



Woking Hospice

Annual Report and Financial Statements
Year ended 31 March 2022

Registered Office:

Goldsworth Park Centre,
Woking, Surrey GU21 3LG

Registered Company No:

03955487

Registered Charity No:

1082798

Website:

www.wsbhospices.co.uk

Woking Hospice

An Introduction

Woking & Sam Beare Hospice and Wellbeing Care (the “Hospice”) is a patient-centred charity that delivers palliative and end of life care to people with advanced life limiting illnesses and that provides support to their carers and families.

In the year ended 31 March 2022, the Hospice again delivered care across the Boroughs of Spelthorne, Runnymede, West Elmbridge, Surrey Heath, Woking and North Guildford with a combined population of approximately 360,000. This care is provided to patients and their families and carers without charge. Our holistic approach is designed to cater for patients' physical, psychological, social and spiritual needs.

As our patients are at the heart of everything we do, all of our activities focus on ensuring that we are able to be sustainable so that we can continue to offer the best possible care to all those that require our support and services. We provide care on the Inpatient Unit at the Hospice. In addition, we deliver care in patient homes across our community and, outside of the COVID-19 pandemic, in our Wellbeing Centre at the Hospice.

Woking Hospice is the parent Charity which has a wholly controlled subsidiary charity (Sam Beare Hospice). Woking Hospice and Sam Beare Hospice are governed by their respective Memorandum and Articles of Association and both are charitable companies limited by guarantee and without share capital.

The Trustees have taken the option of not preparing consolidated financial statements as the income and activities of the subsidiary are immaterial in the context of the parent charity. We are committed to retaining the Sam Beare name and therefore Woking Hospice operates as Woking & Sam Beare Hospice and Wellbeing Care. The surplus from Sam Beare Hospice is given to Woking Hospice as a grant for services. We will not refer to “group” activity within these reports and will solely be reporting on the activity of Woking Hospice.

The Trustees present their Annual Report and the audited financial statements of the Charity for the year ended 31 March 2022. Within the Trustees' Report is the Strategic Report required under s414 c[III] of the Companies Act 2006.

The Trustees have complied with their duty to have due regard to public benefit guidance published by the Charity Commission and to further the purposes of the charity for the public benefit.

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice [SORP] applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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Chairperson's Report 2021 / 22



This Annual Report is for the financial year to 31 March 2022. This was a year when the Hospice celebrated its 25th Anniversary and addressed, for a second year, challenges posed by the COVID pandemic.

It falls to me to thank all our clinical and medical teams for continuing to provide magnificent care to our patients and those who care for them. I also thank our management team and our staff who, along with our volunteers and Trustees, have served this charity so well during the most trying of times.

During the year, with over 80% of our work taking place in our communities, we provided care and support to patients and their loved ones. We continually adjusted our service provision against the backdrop of the pandemic.

It's a real pleasure for me to meet those we serve and to read their compliments. One such compliment received this year read; "Overall the service was more like 'Excellent'

rather than 'Very Good'. All care and support staff demonstrated absolute empathy for my mum, sister and myself and the care for Dad was exemplary. Thank you so much, our appreciation is beyond words". A simple statement but one which reminds us of the essential work we do.

Placing patient care at the centre of everything we do, we have developed a Strategic Framework which set the direction of travel through to the end of the current financial year 2022/23. The targets and objectives contained within the Framework have been driven by the management team and supported by all staff. Progress is monitored closely by the Board and reported to our key stakeholders.

A cornerstone of the Framework is our financial health and sustainability without which we would be unable to provide the care and community benefit we do.

I referred last year to the progress that had been made to address our loan indebtedness. We reached a financial agreement with Woking Borough Council which was approved by the Board and which was concluded in this reporting period. Details of the accounting treatment applied to the transaction can be found in Note 28.

In addition, we continued our unremitting focus on cost management balanced with strategic investments to future-proof the organisation. We continued to evaluate our organisational structures and to re-shape them as necessary. We benefitted again from our Business Interruption insurance and are grateful for the COVID related assistance received during the year from the Government in recognition of our work in supporting the NHS.

We report a surplus this year of £7.749m which will be used to build our future Reserves. In addition, I am pleased to report good progress in all areas of our Strategic Framework. We are now debt free and, in every aspect of our operations, I believe that

we are stronger and better placed to take the Charity forward than at any point in our 25-year history.

It's impossible to predict the challenges that lay ahead but we now have solid foundations on which to plot the next stages of our development. This will give confidence to our staff, supporters, and communities that together we can look to extend our reach and continue to make a real and ongoing difference to many thousands of people.

We are committed to providing information to all our stakeholders and this year we produced an Impact Report which helps to explain our wider contribution to the community in which we operate. The Impact Report, Annual Report and Accounts and our Quality Account for 2021/22 can all be found on our website.

The annual Quality Account is produced for Surrey Heartlands Clinical Commissioning Group (CCG) which commissions our services. In the care setting, it details the progress we made during the year against key objectives and sets new objectives for the year ahead. These are based on our intention to increase collaboration with our partners in the North West Surrey Health and Care Alliance, to look for smarter ways of working, to increase our reach and impact and to invest in our workforce and strengthen our resilience.

Commenting on the Quality Account, Surrey Heartlands CCG said: 'Woking and Sam Beare Hospice continues to maintain its emphasis on improving quality of care and we look forward to supporting further partnership working with the Hospice to enable them to continue to innovate and deliver high quality services.'

We thank the CCG for its continuing support and we look forward to strengthening our relationships with Ashford and St Peter's Hospitals NHS Foundation Trust and all our partner organisations in the year to come.

Finally, I should like to add my thanks to our Life President, Rhod Lofting. Without his vision and dogged determination, we would not be celebrating the love and care we have provided for so many thousands of patients and loved ones over the past 25 years. The work of today's Board, management team, staff and volunteers is to build on this legacy, providing comfort to all who live in North West Surrey that we are there for them when they need us most.



Tim Stokes
Chairman of The Board of Trustees
30th September 2022

Trustees' Annual Report

Purpose, Vision, Mission and Values

Purpose

The Hospice works in partnership with North West Surrey Clinical Commissioning Group [CCG], local Hospitals and Health and Social Care Community providers in order to deliver care on behalf of, and complementary to, that provided by the NHS.

The demographics in North West Surrey are diverse and the Hospice aims to ensure that, wherever possible, its staff and the services it provides reflect this diversity and is sensitive to the cultural needs of staff, patients and their families in accordance with its Equality and Diversity Policy.

Our Improvement Priorities are to optimise the use of clinical systems, review our Hospice at Home services, develop a palliative and end of life care “hub” for North West Surrey and continue to invest in our workforce.

Vision

To enable all those with life-limiting illnesses to live life to the full and to equip them to die with dignity.

Mission

To be a centre of excellence delivering specialist palliative care, from the heart of North West Surrey, to people with life-limiting illnesses and support to those important to them. To continually improve by gaining, sharing and applying knowledge. To raise both an awareness of our activities and the funds to deliver them.

Values

Caring and Compassion

Accountability

Respect

Excellence

Trustees' Annual Report

Structure, Governance and Management

Organisational Structure

The Hospice is governed by a Board of Trustees which meets on a regular basis. The balance of the Board is such that it provides the Charity with the necessary skills and expertise to ensure the effective running of the Hospice.

