



Woking & Sam Beare
Hospice and Wellbeing Care



Woking Hospice

Annual Report and Financial Statements

Year ended 31 March 2023

Registered Office: Goldsworth Park Centre, Woking,
Surrey GU21 3LG

Registered Company No: 03955487

Registered Charity No: 1082798

Website: www.wsbh.org.uk



Woking Hospice

An Introduction

Woking & Sam Beare Hospice and Wellbeing Care (the “Hospice”) is a patient-centered 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 2023, 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 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 set out in the Charities SORP paragraph 24.13A of not preparing consolidated financial statements where the exclusion of a subsidiary from consolidation is not material for the purpose of giving a true and fair view as they believe doing so would not result in the effected primary statements or notes being materially different from unconsolidated versions; where Sam Beare Hospice generates a surplus, the historic and current strategy of its trustees is that the charity grants this entire surplus to Woking Hospice. 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 2023. Within the Trustees' Report is the Strategic Report required under s414 c[II] 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 2022/23



I start my statement with a compliment received from a family member during the year:

'My mum is being very well cared for and with great dignity and respect, as were all the family and visitors. The staff from all departments are lovely and can't do enough for everyone even though they are busy themselves they make time to ensure everyone is doing ok. Fantastic Hospice with fantastic staff and volunteers. Thank you so much for your kindness and care.'

A reminder of the difference we make every day.

In my last report I said that we had made a financial surplus and that, in every aspect of our operations, we were stronger and better placed to take the Charity forward (free of debt) than at any point in our 25-year history. I also added that it was 'impossible to predict the challenges ahead'.

These words proved all too true given the various challenges now facing the Hospice.

Like households across the country, the Hospice is managing through a post-Brexit/post-covid period during which we have seen economic and political uncertainty which has been made worse by the awful conflict in Ukraine. We are experiencing increasing costs in all areas and, in common with our partners in the wider healthcare sector, greater demand for our services and huge pressure to do more with less. Inflation is impacting fundraising and spending in our shops due to the squeeze on disposable incomes. These pressures were coupled with recruitment challenges during the year, particularly in our clinical areas reflecting pressures in the wider healthcare economy.

As Chair, I am very proud to say all our staff, volunteers and Trustees have risen to these challenges with resilience and fortitude and are constantly seeking opportunities for improvement in all that we do.

In a testing year, I report a deficit of £1.118million with the deficit being met from Reserves. This level of deficit is largely the result of the decision to accept NHS funding relating to 2022/23 (of £800k) in the prior year.

Preparing for the year ahead we have budgeted for a similar deficit which includes a prudent approach to legacies. Legacies are increasingly important to our financial sustainability, and we seek to encourage people to favour us in their Wills. By their very nature, however, legacies are difficult to predict, and we therefore always take a prudent approach to this income stream when preparing our budgets.

Our teams have worked together to drive forward our strategic objectives. A key area of work for our clinical and IT teams has been the implementation of a paperless system for the management of patient records called EMIS. This enables our Community and Wellbeing teams to access real-time patient information using the same system as GPs and other healthcare partners. This work is a transformational change for our clinicians who have embraced the new system.



The implementation of EMIS is expected to be delivered on time and on budget thanks to our collaboration with colleagues at Central Surrey Health who have partnered with us in this project. Investment in EMIS is significant and would not have been possible without the generosity of our NHS partners, the Albert Hunt Trusts and our supporters for which we are most grateful.

We have worked hard to address recruitment challenges. We value our workforce (both staff and volunteers) and are committed to providing support and development opportunities. We recognise the importance of every individual regardless of their role.

Preparing for what we believe will be a more difficult environment for income generation, we have restructured our marketing and fundraising teams with a greater focus on innovation, cross-team collaboration and working across our community.

During the year, our chain of 16 shops continued to benefit from the application of strong retail leadership and market analysis with the quality of our sustainability offer under constant review. Where we believe we will be rewarded, we are prepared to invest in our High Street stores with one great example being our Sam Beare bookshop in Weybridge which, thanks to public votes received the prestigious Muddy Stiletto Award for the Best Independent Bookshop in Surrey!

During the year our Chief Executive (Marian Imrie) announced her plans to retire. Marian has made a significant contribution towards reshaping the Hospice, to building greater financial resilience, and ensuring our relevance and long-term sustainability through closer collaboration with our healthcare partners across North West Surrey. On behalf of the Board of Trustees, I thank her for all her work.

The Board underwent a thorough process to find Marian's successor and I am delighted that Siân Wicks LLM RGN joined the Hospice as Chief Executive on Marian's retirement in June 2023.

Together, and with the interests of our patients uppermost, we will continue to address our long-term financial security, developing plans to reach financial breakeven and then to move into surplus in the coming years. Together, we look forward to seizing opportunities which change, and challenge will inevitably produce.

Tim Stokes

Chairman of The Board of Trustees
20 December 2023



Trustees' Annual Report

Purpose, Vision, Mission, and Values

Purpose

The Hospice works in partnership with NHS Surrey Heartlands Integrated Care Partnership, 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 during 2022/23 were 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 49 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.

