monitor the environmental, social and governance credentials for all investments managed for St Richard's which enables the Investment Committee to review ethical matters regarding investments.

Report of the Trustees for the year ended 31 March 2024

Streamlined Energy and Carbon Reporting ("SECR")

A summary of the Carbon emissions of St Richard's activities are as follows:

	Year ended 31 March 2024	Year ended 31 March 2023
Consumption (kWh)		
Gas	746,741	905,636
Electricity	676,602	626,438
Consumption (miles)		
Staff and volunteers	112,434	95,064
Delivery vans	47,909	45,671
Emissions (tCO2e)		
Gas	134	163
Electricity	140	121
Transport fuel - staff and volunteers	31	27
Transport fuel - delivery vans	19	18
Total emissions	324	329
Emissions per staff member <small>(per note 9)</small>	1.19	1.3

Methodology

To enable St Richard's to satisfy our SECR requirements we have extracted data as follows:

Gas and Electricity kWhs have been taken from supplier invoices. Mileage of paid staff has been totalled from expense forms. Van cost of fuel has been taken from supplier invoices.

In order to arrive at estimated consumption of energy for staff and volunteer mileage, it is assumed 50% of staff and volunteers have a medium sized petrol car with the other 50% having a medium sized diesel car.

The total energy consumption figures then go through a conversion process using Government GHG Conversion Factors which results in kWhs, miles and litres of fuel being stated as tCO2e, tCO2e being tonnes of CO2 equivalent emissions which represents total greenhouse gas emissions.

SECR requirements mean we need to select a metric which will enable the reader of the report to consider total emissions in light of the size of St Richard's. The metric chosen is the size of the St Richard's workforce.

Comment on results

Total emissions through consumption of energy have fallen compared to the

Report of the Trustees for the year ended 31 March 2024

previous financial year. This is despite mileage on hospice business having increased by 14% as a result of COVID restrictions being removed between years leading to more travel to patient homes. Gas consumption has dropped between the two years due to a temporary closure of bedrooms in the year to enable us to upgrade our In-patient Unit.

Energy efficiency action

St Richard's has invested in and benefited from the purchase of 796 solar panels the installation of which was completed in early 2016 and generated 148,188 kWhs of electricity in this financial year (2022/23 106,462kWhs).

The 796 panels represent a 231 kW peak system which reduces the amount and therefore cost of electricity we use from the grid and also provides some income in the form of feed in tariff.

Future plans

St Richard's historically has not been of a size where the ESOS (Energy Savings Opportunities Scheme) reporting regulations apply. It is part of St Richard's agreed strategy to develop a green agenda and plan to promote and enhance St Richard's green credentials.

This SECR reporting caters for elements which would fall into Scope 2 and part of Scope 1 for ESOS reporting.

Report of the Trustees for the year ended 31 March 2024

s172 (1) Statement

This section of the Companies Act 2006 concerns how Trustees make decisions and what must be considered in the decision making process when promoting the success of the company. Specifically, the act states decisions should consider:

- a) The likely consequences of any decision in the long term
- b) The interest of the company's employees
- c) The need to foster the company's business relationships with suppliers, customers and others
- d) The impact of the company's operations on the community and the environment
- e) The desirability of the company maintaining a reputation for high standards of business conduct
- f) The need to act fairly between members of the company

All decisions are made within the governance framework shown on page 24. All matters of strategy are the responsibility of the board, the current strategic intent is stated on pages 26-27.

There are detailed papers which the board will consider at each board meeting which contain updates on strategic initiatives which give effect to the intent agreed.

Trustees receive updates on KPIs on a regular basis which will inform them of how the hospice is interacting with, and meeting the needs of, key stakeholders including service users and employees.

The Financial and Corporate Services Committee receives a quarterly internal audit report which is aimed at establishing if there are any matters that need closer attention; this internal process covers supplier and debtor balances.

Trustees' decisions are made in light of the current environment, as reported, and future projections.

The board operates in line with our articles of association ensuring each member of St Richard's is treated fairly.

The company's activities are declared in the annual report on page 28 and demonstrate how the company's operations impact on its community.

Public benefit

The Trustees 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.

Report of the Trustees for the year ended 31 March 2024

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

Overview

During the reporting period April 2023 – March 2024, St Richard's Hospice Income Generation Team 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 individuals' training records.

We have published our vulnerable persons policy on our website.