The Trustees and Management Team [see page 51 for details] provide services for the Charity to a high standard. They also continue to review the appropriateness of those services in order that Woking Hospice can continue to meet the needs of the population which it serves.

The key management personnel of the group consist of the Trustees, Chief Executive Officer and a Management Team. The day-to-day running of both charities is undertaken by the Chief Executive Officer and the Management Team. They are tasked with making operational decisions but refer to the Board of Trustees to ratify significant decisions at our quarterly Board Meetings.

During 2021/ 22, the Hospice held a total of four Board meetings and a number of additional meetings for its three main Committees, namely, Governance, Finance & Sustainability and Development & Income Generation.

Recruitment and appointment of Trustees

Under the requirements of the Memorandum and Articles of Association, Trustees are elected to serve for a period of four years after which time they may either stand down or offer themselves for re-election.

New Trustees are appointed from the population of the catchment area in compliance with a formal recruitment procedure. The Board constantly monitors its own skill base to ensure that it has proper representation across all functions to enable it to govern the Hospice effectively. The requirements for new Trustees are clearly identified and the local press, other relevant media and local organisations are deployed in recruitment. All potential candidates are fully vetted and go through a selection process to identify the most suitable appointee. Appointments are then approved by the full Board.

Remuneration Policy

Trustees are not remunerated. Remuneration levels for staff are benchmarked against similar roles in the voluntary sector and against NHS pay scales. The Finance & Sustainability Committee reviews remuneration packages for members of the Management Team.

Trustees' Annual Report

Structure, Governance and Management

Trustee Induction and Training

There is a formal induction programme for all new staff and Trustees.

Board Effectiveness

Our Trustees are all distinguished figures from the world of finance, business, law, medical and clinical, marketing and public life. They are ultimately responsible for all that we do. The Board of Trustees works with the Management Team to:

- Shape the Hospice's long-term strategy and key priorities to ensure that its charitable objectives are met
- Monitor progress and evaluate the impact of the Hospice's activities
- Provide vision, challenge, leadership and to uphold the highest levels of integrity, financial stewardship and corporate governance

Related Parties

Transactions with related parties are at market value and are approved by the Trustees and Executive Team. Details of Related Party Transactions are shown in note 27 on page 50.

Volunteer Recruitment, Induction and Training

We are extremely grateful to our friends in the community who give up their time for free. Our network of Volunteers is a valued and important part of our workforce without whom we could not do all that we do. Our Volunteers support our shops and offices, serve in our café at the Hospice, manage our reception desk, keep our gardens looking lovely, help at our fundraising events, and spend time with our patients in the Wellbeing Centre and on the Ward. They all play a vital role in the operation of the Hospice and its services.

We have a formal application process and all Volunteers are interviewed after which we complete the appropriate checks depending on the role that has been applied for. Full support and training is given to each Volunteer who we recruit which commences with a comprehensive induction programme.

Trustees' Annual Report

Main Activities

Inpatient Unit

The Hospice provides 20 beds at its Inpatient Unit in Goldsworth Park in Woking where 24 hour care is provided by a highly skilled and dedicated multi-disciplinary team. Patients are cared for in single rooms with private bathrooms. Provision can be made for family members to stay overnight with patients.

Community Nurse Specialist Services

Our Community Nurse Specialist Team provides advice and support to patients living with life limiting conditions in their own homes. Members of the team work collaboratively with GP's and District Nurses and provide a vital link with their colleagues working on the Inpatient Unit and in the Hospice at Home Team (formerly referred to as "COSI").

Hospice at Home

The Hospice at Home service provides hands on support to those patients in the last few weeks' of life and who wish to die in their own homes.

Wellbeing Services

In normal conditions, outpatients can access wellbeing services each weekday. A team of palliative care specialists work with patients to identify their personal goals for living and support them to live as well as possible within the constraints of their illness. There was inevitably some reduction in face to face services during the pandemic but these were restored in April 2022.

Bereavement, Counselling and Befriending

The Hospice provides a wide range of bereavement, counselling and befriending services to patients, their carers and family members including children.

Spiritual Care

Clinical staff and counsellors work closely with religious leads across the community. The Hospice Retreat provides a quiet, reflective space which can be utilised by patients, family members, friends or staff.

Voluntary Services

The Hospice is supported by many Volunteers who enable the Hospice to provide all the services that it does. It is estimated that our Volunteers save the Hospice in excess of £1 million per annum in equivalent staff costs. Their social impact value to the community is, of course, significantly more. The immense value of these individuals is very much appreciated by the staff and Trustees.

Trustees' Annual Report

Achievements and Performance 2021/22

Quality: Achievement of Priorities for 2021/22

Under the terms of its funding contract with Surrey Heartlands Clinical Commissioning Group (the "CCG"), the Hospice is required to submit a Quality Account each year. The 2021/22 Quality Account was submitted in May 2022. In addition to setting out the Purpose, Vision and Principles of the Hospice, the CCG requires us to submit our "Priorities for Improvement" for the year ahead and to provide Statements of Assurance from the Board.

In March 2021, we set out four priority areas for quality improvement in 2021/22 and we shared these in our Quality Account for 2020/21. We have set out our progress in achieving these priorities in the following summary.

Priority 1: Implementation of EMIS Clinical System	
How identified as a priority?	The priority was identified prior to the commencement of the Integrated Community Care Project (2019/2020 priority). It was recognised that an electronic clinical notes system would improve efficiency and coordination of care with our partners.
End of year results	<p>Progress was delayed following discussions with our NHS partners (Central Surrey Health (CSH)) on the implementation model. Taking time to complete an options appraisal has enabled us to work collaboratively, to benefit from their experience of implementing from this system across the Community and to secure the support of its Digital Team.</p> <p>The first stage of the Project Plan has been completed and the focus is now on optimising the utilisation of this System</p>
Priority 2: Implementation of a New Training and Development Programme	
How identified as a priority?	Given the challenges we face with recruitment, and following feedback from our staff, we recognise that improvements in our education and training programme are required in order to develop and retain our staff and to attract new staff.
End of year results	An in-house training programme was developed and implemented in January 2022 utilising the skills and expertise within our staff groups. Staff also took part in a wide range of external courses throughout 2021/22. A new Education and Training Manager came into post in January 2022 and met with all Heads of Department/Managers. She undertook a Gap Analysis in training provision and developed an action plan outlining the priorities for 2022/23. The Education and Training Manager has joined an Education Leads Group working with Phyllis Tuckwell Hospice and Princess Alice Hospice to share best practice, identify courses and develop more collaborative working.

Trustees' Annual Report

Achievements and Performance 2021/22

Priority 3. Development of a new Wellbeing Model

How identified as a priority?	With increasing demand for Hospice care, we identified that there was an opportunity for innovation to provide more individualised care and an enhanced range of services. During the pandemic, new resources were added to our website and online services were piloted and learning from this will be incorporated into the service plans.
End of year results	Phased implementation of the new Wellbeing Model was achieved this year. The key features of the model are personalised care, agreed objectives, outcome measurement and increased access. In addition, services were extended to patients and carers on the Inpatient Unit. A home-based Complementary Therapy service was also established for patients and their carers unable to attend the Hospice. Complementary Therapy was also offered to all staff.

Priority 4: The development of a workforce that is sustainable and fit for the future.