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 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 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. Woking Hospice operates as Woking and Sam Beare Hospice and Wellbeing Care.

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 2022/23, 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.

Consistent with Memorandum and Articles of Association, two of the Board's Trustees, Marc Riggs and Peter Goodyear on completion of their full terms have been re-elected, each for a further year after a rigorous review. The Hospice is driving forward with plans to ensure its financial sustainability and the knowledge of these two most experienced Trustees was considered invaluable in supporting this work.

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.



Trustees' Annual Report

Structure, Governance and Management

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.

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 28 on page 48.

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 2022/23

Under the terms of its funding contract with NHS Surrey Integrated Care Partnership (the "ICP"), the Hospice is required to submit a Quality Account each year. The 2022/23 Quality Account was submitted in May 2023. In addition to setting out the Purpose, Vision and Principles of the Hospice, the ICP requires us to submit our "Priorities for Improvement" for the year ahead and to provide Statements of Assurance from the Board.

In March 2022, we set out four priority areas for quality improvement in 2022-2023 and we shared these in our Quality Account for 2021-2022. We have set out our progress in achieving these priorities in the following summary.

Priority 1: Optimising the use of the EMIS Clinical System	
How identified as a priority?	As a result of engagement with our Alliance partners in the Integrated Care Partnership (ICP) during 2021–22, it has become increasingly clear that sustainability and resilience within the local healthcare system is dependent upon increased collaboration between providers.
End of year results	The expected timetable for EMIS implementation was deferred. A considerable amount of progress was, however, made to set the foundations for project delivery in 2023. The priority to optimise the use of the EMIS clinical system has therefore been brought forward to 2023-2024.
Priority 2: Review of the Hospice at Home Service	
How identified as a priority?	The Hospice at Home Service (formerly known as CoSI) provides end of life care for people in their last 6-8 weeks of life. The service was introduced in 2014 as a pilot and commissioned in 2015 and enables people to remain at home where this is their preferred place of care. We recognise that there can be duplication in assessment and there is the potential to increase access and capacity through further refinement of the model.
End of year results	We reviewed the model and identified the following: Areas of duplication in assessment with our community team nurses; Registered nurses (RNs) were undertaking some health care assistant tasks; The Community and Hospice at Home Teams were working independently. Recommendations were made to improve the clinical pathway and integrate the Hospice at Home and Community Teams. We engaged with the teams to develop and implement a new pathway, single assessment process and integrated service. The agreed model has been piloted and enables a streamlined and more efficient service with no reduction in service quality as evidenced by service outcome measures.



Trustees' Annual Report Achievements and Performance 2022/23

Priority 3. Development of a Palliative & End of Life Care “hub” for NW Surrey	
How identified as a priority?	<p>It has long been acknowledged that providing Specialist Palliative & End of Life (P&EoL) services and resources across sites (with independently recruited and managed) teams is an inefficient use of the scarce resources within those teams.</p> <p>Consultants and senior clinicians are difficult to recruit and, whilst this was the initial driver for the development of the existing SLA, there is now a consensus that closer collaboration can deliver greater efficiency and efficacy.</p>
End of year results	<p>Hospice Doctors are working across sites; the Service Level Agreement between the Hospice and ASPH is currently in place until end of June 2024.</p> <p>The resourcing implications of the proposed Model have been identified; a Business Case has been developed.</p> <p>Discussions around the consolidation of all P&EoL patient services have been held throughout the year. It has not yet been possible, however, to agree a Project Plan with key stakeholders. As a consequence, the proposed changes in the traditional operating model have not been delivered.</p>
Priority 4: Investing in our Workforce	
How identified as a priority?	<p>The challenges of recruitment and retention that all providers are facing were undoubtedly a trigger for determining this priority as was the sense that it was the right action to be taking if we were to achieve our strategic objective of becoming an “Employer of Choice”.</p> <p>We recognise that, in the current employment market, it is increasingly difficult to recruit staff who have all the skills and qualifications that are required.</p>
End of year results	<p>We achieved our priority to deliver a new education and training programme that enabled our clinical and non-clinical staff to access training (both internal and external) throughout the year. We reintroduced face to face training for elements of our mandatory training that had moved online due to Covid-19 restrictions.</p> <p>We jointly commissioned (in conjunction with Phyllis Tuckwell Hospice) a 6 month Liberating Leadership Course and shared training facilities to deliver this as a collaborative training opportunity which was highly evaluated. This culminated in a shared learning day. We will repeat this course again in 2023.</p> <p>In March this year, we launched our new Clinical Education programme which offers fortnightly specialist palliative care teaching sessions. The full rolling programme will benefit from contributions from our Medical, Therapy, Wellbeing, Nursing and Counselling Teams and external providers.</p>



Trustees' Annual Report

The Quality Agenda

Quality: Priorities for Improvement for 2023/24

Our Strategic Framework document that sets out the direction of travel for the Hospice for the period ending 31st March 2023 has been reviewed and updated. The revised Strategic Framework document sets out our objectives until March 2025. The priorities below have been identified from this Framework and will support the delivery of our objectives.