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

Report of the Trustees for the year ended 31 March 2024

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 27 complaints (2023: ten complaints) about income generation 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.

Statement as to disclosure of information to auditors

Insofar as each of the Trustees 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 Trustee has taken all of the steps that they should have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Statement of Trustees' responsibilities

The Trustees (who are also directors of St Richard's Hospice Foundation for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the 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 Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (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 Trustees 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

Report of the Trustees for the year ended 31 March 2024

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 Trustees 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 Trustees 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 be our auditors for the 2024/25 accounts.

The report of the Trustees (incorporating the directors' report and the strategic report) was approved by the Board of Trustees on 23 September 2024 and signed on its behalf by:-



**J P Cowpe – Chair
17 December 2024**

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 2024 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity 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 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law.

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or

collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon.

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this

gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 38 and 39, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern,

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

Auditor's responsibilities for the audit of the financial statements

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

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting

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

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

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

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

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

We assessed the required compliance with these laws and regulations as part

of our audit procedures on the related financial statement items.

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically legacies and grant income other than NHS-grants) and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Income Generation Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income (specifically

legacies and grant income other than NHS-grants), 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.

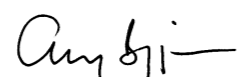
In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

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

Date: 19 December 2024

	Notes	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2024	Total Funds 2023
Income from:		£	£	£	£
Donations and Legacies	2	2,980,175	121,367	3,101,542	3,725,007
Charitable Activities	3	2,216,576	-	2,216,576	2,303,320
Other Trading Activities	4	5,528,258	26,907	5,555,165	4,155,181
Investments	5	278,099	-	278,099	161,697
Other					
Share of net income of Joint Venture	16	75,010	-	75,010	67,367
Profit on sale of assets		570	-	570	-
Total Income		11,078,688	148,274	11,226,962	10,412,572

Expenditure on:					
Raising funds	6	4,041,773	26,907	4,068,680	3,277,901
Charitable activities	7	7,441,091	53,504	7,494,595	7,003,285
Total expenditure		11,482,864	80,411	11,563,275	10,281,186
Net (expenditure) before gains/(losses) on investments		(404,176)	67,863	(336,313)	131,386
Net gains/(losses) on investments	13	241,790	-	241,790	(134,797)
Net (expenditure)/Income		(162,386)	67,863	(94,523)	(3,411)
Transfer between funds	27	54,389	(54,389)	-	-
Net movement in funds		(107,997)	13,474	(94,523)	(3,411)
Total funds brought forward	27	21,166,106	39,528	21,205,634	21,209,045
Total funds carried forward	27	21,058,109	53,002	21,111,111	21,205,634

The notes form part of these financial statements

Consolidated financial statements company number 01850502
Group and charity balance sheet as at 31 March 2024

Consolidated statement of cash flows
for the year ended 31 March 2024

	Notes	Group 2024	Group 2023	Charity 2024	Charity 2023
Fixed assets		£	£	£	£
Tangible assets	12	13,430,559	12,112,939	13,430,559	12,112,939
Investments	13	4,322,154	3,841,663	4,322,254	3,841,763
		17,752,713	15,954,602	17,752,813	15,954,702
Current assets					
Stock	17	59,047	68,877	-	-
Debtors	18	3,031,212	2,571,224	3,064,541	2,642,732
Cash at bank		1,333,665	3,795,604	1,167,904	3,611,442
		4,423,924	6,435,705	4,232,445	6,254,174
Liabilities					
Creditors: amounts falling due before one year	19	1,012,296	1,184,673	874,147	1,003,242
Net current assets		3,411,628	5,251,032	3,358,298	5,250,932
Total assets less current liabilities		21,164,341	21,205,634	21,111,111	21,205,634
Liabilities Creditors: amounts falling due after one year	20	53,230	-	-	-
Total net assets		21,111,111	21,205,634	21,111,111	21,205,634

The funds of the charity					
Restricted funds	27	53,002	39,528	53,002	39,528
Unrestricted funds					
General funds	27	6,894,620	8,369,404	6,894,620	8,369,404
Investment Fair Value Reserve	27	732,930	683,763	732,930	683,763
Designated funds	27	13,430,559	12,112,939	13,430,559	12,112,939
		21,111,111	21,205,634	21,111,111	21,205,634

The charity net expenditure for the year was £94,523 (2023 - net expenditure £3,411) before group consolidation.