How identified as a priority?	<p>A number of initiatives including integrated opportunities for nursing staff. We recognise the challenges that all healthcare organisations face with recruitment and acknowledge that innovative ways of working are required to support career development.</p> <p>This will in turn provide exposure to palliative care and end of life care experience and will lead to more seamless patient care and a better patient experience.</p>
End of year results	<p>An experienced Palliative Care Nurse was seconded from the local Acute NHS Trust and took up her post as Inpatient Unit Manager in July 2021. The Manager has focused on improving existing clinical documentation and competency templates for all staff groups.</p> <p>New Senior Staff Nurse roles were introduced this year and we successfully recruited three nurses at this level.</p> <p>A new rostering tool (currently in use at Ashford and St Peter's Hospitals NHS Trust) is to be implemented which will facilitate the deployment of Bank staff between the Trust and the Hospice.</p> <p>The focus on attracting candidates into an internal rotation scheme continues. Recruitment of clinical staff remains a significant risk to the organisation and a new priority for 2022/23 has been set to develop existing staff and consider innovative roles.</p>

Trustees' Annual Report

The Quality Agenda

Quality: Priorities for Improvement for 2022/23

The Priorities for Improvement for the year 2022/23 have been identified as follows. Performance against each priority will be assessed in the 2022/23 Quality Account which will be submitted to the Surrey Heartlands Clinical Commissioning Group in June 2023.

Priority 1: Optimising the use of the EMIS Clinical System

In the 2021/22 Quality Account, we set ourselves the priority of implementing the EMIS clinical system into our Community services. Whilst achieving consensus on partnering options proved challenging during the pandemic, implementation is well underway and will be completed during Q3. The priority for 2022/23 is to build upon this success by ensuring that the benefits of this clinical system (and the potential for further collaboration with our community partners) are fully realised and that overall service delivery is materially improved.

Priority 2: Review of the Hospice at Home Service

A review of our Hospice at Home Service to encourage further integration with the Community Service Team in order to optimise the use of resources and extend our reach.

Priority 3: Development of a Palliative & End of Life Care “hub”

Following a series of meetings during 2021, the Hospice is now the primary provider of specialist medical services and leads on the specialist palliative care agenda across North West Surrey. Our priority is to now work with our partners to transition the existing Agreement between the Hospice and Ashford and St Peter's Hospitals NHS Trust into a more collaborative one in which resources are allocated on the basis of clinical need rather than in accordance with the terms of an Agreement.

Priority 4: Investing in our Workforce

In our Quality Account for 2020/21, we set ourselves the priority of developing a workforce that was sustainable and fit for the future. This priority was based on integrated working with Ashford and St Peter's Hospitals NHS Trust to develop innovative ways of working across both sites. The priority for 2022/23 is to build upon this success by a focus on developing our staff. We will work with them to develop their full potential and, in doing so, to introduce increased resilience into our services.

Trustees' Annual Report

The Quality Agenda

Care Quality Commission (CQC) Regulators

The Hospice was last inspected by the Care Quality Commission in December 2019 when Inspectors assessed our clinical performance as “GOOD” and on a trajectory to “OUTSTANDING”. During the COVID pandemic, the CQC has adopted a practice of regular (quarterly) virtual monitoring sessions covering all aspects of our activities.

COVID 19

Progress in delivering some aspects of our Quality Agenda during 2021/22 has inevitably been adversely impacted and / or delayed by COVID 19. Conversely, it has continued to have a positive impact in accelerating changes in practices and our use of technology – changes that will be retained post COVID 19.



Trustees' Annual Report

Our Impact



“We would like to thank you for the wonderful care you have given dad. It has been a huge comfort to us that as a family we had chance to spend some precious time with him.”

The Hospice produces an Impact Report each year to share with its supporters the very real difference their support makes. In this section, we look at some of its highlights.

In 2021/22, we continued to care for individual patients and their families and carers.

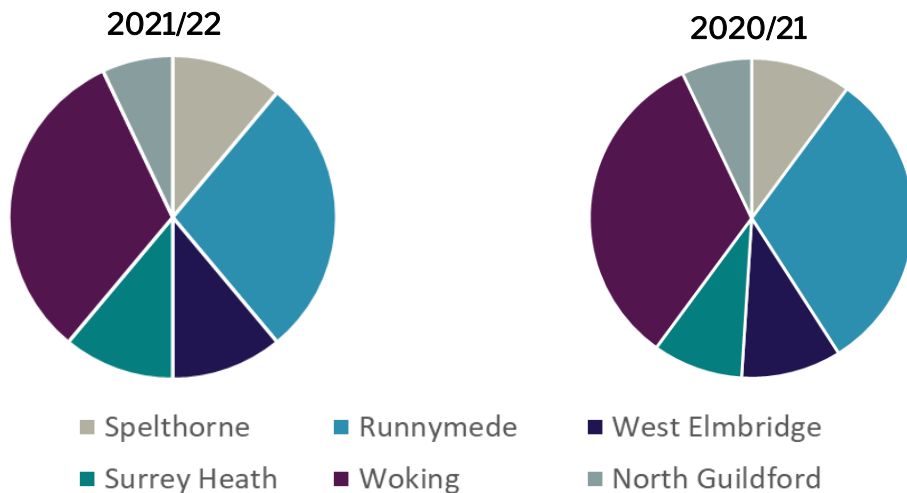
The table below shows the proportion of our patients who have accessed more than one of our services during 2021/22 compared with the preceding year.

Number of services accessed per patient	2021/22	2020/21
1 Service	67%	67%
2 Services	25%	27%
3 services	6%	6%
4 services	1%	0%

Trustees' Annual Report

Our Impact

Our care is delivered across six Surrey Boroughs. The charts below illustrate the source of our referrals.



The holistic nature of palliative care means that we help our patients live well and die comfortably and with dignity. The impact of our care can be measured by the feedback we get from our patients and their families. Patient Surveys are carried out routinely and feedback is monitored to identify where service changes may be required.

We took part in the 2021 National Independent FAMCARE [Service Evaluation of Bereaved Relatives' Satisfaction with End-of-Life Care] Audit for the 10th year running. This audit measures how satisfied the bereaved relatives of patients are with the care services we have provided at the Hospice or at home. The audit was undertaken between 1st June to 31st August 2021.

As in the previous years the majority of results were either **'VERY Satisfied'** or **'Satisfied'**.

The Hospice's impact and value within the community is more than just the care we deliver. In 2021/22, we also added value by:

- Employing 254 local people
- Offering 650 Volunteering opportunities
- Providing family fun events for more than 1,000 local people
- Supporting the NHS through our Fundraising and Retail Income
- Recycling approximately 350 tonnes of items that would have ended up in landfill
- Providing 18 affordable Retail Shops
- Providing 95,867 website users with information
- Sharing updates with approximately 16,000 social media followers

Trustees' Annual Report

Our Commitment to Our Supporters

Like most Charities, the Hospice has an in-house Fundraising Team which it finances in order to generate more income.

The Hospice is registered with the Fundraising Regulator and we endeavour to meet the high standards promoted by their Fundraising Practice by ensuring our activities are open, fair, honest and legal. We continue to work towards full compliance with all GDPR and other regulations to ensure we always respect our supporters' wishes and treat their privacy with the utmost respect. We ensure that staff are fully trained and understand their responsibilities in their respective areas.

We contact supporters in the ways that they prefer and adapt our methods as needed. Supporters can change their preferences at any time and we will not contact them if they ask us not to. We never share names, addresses or other personal information with third parties for charity, commercial or fundraising purposes.