The financial statements were approved and authorised for issue by the Board on 23 September 2024 and signed on its behalf by J P Cowpe - Chair of Trustees on 17 December 2024



	Notes	2024	2023
Cash flows from operating activities:		£	£
Net cash (used in)/ gained from operating activities	1	(818,291)	1,442,031

Cash flows from investing activities:			
Dividends, interest and rents from investments		273,967	160,618
Purchase of property and equipment		(1,748,116)	(144,456)
Proceeds from sale of investments		1,595,474	241,155
Purchase of investments		(1,762,733)	(396,948)
Joint Venture Distributions		69,202	91,309
(Decrease)/Increase in funds held by investment manager		(71,442)	78,635
Net cash used in/ (gained from) investing activities		(1,643,648)	30,313

Change in cash and cash equivalents in the reporting period:		(2,461,939)	1,472,344
Cash and cash equivalents at the beginning of the reporting period:		3,795,604	2,323,260
Cash and cash equivalents at the end of the reporting period:	2	1,333,665	3,795,604

The notes form part of these financial statements

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

	2024	2023
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities):	(94,523)	(3,411)

Adjustments for:		
Depreciation charges	430,496	442,773
Gains/Losses on investments/assets	(241,790)	134,797
Dividends, interest and rents from investments	(278,099)	(161,697)
Decrease in stocks	9,830	1,223
(Increase)/decrease in debtors	(450,048)	746,419
(Decrease)/increase in creditors	(119,147)	349,294
Income from Joint Venture	(75,010)	(67,367)
Net cash (used in)/ gained from operating activities	(818,291)	1,442,031

2. Analysis of cash and cash equivalents

	2024	2023
	£	£
Cash at bank and in hand	1,333,665	3,795,604

The notes form part of these financial statements

1. Accounting policies

Charitable company information

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

Basis of preparation

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

The charitable company meets the definition of a public benefit entity under FRS 102. The financial statements are presented in sterling (£) and are rounded to the nearest £.

Going concern

The group has cash resources and no requirement for external funding to fund normal operating activities. The Trustees 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 Statement of Financial Activities (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.

Residuary legacies are recognised and measured when either notice of Probate or a statement of assets and liabilities, and a copy of the will, have both been received and the value of the gift can be reliably measured. 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 21.

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 Trustees 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, significant quantities of Personal Protective Equipment

(PPE) were donated to the hospice by the NHS and other sources. It was not possible to quantify the value of these donations under the difficult conditions created by the Covid 19 pandemic. No similar donations were received in the year to 31 March 2024.

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 Trustees 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 Trustees 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 22).

Stocks

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

Tangible fixed assets

Tangible fixed assets are initially included at cost.

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

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

Items of medical equipment, office equipment and furniture and fittings, having an initial cost of less than £1,000, are written off to

revenue in the year of acquisition. Freehold land is not depreciated.

Investments

Listed fixed asset investments are included at fair value (quoted market price in an active market). Gains or losses on investments are included in the Statement of Financial Activities and Income and Expenditure Account. The Charity owns investment properties that are treated as own use, depreciated, tangible fixed asset in the group and charity financial statements in accordance with FRS 102 as they are let by the parent to their 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 2024	Total Funds 2023
Income from:	£	£	£	£
Donations	163,678	1,280	164,958	148,123
Donations in memory	416,285	-	416,285	365,866
Legacies	1,896,612	-	1,896,612	2,584,044
Collections	22,506	-	22,506	22,002
Regular giving	166,307	-	166,307	173,664
Corporate including payroll giving	134,161	-	134,161	118,234
Grants	180,626	120,087	300,713	313,074
	2,980,175	121,367	3,101,542	3,725,007

3. Charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
Income from:	£	£	£	£
NHS Grant	2,171,757	-	2,171,757	2,234,691
Government Covid support grant	214	-	214	54,244
Education	44,605	-	44,605	14,385
	2,216,576	-	2,216,576	2,303,320

4. Other trading activities

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
SRH Events and campaigns	1,825,266	26,907	1,852,173	699,729
Assisted events fundraising	76,721	-	76,721	88,117
Raffles	30,515	-	30,515	30,521
Other	21,432	-	21,432	55,824
Chaplain	5,253	-	5,253	4,713
Trading company Income	2,386,330	-	2,386,330	2,176,558
Gift aided sales	1,182,741	-	1,182,741	1,095,618
Government Covid 19 retail support grants	-	-	-	4,101
	5,528,258	26,907	5,555,165	4,155,181

5. Investments

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
Interest	221,827	-	221,827	68,716
Dividends	48,062	-	48,062	85,601
Rent received	8,210	-	8,210	7,380
	278,099	-	278,099	161,697

6. Cost of raising funds

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
Shops & Commercial Activities	2,557,770	-	2,557,770	2,211,059
Support costs re above (Note 8)	216,283	-	216,283	121,735
Fundraising	949,862	26,907	976,769	686,219
Support costs re above (Note 8)	280,659	-	280,659	227,689
Cost of managing investments	37,199	-	37,199	31,199
	4,041,773	26,907	4,068,680	3,277,901

7. Charitable activities expenditure

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
Patient and Family Services costs	5,532,113	53,504	5,585,617	4,960,304
Support costs re above (Note 8)	1,587,357	-	1,587,357	1,744,599
Education and Study Centre	208,838	-	208,838	157,274
Support costs re above (Note 8)	112,783	-	112,783	141,108
	7,441,091	53,504	7,494,595	7,003,285

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 2024	Total Funds 2023
Unrestricted	£	£	£	£	£	£
Property related costs	11,438	13,725	22,875	180,713	228,751	188,344
Telephone and fax	15	57	23	543	638	969
Postage, printing and stationery	291	1,093	437	10,493	12,314	12,023
Insurance	16,018	4,143	1,657	39,768	61,586	49,814
Depreciation	18,958	22,750	37,916	299,540	379,164	384,288
Miscellaneous	-	-	-	54,934	54,934	57,571
Human resources	52,632	13,612	5,445	130,673	202,362	186,152
Computer expenses	45,873	11,864	4,746	113,892	176,375	309,710
Salaries and other costs	53,812	149,773	39,100	688,683	931,368	821,888
Transport and minibus	31	117	47	1,125	1,320	2,086
Governance costs	5,193	1,343	537	12,892	19,965	18,151
Communications and Marketing	12,022	54,101	-	54,101	120,224	109,970
Irrecoverable VAT	-	8,081	-	-	8,081	77
Catering supplies	-	-	-	-	-	94,088
Total	216,283	280,659	112,783	1,587,357	2,197,082	2,235,131

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

9. Staff costs

	2024	2023
	£	£
Wages & Salaries	7,302,652	6,543,150
Social Security costs	643,450	577,738
Pension costs	514,277	451,552
	8,460,379	7,572,440

The wages and salaries cost above includes salaried employees' costs of £7,043,570 (2023 £6,214,142) with the remaining £259,082 (2023 £329,008) 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 2024 was £24,168 (2023 £22,267). There were no redundancy costs in the year.

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

	2024	2023
Patient and Family Services staff	148	144
Education staff	6	6
Fundraising staff	18	15
Shops and commercial	65	58
Support staff	36	30
	273	253

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

	2024	2023
£60,000 - £70,000	-	3
£70,001 - £80,000	5	1
£80,000 - £90,000	2	-

The total amount of employee benefits (inclusive of national insurance contributions) received by the key management personnel was £557,191 - 6 employees (2023 - £491,985 - 6 employees). There were no expenses for travel and subsistence repaid to Trustees.

10. Net income

	2024	2023
The net income is stated after charging:	£	£
Depreciation	430,496	442,773
Operating lease charges :	-	-
Buildings	470,992	456,124
Other	804	1,440
Charity Audit	15,125	13,750
Subsidiary Audit	4,840	4,400
Other professional services from Auditor	1,830	2,943
Pension costs	514,168	451,552
Trustees emoluments and other benefits etc	-	-

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 2024.