We genuinely appreciate feedback from supporters and the public and we review our fundraising activities in light of feedback and complaints we may receive.

We take any Fundraising, Retail or other trading activity complaints that we receive very seriously. Any emerging trends then inform future practice and procedures to ensure we always treat our supporters' donated goods with respect and we provide the best possible shopping experience for our customers.

Across our Fundraising and Retail operations comprising thousands and thousands of transactions, we received just six complaints. All of these were satisfactorily addressed without the need for referral to the Fundraising Regulator.



Registered with
**FUNDRAISING
REGULATOR**

Trustees' Annual Report

Our Supporter Promise

At Woking & Sam Beare Hospices, we are extremely lucky and grateful to have so many passionate, committed and generous supporters. Without our wonderful local community, we simply wouldn't be able to continue to provide specialist palliative care to adult patients of all ages, who have advance life-limiting conditions, when they need us most.

We want to make sure that our supporters have a great experience. Good communication in the way that's right for for our supporters is therefore key.

We promise:

- We will keep the personal details of our supporters safe, secure and confidential.
 - We will not share or sell details of our supporters to any other organisations or individuals [unless for printing and distribution of communications via our approved preferred supplier].
 - We will communicate appropriately and sensitively and are especially careful when engaging with vulnerable people.
 - We will answer any questions about our fundraising activities and costs openly and truthfully.
 - We will keep our supporters up to date with inspiring and relevant news from our care team.
- We will tell the truth and won't exaggerate. What we say we will do, we will do.
 - Supporters will always be able to let us know how they would like to be communicated with or if they would prefer not to be contacted. And they can change their preferences at any time.
 - Our database is constantly updated to ensure we have the correct contact details for supporters and how they like to be communicated with.
 - We adopt best fundraising practice by regulatory bodies and will continue to do so as these are updated.

For more information

Our Fundraising Team are always happy to help.

T: 01483 881752

E: fundraising@wsbhospices.co.uk

Trustees' Annual Report

Long Term Sustainability

Hospices rely heavily on charitable income from fundraising and retail activity to provide their services. This reliance has been all too evident during 2021/22 when these sources continued to be adversely impacted by the pandemic.

Whilst hospices have benefitted from additional Government funding to mitigate the loss of income in these areas, it is generally acknowledged that the traditional hospice operating model is not financially sustainable. Hospice UK has continued to encourage its members to collaborate with each other and with their NHS partners in order to reduce their individual cost base and to develop new and more sustainable operating models. The Hospice has been successfully addressing these areas .

In the balance of this Report, we assess the principal risks associated with our current operating model and outline the steps that we have taken to transform our operation in order to ensure our long term financial sustainability.



Trustees' Annual Report

Principal Risks and Uncertainties

The Risk Register

The Hospice maintains a Risk Register in which risks are identified and assessed. Assessments are undertaken on a regular basis with policies and procedures developed to mitigate the incidence, scale and potential impact of all risks. The Risk Register is reviewed at both the quarterly Governance and Finance & Sustainability Committee meetings. Both these Committees report to the main Board on the outcome of these reviews.

Principal Financial Risks

The main ongoing financial risk to the continued activity of the Hospice is its continued reliance upon the (net) income from fundraising activity (Fundraising and Retail).

In normal conditions, these funds typically contribute more than 60% of the costs directly associated with our clinical operation. By definition, however, they are uncertain and, as has been demonstrated all too clearly during the COVID 19 pandemic, could at any time prove inadequate to allow the Hospice to continue to operate at current service levels.

Our Retail and Fundraising Departments work continuously to improve performance but, even before the advent of the COVID 19 pandemic, the economic climate and decline of footfall on the High Street was having an adverse impact and making it harder to achieve the funding we require to deliver our services.

Shortfalls in Legacy income represent a lower risk as, for the purposes of forward planning, this income is traditionally included at a non material level.

The balance of our funds is derived primarily from our contract for clinical services with the North West Surrey Clinical Commissioning Group (CCG). This contract is for Inpatient, Community and "Hospice at Home" services. Our contract is expected to be renewed for a further 2 years from 1 April 2022.

Considerable progress was made during the course of 2021/22 to restructure the Hospices loan position with Woking Borough Council which was concluded in August 2021. Further details of this conclusion can be found in Note 28.

As is the case with all healthcare operators, we are facing ongoing recruitment challenges which have been exacerbated (in part at least) by the UK's departure from the European Union. We now offer an equivalent clinical Pay Scale to that offered by our NHS partners so that we can compete on the similar Terms and Conditions.

Trustees' Annual Report

Principal Risks and Uncertainties

Total Reserves

The total reserves of Woking Hospice increased by £7.768m during the year and totalled £15.234m as at 31 March 2022. This compares with a total of £7.465m on 31 March 2021. The increase can be largely attributed to the benefit derived from the resolution of the loan position with Woking Borough Council which was completed on 9th August 2021 (see Note 28 for detail).

Reserves Policy

The Hospice needs to hold adequate levels of reserves to ensure that its known liabilities can be met.

It is the view of the Trustees that a level of 'Free Reserves' (i.e. unrestricted cash funds and other liquid assets) that are equivalent to six months of operating costs will enable the Charity to meet its future obligations and to be able to react to a significant short term drop in income. Free Reserves are calculated as unrestricted cash funds and other liquid assets.

As at 31 March 2022, Free Reserves stood at £6.097m which includes a cash balance of £5.188m. This represents more than six months of operating costs which will provide some protection in the event of a slower than anticipated recovery in Retail and Fundraising activity post pandemic. Operating costs include not only the costs of the staff required to deliver the service offered by the Hospice but also those staff members who are involved in raising funds and providing support services.

The Hospice undertakes financial planning on a three-year rolling programme which informs its budgeting and cash management processes.

Trustees' Annual Report

Principal Risks and Uncertainties

Cost of operating our Charitable Activity

For every £1 of charitable income received, around 87p is spent on charitable activities with the balance utilised on generating this income.

Going Concern

The principal financial risks facing the Hospice are summarised on page 19 and reflect the inherent uncertainties of the Hospice and charity sector. The Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern.

The Hospice has made progress in resolving its loan position with Woking Borough Council. These negotiations were completed on 9th August 2021 and have significantly strengthened the Charity's Balance Sheet and its financial resilience. More details on this resolution can be found in note 28. In parallel, the Hospice has continued to build on its relationships with its partners within the Integrated Care Partnership (the ICP) for North West Surrey and its contract for the provision of clinical services from April 2021 is expected to be renewed by the Clinical Commissioning Group

As we move forward, new challenges are becoming more apparent. These include the current cost of living crisis which will have an effect on our fundraising efforts and our retail operations.

Recruitment continues to be challenging across the health and social care sector. Demand for our clinical services grew during the COVID-19 pandemic and, despite a reduction in infection rates, this has not reduced and our NHS partners appear to be more reliant on us than ever before.

The Hospice is committed to deliver a near balanced budget for the 2022/23 financial year and the Finance and Sustainability Committee continues to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses quarterly on cash flow forecasts on a rolling 24 month basis and annually over a 36 month basis. These continue to be positive into the foreseeable future.

Accordingly, the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

Trustees' Annual Report

Looking Ahead

During 2021/22, the Hospice continued to make changes to its management structure and methods of operation. In making these changes, it was able to assure its partners in the local healthcare economy of its long term sustainability.