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 April 2023	524,202	13,556,273	100,000	971,493	169,465
Additions	-	1,218,855	-	211,793	93,508
Transfers	-	-	-	-	-
Disposals	-	-	-	(70,176)	(11,909)
At 31 March 2024	524,202	14,775,128	100,000	1,113,110	251,064
Depreciation:					
As at April 2023	68,230	2,503,194	14,667	926,932	96,933
Charge for year	10,484	302,589	801	34,939	16,393
Disposals	-	-	-	(70,176)	(11,909)
At 31 March 2024	78,714	2,805,783	15,468	891,695	101,417
Net book value:					
As at 31 March 2024	445,488	11,969,345	84,532	221,415	149,647
As at 31 March 2023	455,972	11,053,079	85,333	44,561	72,532

	Furniture and Fittings	Motor Vehicles	Office Equipment	Totals
As at April 2023	574,579	39,643	264,000	16,199,655
Additions	151,904	13,992	58,064	1,748,116
Disposals	(16,449)	(6,493)	(18,271)	(123,298)
At 31 March 2024	710,034	47,142	303,793	17,824,473
Depreciation:				
As at April 2023	213,560	39,643	223,557	4,086,716
Charge for year	36,298	1,632	27,360	430,496
Disposals	(16,449)	(6,493)	(18,271)	(123,298)
At 31 March 2024	233,409	34,782	232,646	4,393,914
Net book value:				
As at 31 March 2024	476,625	12,360	71,147	13,430,559
As at 31 March 2023	361,019	-	40,443	12,112,939

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 2024 was £690 (2023 £5,273).

13. Fixed assets investments

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

	Group 2024	Group 2023	Charity 2024	Charity 2023
Valuation	£	£	£	£
At 1 April excluding cash	3,788,837	3,767,841	3,788,937	3,767,941
Additions at cost	1,762,733	396,948	1,762,733	396,948
Disposal proceeds	(1,595,474)	(241,155)	(1,595,474)	(241,155)
Net Gain/ (Loss) on Investments	241,790	(134,797)	241,790	(134,797)
At 31 March	4,197,886	3,788,837	4,197,986	3,788,937
Cash held by investment manager pending re-investment	124,268	52,826	124,268	52,826
Fair value at 31 March	4,322,154	3,841,663	4,322,254	3,841,763
Fixed asset investments by type				
Cash on interest deposit	124,268	52,826	124,268	52,826
Listed Investments	4,197,786	3,788,737	4,197,786	3,788,737
United shares in joint venture/ subsidiary at cost (see notes 15&16)	100	100	200	200
	4,322,154	3,841,663	4,322,254	3,841,763
Valuation at 31 March is represented by:				
Cost	3,589,224	3,157,900	3,589,324	3,158,000
Revaluation at 31 March	732,930	683,763	732,930	683,763
	4,322,154	3,841,663	4,322,254	3,841,763

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.

Notes to the consolidated financial statements for the year ended 31 March 2024

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.

	2024	2023
	£	£
Aggregate Assets	355,155	374,544
Aggregate liabilities	(355,055)	(374,444)
Aggregate capital and reserves	100	100

The company had income of £3,260,537 (2023 £2,944,304) and expenditure of £2,611,820 (2023 £2,265,103) leaving a profit of £648,717 (2023 £679,201) 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 2024 of Worcestershire Hospices Lottery Limited is as follows:

	2024	2023
	£	£
Turnover	144,860	143,526
Other Income	-	-
Expenditure excluding audit fee	(68,290)	(74,639)
Audit Fee	(1,560)	(1,520)
Profit for the year	75,010	67,367
Gift Aid distribution to charity	(75,010)	(67,367)
Retained profit for the year	-	-
Fixed assets	-	-
Current Assets	58,331	46,113
Current Liabilities	(58,231)	(46,013)
Total assets less current liabilities	100	100
Share capital	100	100

At March 2024 St Richard's Hospice Foundation was owed £16,752 (2023 - £10,994) relating to trading balances by Worcestershire Hospices Lottery Limited. The carrying value of this company in the Group Balance Sheet is £100 and forms part of the Investments balance in note 13.

Notes to the consolidated financial statements for the year ended 31 March 2024

17. Stock

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Goods for resale	59,047	68,877	-	-

18. Debtors: amounts falling due within one year

	Group 2024	Group 2023	Charity 2024	Charity 2023
Unrestricted:	£	£	£	£
Trade debtors	52,530	25,405	45,738	21,524
Other debtors	150,002	113,149	150,002	113,150
VAT	166,897	81,629	151,885	61,316
Prepayments and accrued income	2,606,797	2,340,097	2,498,252	2,242,784
Amounts due from joint venture	16,752	10,944	16,752	10,944
Amounts due from subsidiary undertakings	-	-	163,678	193,014
	2,992,978	2,571,224	3,026,307	2,642,732
Restricted:				
Prepayments and accrued income	38,234	-	38,234	-
	3,031,212	2,571,224	3,064,541	2,642,732