In July 2020, the Hospice became a member of the Integrated Care Partnership Board for North West Surrey and it now plays an important role in the delivery of healthcare care models across the area. Since January 2021, its Medical Team has been working across both the Hospice and the local NHS Acute Trust (at St Peter's Hospital) and the Hospice leads on the specialist palliative care agenda across North West Surrey.



Trustees' Annual Report

Trustees' Responsibilities

The Trustees (who are also Directors of Woking Hospice for the purposes of Company Law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards [United Kingdom Generally Accepted Accounting Practice].

Company Law requires the Trustees to prepare financial statements for the financial year that give a true and fair view of the state of affairs of the charitable company. They must also give a true and fair view of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- A. **Select suitable accounting policies and then apply them consistently**
- B. **Observe the methods and principles in the Charities Statement of Recommended Practices**
- C. **State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements**
- D. **Make judgements and estimates that are reasonable and prudent and;**
- E. **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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information of which the company's Auditor is unaware. Each Trustee has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the company's Auditor is aware of that information.

The Trustees' Annual Report and Strategic Report have been approved and authorised for issue by the Board on 30th September 2022 and signed on its behalf by:



Tim Stokes
Chair of the Board of Trustees
30th September 2022

Independent Auditor's Report To Members of Woking Hospice

[A limited company by guarantee] - Registered Company No.: 03955487

Opinion

We have audited the financial statements of Woking Hospice (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

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

Basis for opinion

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

We are independent of the charitable company 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. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

Independent Auditor's Report To Members of Woking Hospice

[A limited company by guarantee] - Registered Company No.: 03955487

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 ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report To Members of Woking Hospice

[A limited company by guarantee] - Registered Company No.: 03955487

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement included in the Trustees' Annual Report, 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.

Independent Auditor's Report To Members of Woking Hospice

[A limited company by guarantee] - Registered Company No.: 03955487

Auditor's responsibilities for the audit of the financial statements

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

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

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Independent Auditor's Report To Members of Woking Hospice

[A limited company by guarantee] - Registered Company No.: 03955487

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of this 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.



Sudhir Singh FCA (Senior Statutory Auditor)

For and behalf of

MHA MacIntyre Hudson

Statutory Auditor

London, United Kingdom

Date: 25 November 2022

Statement of Financial Activities

Including Income and Expenditure

For the year ended 31 March 2022 | Registered Company No.: 03955487

				2022	2021
		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	Notes	£'000	£'000	£'000	£'000
Income From:					
Donations and legacies	2	1,384	106	1,490	4,475
Charitable activities	3	3,913	927	4,840	3,976
Other trading activities	4	3,484	-	3,484	1,518
Investment income	5	73	-	73	209
Total		8,854	1,033	9,887	10,178
EXPENDITURE ON					
Charitable Activities	6	5,238	1,053	6,291	6,143
Raising Funds including Retail	7	2,500	-	2,500	2,278
Investments	8	6	-	6	20
Total		7,744	1,053	8,797	8,441
Net income and (Expenditure)		1,110	(20)	1,090	1,737
Extraordinary Item	28	6,659	-	6,659	-
Net movement in funds		7,769	(20)	7,749	1,737
Reconciliation of funds					
Total funds brought forward		7,465	78	7,543	5,806
Total funds carried forward		15,234	58	15,292	7,543

All income and expenditure derive from continuing activities.

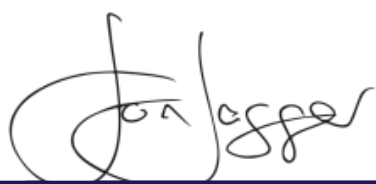
Balance Sheet

As at 31 March 2022

Registered Company No.: 03955487

	Notes	2022 £'000	2021 £'000
FIXED ASSETS			
Tangible assets	13	9,136	9,459
Investments	14	-	3,245
Total Fixed Assets		<u>9,136</u>	<u>12,704</u>
CURRENT ASSETS			
Stock	15	6	12
Debtors	16	2,642	2,393
Cash at Bank and in Hand		5,188	3,589
Total Current Assets		<u>7,836</u>	<u>5,994</u>
CREDITORS: amounts falling due within one year	17	<u>(1,680)</u>	<u>(1,458)</u>
NET CURRENT ASSETS		<u>6,156</u>	<u>4,536</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>15,292</u>	<u>17,240</u>
CREDITORS: amounts falling due after one year	19	-	(9,697)
NET ASSETS		<u>15,292</u>	<u>7,543</u>
Funds of the Group/Charity			
Restricted Funds	21	58	78
Unrestricted Funds			
General		15,234	7,465
Total Unrestricted Funds		<u>15,234</u>	<u>7,465</u>
TOTAL FUNDS		<u>15,292</u>	<u>7,543</u>

The Financial Statements were approved and authorised for issue by the Board of Trustees on 30th September 2022. The notes on pages 32-50 form part of these Financial Statements.



J Jagger, F.C.A.

Trustee | 30th September 2022

Statement of Cash Flows

For the year ended 31 March 2022

Registered Company No.: 03955487

	Notes	2022 £'000	2021 £'000
Cash Flow from Operating Activities	23	1,842	1,910
Net Cash Flow from Operating Activities		1,842	1,910
Cash Flow from Investing Activities			
Payments to acquire tangible fixed assets		(243)	(81)
Interest Received			1
Net Cash Flow from Investing Activities		(243)	(80)
Net increase/(decrease) in cash and cash equivalents		1,599	1,830
Cash and cash equivalents at 31 March 2021		3,589	1,759
Cash and cash equivalents at 31 March 2022		5,188	3,589
Cash and cash equivalents consist of:			
Cash at Bank and in Hand		5,188	3,589
Cash and cash equivalents at 31 March 2022		5,188	3,589

The notes on pages 32-50 form part of these Financial Statements.

Analysis of changes in net debt

	At 1 Apr 2021 £000	Cashflows £000	Other Changes £000	At 31 Mar 2022 £000
Cash & Cash Equivalents				
Cash at bank and in hand	3,589	1,599	-	5,188
	3,589	1,599	-	5,188
Borrowings				
Debt due after one year	(9,697)	(207)	9,904	(0)
	(9,697)	(207)	9,904	(0)
Total	(6,108)	1,392	9,904	5,188

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

1. Principal Accounting Policies

Summary of Significant Accounting Policies

(a) General information and basis of preparation

Woking Hospice is a company limited by guarantee and a registered charity in the United Kingdom. The address of the registered office is given in the charity information on page 49 of these financial statements. The nature of the charity's operations and principal activities is the provision of palliative care and hospice services to the communities in North West Surrey.

In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland [FRS 102] - (Charities SORP FRS 102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention, if appropriate modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All income is included in the Statement of Financial Activities [SoFA] when the group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, they can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP [FRS 102]. Further detail is given in the Trustees' Annual Report.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion, legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the group. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government sources is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

(d) Donated goods and services

There were no donations of goods or services in the year ended 31 March 2022 (2021: £Nil). Donated goods for resale are recognised as income when sold and included in income from retail shops in the SoFA. It is not practical to estimate the fair value of these goods on receipt because of the volume of low-value items received and the lack of detailed records.

(e) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds includes the operation of the income generation and retail departments. Expenditure on charitable activities includes all costs of the provision of hospice services. Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

(f) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Premises overheads have been allocated on a usage basis and other overheads have been apportioned on a basis consistent with use of the resources; heads, FTE (Full Time Equivalent), floor space and expenditure. Support costs also include governance costs which are those costs incurred in relation to compliance with constitutional and statutory requirements. The analysis of support costs is included in note 9.

(g) Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Fixed assets are capitalised when the value is greater than £500.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Freehold land	Not depreciated
Freehold buildings	2%
Leasehold buildings and improvements	2%
Hospice building improvements	2%
Shop and warehouse fittings	20%
Fixtures and fittings	Between 15%-33%
Motor vehicles	Between 20%-33%
Assets in the course of construction	Not depreciated

(h) Stocks

Stocks are stated at the lower of cost and estimated selling price, less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

(i) Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(j) Loans and borrowings

Loans and borrowings are recognised at the transaction price including transaction costs.

(k) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

(l) Leases

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(m) Employee benefits

The charity operates a defined contribution plan for the benefit of some of its employees. Contributions are expensed as they become payable. When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. The NHS defined benefit scheme is in operating but accounted for like a defined contribution scheme for the reasons detailed in Note 24.

(n) Termination payments

The charity applies the government redundancy rules and employee contractual terms.

(o) Tax

The charity is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. It therefore does not suffer tax on income or gains applied for charitable purposes.

(p) Financial Instruments

The charity only holds basic Financial Instruments. Financial Instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets or financial liabilities.

The financial assets and financial liabilities of the charity are as follows:

Debtors - trade and other debtors (including accrued income) are financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - trade creditors, accruals and other creditors are classified as financial instruments, and are measured at amortised cost as detailed in notes 17 and 19. Amounts due for taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

(q) Going Concern statement for Woking Hospice

The principal financial risks facing the Hospice are summarised on page 21 and reflect the inherent uncertainties of the Hospice and charity sector. Despite the effects of COVID-19 creating considerable risk in forecasting the Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern.

The Hospice made significant progress in resolving its loan position with Woking Borough Council.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

These negotiations with the Council were completed on 9th August 2021, which has significantly strengthened the charity's balance sheet and financial resilience. In parallel, the Hospice has continued to build on its relationships with its partners within the Integrated Care Partnership (the ICP) for North West Surrey and its contract for the provision of clinical services from April 2021 was renewed.

The Hospice is projected to deliver a balanced budget for the 2022/23 financial year and the Finance and Sustainability Committee continue to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses on cash flow forecasts on a rolling 24 month basis and 36 month basis which continue to be positive for the foreseeable future.

Accordingly the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

(r) Judgements and key sources of estimation uncertainty

The following judgements [apart from those involving estimates] have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

- Depreciation rates reflect an estimate of economic lives of the underlying assets
- Impracticality of valuing donated goods for resale at fair value on receipt of the goods
- Allocation of support costs

2. Income from donations and legacies

	2022			2021		
	Unrestricted Funds £000	Restricted Funds £000	Total Funds 2022 £000	Unrestricted Funds £000	Restricted Funds £000	Total Funds 2021 £000
Donations	174	106	280	357	26	383
In Memory donations	524	-	524	541	-	541
Legacies	299	-	299	626	3	629
Grants from Trusts	143	-	143	158	54	212
Govt Grants (BBC)	-	-	-	-	8	8
NHSE - COVID Support	-	-	-	-	974	974
Local Authority Grants	36	-	36	580	-	580
CJR Scheme	30	-	30	677	-	677
Grants from Subsidiary	101	-	101	395	-	395
Corporate	77	-	77	76	-	76
	1,384	106	1,490	3,410	1,065	4,475

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

2. Income from donations and legacies continued ...

Local Authority Grants are government grants received via local authorities to support non-essential businesses forced to close due to lockdown restrictions whilst the Coronavirus Job Retention Scheme (CJR Scheme) was set up by the Govt to support business with the employment costs of staff who would otherwise have been laid off or made redundant because the business was impacted by the COVID-19 crisis. There are no unfulfilled conditions in relation to these grants.

3. Income from charitable activities

	2022			2021		
	Unrestricted Funds	Restricted Funds	Total Funds 2022	Unrestricted Funds	Restricted Funds	Total Funds 2021
	£000	£000	£000	£000	£000	£000
Clinical Commissioning Group	2,388	-	2,388	1726	-	1726
Continuing Care	531	-	531	471	-	471
NHSE	-	927	927	-	961	961
CoSI	470	-	470	465	-	465
Other	524	-	524	353	-	353
	3,913	927	4,840	3,015	961	3,976

4. Income from other trading activities

	2022	2021
	£000	£000
Lottery and Raffles	410	421
Fundraising events	337	251
Other	24	2
Insurance Claim	456	264
Shop Income	2,144	550
Gift Aid on Shop Income	113	30
	3,484	1,518

Other income includes income from the café and all income is unrestricted in 2020/21 and 2021/22.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

5. Investment income

	2022	2021
	£000	£000
Rental Income	73	208
Bank interest	-	1
	<u>73</u>	<u>209</u>

Investment income in 2022 and 2021 is unrestricted.

6. Expenditure on charitable activities

	2022	2021
	£000	£000
Direct costs of Palliative Care	4,918	5,243
Support costs	<u>1,372</u>	<u>900</u>
	<u>6,291</u>	<u>6,143</u>

Expenditure on charitable activities in 2022 included £1,052,798 [2021 £1,964,352] of restricted expenditure. Increase in Support costs partly due to costs increasing as we emerge from the COVID-19 pandemic and return to something like normal operations.

7. Expenditure on raising funds

	2022	2021
	£000	£000
Direct Fundraising costs	326	547
Direct Retail costs	1,946	1,580
Support Costs	<u>228</u>	<u>151</u>
	<u>2,500</u>	<u>2,278</u>

Expenditure on fundraising in 2022 and 2021 is all unrestricted

8. Expenditure on investments

	2022	2021
	£000	£000
Direct costs	<u>6</u>	<u>20</u>
	<u>6</u>	<u>20</u>

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

9. Allocation of support costs

	Raising Funds £000	Charitable Activity £000	Total 2022 £000	Raising Funds £000	Charitable Activity £000	Total 2021 £000
Finance	38	211	249	27	145	172
Information Technology	31	188	219	27	158	185
HR & Volunteering	25	150	175	22	135	157
Property	53	336	392	36	212	248
Management	15	90	105	13	80	93
Governance	1	25	26	1	23	24
Other	62	372	434	25	147	172
	<u>228</u>	<u>1,372</u>	<u>1,600</u>	<u>151</u>	<u>900</u>	<u>1,051</u>

The above costs are apportioned on a basis consistent with use of the resources; per head, full time equivalent, floor space and expenditure.

10. Governance Costs

Within Management support costs above are the following governance costs:

	2022 £000	2021 £000
Audit - Current year	26	24
Legal Fees	47	20
	<u>73</u>	<u>44</u>

Net (Income)/Expenditure is stated after charging/(crediting):

11. Net (Income) / Expenditure for the year

	2022 £000	2021 £000
Depreciation of tangible Fixed Assets	565	352
Operating Lease Rentals	436	408
	<u>1,001</u>	<u>760</u>

2021/22 depreciation includes additional sums of £68k due to a change in the estimated life span of assets and a further £191k due to a correction in the applied estimated life span.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

12 (a) Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employee benefits received by key management personnel is £409,989 (2021: £487,225). As at 31 March 2022, the Charity considered its key management personnel comprise: The Trustees; Chief Executive; Head Of Finance & IT; Fundraising Director; Medical Director; Director of Clinical Services; Marketing and Retail Director; HR & Volunteer Services Manager. The Trustees neither received nor waived any remuneration during the year (2021: £nil). No Trustees are accruing pension arrangements.