19. Creditors: amounts falling due within one year

	Group 2024	Group 2023	Charity 2024	Charity 2023
Unrestricted:	£	£	£	£
Trade creditors	197,125	256,252	127,539	74,821
Other creditors	129,601	145,559	129,601	145,559
Social Security and other tax	148,199	144,957	148,199	144,957
Accruals and deferred income	537,371	637,905	468,808	637,905
	1,012,296	1,184,673	874,147	1,003,242

Included in accruals and deferred income is deferred event income of £59,724 (2023 - £307,059) 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	307,059	-	-	307,059
Released in year	(307,059)	-	-	(307,059)
Deferred during year	59,724	-	-	59,724
Deferred income carried forward	59,724	-	-	59,724

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. Creditors : Amounts falling due after one year

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Accruals and deferred income	53,230	-	-	-
	53,230	-	-	-

Deferred income due after more than one year relates to rent free periods granted by landlords, which are accounted for over the full term of the lease.

21. Contingent assets

As at March 2024 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.

22. Pension commitments

The company contributes to a defined benefit pension scheme operated by the NHS. Net NHS pension costs of £271,484 (2023 - £241,929) were charged in the Statement of Financial Activities during the year. The company also contributed £227,715 (2023 - £194,440) to some employees' occupational pension schemes, and £15,077 (2023 - £15,182) to employees' private pension schemes. Included in other creditors at 31 March 2024 was £35,433 (2023 - £34,296) in relation to the NHS scheme and £1,189 (2023 - £2,563) 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.

23. 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. M Wilkerson (Chief Executive) and Tricia Cavell (Fundraising director) are also directors of Worcestershire Hospices Lottery Limited. St Richard's Hospice received £75,010 (2023 - £67,367) gift aid from Worcestershire Hospices Lottery Limited.

As at March 2024 Worcestershire Hospices Lottery Limited owed St Richard's Hospice £16,752 (2023 - £10,944). St Richard's Hospice Foundation was charged £862,777 (2023 - £755,622) 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 £163,678 to St Richard's Hospice Foundation as at 31st March 2024.

24. Capital commitment

Capital commitments of £182,078 existed at 31 March 2024, relating to the completion of the IPU refurbishment project.

25. Operating lease commitments

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

	Land and Buildings 2024	Other 2024	Land and Buildings 2023	Other 2023
Group	£	£	£	£
Within one year	292,082	8,412	251,996	804
Between two and five years	786,646	4,537	561,554	2,010
Over five years	218,757	-	198,833	-
	1,297,485	12,949	1,012,383	2,814
Charity				
Within one year	292,082	6,504	251,996	804
Between two and five years	786,646	3,106	561,554	2,010
Over five years	218,757	-	198,833	-
	1,297,485	9,610	1,012,383	2,814

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.

26. Prior year statement of financial activities

	Total Unrestricted Funds	Total Restricted Funds	Total Funds 2023
Income from:	£	£	£
Donations and Legacies	3,601,708	123,299	3,725,007
Charitable Activities	2,249,076	54,244	2,303,320
Other Trading Activities	4,119,713	35,468	4,155,181
Investments	161,697	-	161,697
Other			
-Share of net income of Joint Venture	67,367	-	67,367
-Profit on sale of fixed assets	-	-	-
Total income	10,199,561	213,011	10,412,572

Expenditure on:			
Raising Funds	3,240,328	37,573	3,277,901
Charitable Activities	6,837,855	165,430	7,003,285
Total expenditure	10,078,183	203,003	10,281,186
Net income and Net movement in funds before gains/(losses) on investments	121,378	10,008	131,386
Net (losses)/gains on investments	(134,797)	-	(134,797)
Net (expenditure)/Income	(13,419)	10,008	(3,411)
Transfer between funds	49,260	(49,260)	-
Net movement in funds	35,841	(39,252)	(3,411)
Total funds brought forward	21,130,265	78,780	21,209,045
Total funds carried forward	21,166,106	39,528	21,205,634

27. 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 £1,748,116 (2023 - £ 144,456) 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 2023	Income	Expenditure	Investment Gains/ (Losses)	Transfers	At 31 March 2024
Group	£	£	£	£	£	£
General fund	8,369,404	11,078,688	(11,052,368)	1,313	(1,502,417)	6,894,620
Investment fair value reserve	683,763	-	-	240,477	(191,310)	732,930
Designated funds						
Fixed asset fund	12,112,939	-	(430,496)	-	1,748,116	13,430,559
Total unrestricted funds	21,166,106	11,078,688	(11,482,864)	241,790	54,389	21,058,109
Restricted funds						
Other Funds	39,528	148,274	(80,411)	-	(54,389)	53,002
Total restricted funds	39,528	148,274	(80,411)	-	(54,389)	53,002
Total funds	21,205,634	11,226,962	(11,563,275)	241,790	-	21,111,111

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.