Trustees claimed nil expense in both years. No charity Trustee received payment for professional or other services supplied to the charity. The reimbursement of key management expenses, none of which were paid via a third party, was as follows:

	2022 Number	2021 Number	2022 £'000	2021 £'000
Travel & Subsistence	5	6	1	2

12 (b) Staff costs

The average monthly number of employees and full time equivalents (FTE) during the year was as follows:

	2022 Number	2022 FTE	2021 Number	2021 FTE
Raising Funds	70	57	74	57
Charitable Activities	104	61	136	79
Management and Administration	18	15	27	18
	192	133	237	154

The total staff costs and benefits were as follows:

	2022 £'000	2021 £'000	Staff contractual redundancy payments were made during the year totalling £0k (2021 £11k)
Wages and Salaries	4,927	4,763	
Social Security	424	403	
Pension Costs	255	280	
Redundancy	-	11	
	5,606	5,457	

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

The number of employees who received total employee benefits [excluding employer pension costs] of more than £60,000 is as follows (amounts below include termination payments):

	2022 Number	2021 Number
£60,000-£70,000	4	3
£70,000-£80,000	1	2
£80,000-£90,000	1	-
£90,000-£100,000	1	-
	<u>7</u>	<u>5</u>

The total employee benefits of the above employees was £567,149 (2021 £531,269)

13. Tangible fixed assets

	Freehold Land and Buildings £'000	Leashold Buildings (Donated Asset) £'000	Hospice Furniture and Fittings £'000	Shop, Warehouse Fittings and Motor Vehicles £'000	TOTAL £'000
Cost at 1 April 2021	9,742	-	1,380	784	11,906
Additions	-	8,901	125	118	9,144
Disposals	(9,742)	-	(3)	-	(9,745)
At 31 March 2022	<u>-</u>	<u>8,901</u>	<u>1502</u>	<u>902</u>	<u>11,305</u>
Accumulated depreciation at 1 April 2021	772	-	934	740	2,446
Depreciation charge	69	118	347	30	564
Disposals	(841)	-	-	-	(841)
At 31 March 2022	<u>-</u>	<u>118</u>	<u>1,281</u>	<u>770</u>	<u>2,169</u>
Net book values					
At 1 April 2021	8,970	-	446	43	9,460
At 31 March 2022	<u>-</u>	<u>8,783</u>	<u>221</u>	<u>132</u>	<u>9,136</u>

The Hospice entered into an arrangement with Woking Borough Council where the Council accepted full satisfaction of its loan to the Charity in consideration for the freehold interest of the Charity's Goldsworth Park property, which was recognised as a tangible fixed asset, and the leasehold interest in 5 Hill View Road investment property.

To help ensure the continued operation of the Charity in the Borough, and also as part of the arrangement, the Council have granted the Charity a 999-year lease of the Goldsworth Park property at a peppercorn rent and with restrictions regarding its on-going use. More details of the transaction can be found in Note 28.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

14. Investment Property

	Investments	TOTAL
	£'000	£'000
Valuation at 1 April 2021	3,245	3,245
Disposals	<u>(3,245)</u>	<u>(3,245)</u>
At 31 March 2022	<u>-</u>	<u>-</u>

As part of the arrangement with Woking Borough Council, that is covered in note 28, the leasehold interest in 5 Hillview Road investment property passed to Woking Borough Council as part of the consideration for the settlement of the outstanding debt.

15. Stock

	2022	2021
	£000	£000
Goods for Resale	<u>6</u>	<u>12</u>
	<u>6</u>	<u>12</u>

All stock held is for resale in shops and comprises mainly of Christmas cards and a small selection of new goods.

16. Debtors

	2022	2021
	£'000	£'000
Trade Debtors	646	561
Other Debtors	1,116	1,080
Amount due from subsidiary	486	432
Prepayments	308	269
VAT Recoverable	86	51
	<u>2,642</u>	<u>2,393</u>

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

17. Creditors: amounts falling due within one year

	2022	2021
	£'000	£'000
Trade Creditors	275	202
Tax and Social Security	121	102
Accruals and Deferred Income	1,284	1,154
	<u>1,680</u>	<u>1,458</u>

18. Deferred Income

	2022	2021
	£'000	£'000
At 1 April	(650)	(570)
Additions during the year	(850)	(650)
Amounts released to income	650	570
At 31 March	<u>(850)</u>	<u>(650)</u>

Deferred Income comprises various amounts including advance CCG income, advance lottery sales and for fundraising events held in 2022/23.

19. CREDITORS: amounts falling due after more than one year

	2022	2021
	£000	£000
Woking Borough Council Loan - Original	-	(150)
Woking Borough Council Loan - Goldsworth House	-	(9,547)
	<u>-</u>	<u>(9,697)</u>

As part of the arrangement with Woking Borough Council, that is covered in note 28, the outstanding debt to Woking Borough Council was settled as of 9th August 2021.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

20. Leases

Operating leases primarily relate to shop leases. The charity has the following commitments under operating leases:

	Land & Buildings	Other	Land & Buildings	Other
	2022	2022	2021	2021
	£000	£000	£000	£000
Within one year	470	1	394	8
Greater than one year and not more than five years	1,189	-	939	5
Greater than five years	899	-	609	-
	2,558	1	1,942	13

21. Fund Reconciliation

	Charity 2022	Charity 2021
	£'000	£'000
Unrestricted Funds		
At 01 April	7,465	5,748
Income	17,755	8,152
Expenditure	(9,986)	(6,435)
Revaluation of fixed assets	-	-
At 31 March	15,234	7,465
General	15,234	7,465
At 31 March	15,234	7,465

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

21. Fund Reconciliation continued

	Charity 2022 £'000	Charity 2021 £'000
Restricted Funds		
At 01 April	78	58
Net Movement in Funds	(20)	20
Transfers	-	-
At 31 March	58	78

Transfer of restricted funds is allocation of funds spent on the new hospice.

2021–22

The net movement in the group restricted funds is analysed as follows:

	At 01 April 2021 £'000	Income £'000	Expenditure £'000	At 31 March 2022 £'000
CNS	24	69	(89)	5
Equipment	3	66	(21)	15
Staff Support	-	1	(1)	-
Woking Hospice (Goldsworth Park Centre)	13	-	(13)	-
Clinical IT Systems	38	-	-	38
Wellbeing	-	2	(2)	-
NHSE	-	927	(927)	-
	78	1,033	(1,053)	58

Fund description

- Clinical Nurse Specialists (CNS) funds provided to support care in the home.
- Equipment funds provided for the use of the Wellbeing and Inpatient teams which will be purchased for use in early 2022/23.
- The new Woking Hospice funds are provided for the development of the new Hospice.
- Clinical IT systems is to fund the implementation of an Electronic Notes System for patients (EMIS) which is being rolled out in the 2022/23 financial year.
- NHSE funding was funding to help maintain the provision of clinical care in the Hospice and in the community during the Omnicron COVID-19 outbreak.