28. Restricted/unrestricted funds

Assets and Liabilities representing restricted funds	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2024	Total Unrestricted Funds 2023
Fixed assets	£	£	£	£	£
Tangible Assets	-	-	13,430,559	13,430,559	12,112,939
Investments	3,589,124	732,930	-	4,322,054	3,841,563
Investments in joint venture	100	-	-	100	100
Current assets					
Stock	59,047	-	-	59,047	68,877
Debtors (Note 18)	2,992,978	-	-	2,992,978	2,571,224
Cash at bank	1,318,897	-	-	1,318,897	3,756,076
Creditors: Amounts falling due within one year (Note 19)	(1,012,296)	-	-	(1,012,296)	(1,184,673)
Creditors: Amounts falling due over one year (Note 20)	(53,230)	-	-	(53,230)	0
Total funds	6,894,620	732,930	13,430,559	21,058,109	21,166,106

Assets and Liabilities representing restricted funds	Total Restricted Funds 2024	Total Restricted Funds 2023
Fixed assets	£	£
Tangible assets	-	-
Investments	-	-
Investments in joint venture	-	-
Current assets		
Stock	-	-
Debtors (Note 18)	38,234	-
Cash at bank	14,768	39,528
Creditors: Amounts falling due within over one year (Note 19)	-	-
Creditors: Amounts falling due over one year (Note 20)	-	-
Total funds	53,002	39,528

29. Comparative unrestricted funds/restricted funds

	At 1 April 2022	Income	Expenditure	Investment Gains	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)	-	21,205,634

Comparative assets and liabilities representing unrestricted funds.

	General Fund	General Fund Re: Investment Fair Value Reserve	Designated Fixed Asset Fund	Total Unrestricted Funds 2023
	£	£	£	£
Fixed assets				
Tangible assets	-	-	12,112,939	12,112,939
Investments	3,157,800	683,763	-	3,841,563
Investments in joint venture	100	-	-	100
Current assets				
Stock	68,877	-	-	68,877
Debtors (Note 18)	2,571,224	-	-	2,571,224
Cash at bank	3,756,076	-	-	3,756,076
Creditors: Amounts falling due within one year (Note 19)	(1,184,673)	-	(1,184,673)	-
Creditors: Amounts falling due over one year. (Note 20)	-	-	-	-
Total funds	10,738,750	683,763	0	22,350,779

30. Legal status of the charity

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

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

31. Controlling party

The charity is under the control of its Trustees.

32. Agency note

St Richard's Hospice Trading Company Limited acts as an agent to St Richard's Hospice on selling second hand goods for which Gift Aid is claimed. Total Gift Aided sales were £1,182,741 (£1,095,618 - 2023) and the management charge for this service was £862,777 (£755,622 - 2023).

£76,315 (£93,015 - 2023) is held in other creditors on behalf of the Worcester Acute Trust to pay for the training of speciality palliative registrars.

33. Post Balance Sheet Events

St Richard Hospice Trading Company Limited has gone through a major restructuring which has taken effect from 1 April 2024. This restructuring is a non-adjusting post balance sheet event and does not affect any of the figures in these accounts.

The principal change is to a position where this trading subsidiary takes ownership of all trading activities in the group which will result in all sales of gifted goods being shown in the parent company's accounts. Based on current levels of activity, this would result in reduction of sales shown in future accounts of the trading subsidiary from £2.4m to £0.4m with a commensurate increase in income for St Richard's Hospice Foundation.

Expenditure which can be directly attributed to trading activities will remain in the trading subsidiary. Allocation of costs which are not directly attributed to trading activities will be based on level of income. As such, there is an expectation that the trading subsidiary will continue to achieve profits in future periods.

Please help us to do even more in 2025.

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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