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

21. Fund Reconciliation continued ...

2020–21

The net movement in the group restricted funds is analysed as follows:

	At 01 April 2020 £'000	Income £'000	Expenditure £'000	At 31 March 2021 £'000
CNS	-	39	(15)	24
Children in Need	-	8	(8)	-
Counselling	-	5	(5)	-
COVID-19	3	7	(10)	-
Equipment	6	16	(19)	3
Woking Hospice (Goldsworth Park Centre)	11	2	-	13
Clinical IT Systems	28	10	-	38
Wildlife Garden	10	-	(10)	-
NHSE	-	1,936	(1,936)	-
Fundraising Salaries	-	3	(3)	-
	58	2,026	(2,006)	78

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

22. Analysis of Net Assets between Funds

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000
Fixed Assets	9,136	-	9,136
Current Assets	7,778	58	7,836
Creditors less than one year	(1,680)	-	(1,680)
Creditors falling due after more than one year	-	-	-
Total	15,234	58	15,292

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000
Fixed Assets	12,704	-	12,704
Current Assets	5,916	78	5,994
Creditors less than one year	(1,458)	-	(1,458)
Creditors falling due after more than one year	(9,697)	-	(9,697)
Total	7,465	78	7,543

23. Reconciliation of net (expenditure)/income to net cash flow

	2022 £000	2021 £000
Net movement of funds for the year per the consolidated SoFA	7,749	1,737
Interest Receivable	-	1
Loan Interest charged and not paid	207	583
Depreciation of tangible fixed assets	565	352
(Increase)/Decrease in stock	6	1
Decrease/(Increase) in debtors	(249)	(942)
Increase/(Decrease) in creditors	223	178
Less Assets disposed/written off	(6,659)	-
Net Cash Flow from Operating Activities	1,842	1,910

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

24. Pension Schemes

The total employer pension contribution to all schemes for the year ended 31 March 2022 charged to the Income and Expenditure account was £255,224 [2021: £259,651]

NHS Pension Scheme

The Hospice makes payments to the NHS Pension Scheme for former NHS employees who, on employment with the Hospice, are eligible to continue in or re-join the NHS Pension Scheme. The NHS Pension Scheme is an unfunded defined benefit scheme that covers employees of NHS employers, General Practices and other bodies allowed under the direction of the Secretary of State for Health and Social Care in England and Wales, which includes the Hospice. It is not possible to identify the Hospice's share of the underlying assets and liabilities and as a result the NHS Pension Scheme is treated as a defined contribution scheme under FRS102.

The NHS employer pension contributions payable in the year were £157,634 [2021: £158,862].

Auto-enrolment

All employees meeting certain criteria must be enrolled into a workplace pension if they are not already in a qualifying scheme. The Hospice has chosen Royal London to meet its auto-enrolment obligations. The Royal London employer pension contributions payable in the year was £97,590 [2021: £100,790].

25. Financial Commitments

Contractual commitments for the acquisition of tangible fixed assets contracted for but not provided in the financial statements amounted to £Nil at 31 March 2022 [2021: £Nil].

26. Subsidiary Company

Sam Beare Hospice - Statement of income and expenditure

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice, with company number 05822985 and charity number 1115439, registered office Goldsworth Park Centre, Woking, Surrey, GU21 3LG. The Trustees have taken the option not to consolidate as the activities and income are not material to the parent charity Woking Hospice. Woking Hospice will operate as Woking & Sam Beare Hospices. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services as agreed at the Board of Trustees' meeting on 11 November 2020. We will therefore no longer refer to the 'group's' activity within these reports and will solely be reporting herewith on the activity of Woking & Sam Beare Hospices. In 2022 Sam Beare awarded a grant to Woking Hospice of £100,888 [2021 £325,185].

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

Sam Beare - Statement of Income and Expenditure

			2022	2021
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£'000	£'000	£'000	£'000
Income From:				
Donations and legacies	103	-	103	323
Other trading activities	-	-	-	5
Total	103	-	103	328
Expenditure on:				
Raising Funds including Retail	1	-	1	1
Charitable activities	-	-	-	1
Governance Costs	1	-	1	1
Grant to Woking Hospice	101	-	101	325
Total	103	-	103	328
Net income and Expenditure	-	-	-	-
Reconciliation of funds				
Total funds brought forward	-	-	-	-
Total funds carried forward	-	-	-	-

Sam Beare - Balance Sheet

	2022	2021
	£'000	£'000
CURRENT ASSETS		
Debtors	97	161
Cash at Bank and in Hand	391	271
Total Current Assets	488	432
CREDITORS: amounts falling due within one year	(488)	(432)
NET CURRENT ASSETS	-	-
NET ASSETS	-	-
Funds of the Group/Charity		
Unrestricted Funds		
TOTAL FUNDS	-	-

Notes to the Financial Statement

For the year ended 31 March 2022

Registered Company No.: 03955487

27. Related Party Transactions

Unrestricted donations totaling £1,595 were made by three members of Key Management Personnel and their related parties during the year (2021: £nil)

Event costs totaling £742 were paid to an entity which is operated by the spouse of a related party, trustee Richard Roberts, but in which he has no shares or ownership.

28. Extraordinary Item

	2022 £'000	2021 £'000
Donated Asset	8,901	-
Loss on Sale of Assets	2,242	-
	<u>6,659</u>	<u>-</u>

On 9 August 2021, the Hospice entered into an arrangement with Woking Borough Council. Under this arrangement, Woking Borough Council accepted full satisfaction of its loan to the Charity (£9.7m as at 31 March 2021) in consideration for the freehold interest of the Charity's Goldsworth Park property (recognised as a tangible fixed asset with a net book value of £9.0m as at 31 March 2021) and the leasehold interest in 5 Hill View Road investment property (valued at £3.2m as at 31 March 2021).

As part of this arrangement (and to help to ensure the continued operation of the Charity in the Borough), Woking Borough Council has granted the Charity a 999-year lease of the Goldsworth Park property at a peppercorn rent with some restrictions regarding its on-going use. There were no cash movements as a result of these arrangements.

The net effect of these transactions was an extraordinary credit of £6,659,000 which is reflected in the Statement of Financial Activities.

Charity reference and administration details

The Board of Trustees

The Trustees are also the Directors of Woking Hospice for the purposes of Company Law. Those who served during the year and since year end were as follows:

- Tim Stokes (Chair)
- Marc Riggs
- Nicola Eggers
- Susan Gent
- Peter Goodyear
- Jon Jagger
- Tony Jarvis
- Piers Meadows+
- Richard Roberts
- Carina Kemp
- Kerry Jarred

+Resigned 13/05/2021

Rhod Lofting remains Life President

Company Secretary

Anne Collett

Chief Executive Officer

Marian Imrie

Key Personnel

- CEO
- Medical Director
- Director of Clinical Services
- Head of Finance & IT
- Director of Marketing & Retail
- Fundraising Director
- Head of HR & Volunteer Services

Woking Hospice

Goldsworth Park Centre
Woking
Surrey, GU21 3LG

Auditors

MHA MacIntyre Hudson
6th Floor, 2 London Wall Place,
London,
EC2Y 5AU

Solicitors

Moore Barlow
The Oriel
Sydenham Road
Guildford, GU1 3SR

Bankers

Barclays Bank PLC
Leicester, LE87 7BB

Lloyds TSB PLC
Gail House
Lower Stone Street
Maidstone ME15 6NB

Our Region and Neighbouring Hospices



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Woking Hospice
Goldsworth Park Centre
Woking



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