The Priorities for Improvement for the year 2023/24 have been identified as follows. Performance against each priority will be assessed in the 2023/24 Quality Account which will be submitted to the NHS Surrey Heartlands Integrated Care Partnership (ICP) in May 2024.

Priority 1: Optimising the use of the EMIS Clinical System

The priority for 2023/24 is to build upon the success of implementing the EMIS clinical system into our Community Services in May 2023. We will ensure that the benefits of this clinical system and the improved communication with our community partners are fully realised and that overall service delivery is materially improved.

Priority 2: Patient Safety

In line with the new NHS England Patient Safety Strategy, we will prepare and transition to the new Patient Safety Incident Reporting Framework (PSIRF) and implement the new processes for responding to patient safety incidents for the purpose of learning and improving patient safety.

Priority 3: To develop and implement a medicines management improvement plan

All clinical incidents are reviewed at the monthly Clinical Quality Meeting. There has been a small increase (and discernible upward trend) in incidents albeit with no harm to the patient.

This will now be a key area for focus and improvement and will be overseen by the Medicines Management Group which is multidisciplinary including a clinical pharmacist. The aim of this focus will support reduction of risk around prescribing and administration of medicines.



Trustees' Annual Report The Quality Agenda

Priority 4: To improve our corporate and departmental induction processes

Induction is an opportunity for an organisation to welcome new starters, help them settle in and ensure they have the knowledge and support they need to perform their role. We recognise that an employee's first impressions of an organisation will have a significant impact on their integration within the team and job satisfaction.

An innovative approach to corporate induction will be planned and introduced. In addition, improvements to the current departmental checklists will be made to ensure key elements are completed within an appropriate timescale.

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.

Post-COVID 19 Roadmap

Progress in delivering some aspects of our Quality Agenda during 2022/23 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 have been retained and are now part of "Business as Usual".





Trustees' Annual Report

Our Impact



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 2022/23, we continued to care for individual patients and their families and carers.

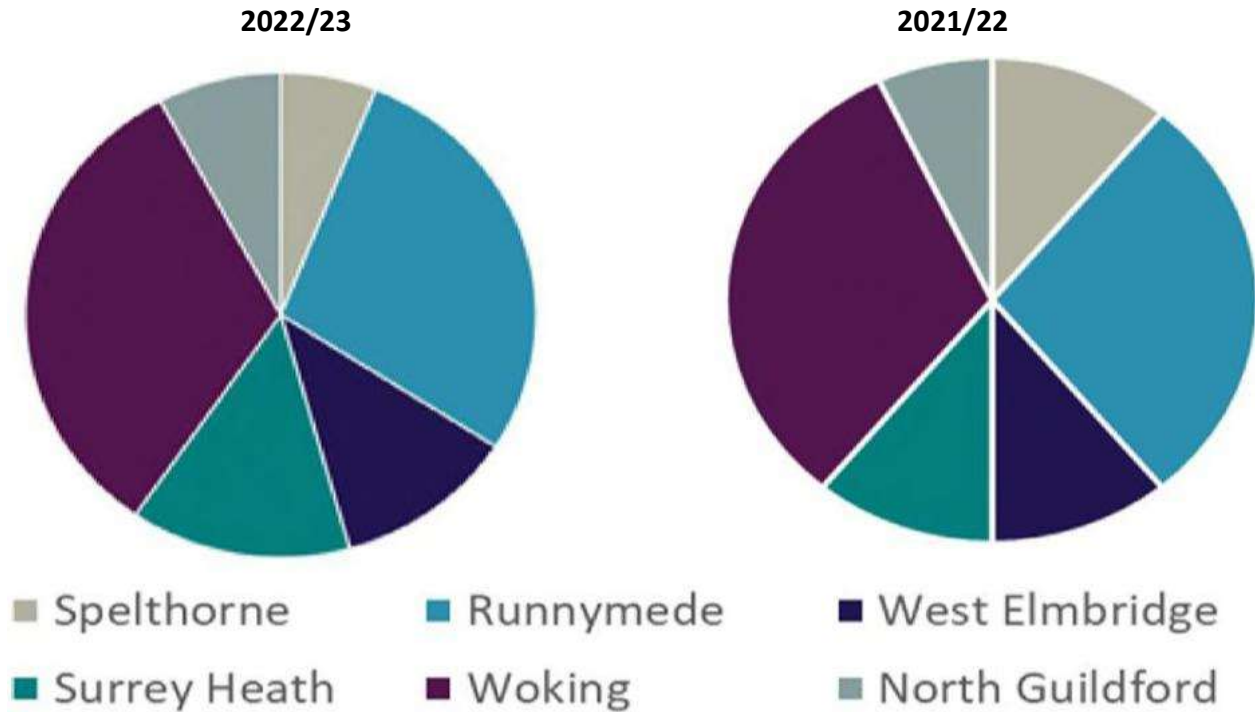
The table below shows the proportion of our patients who have accessed more than one of our services during 2022/23 compared with the preceding year.

Number of services accessed per patient	2022/23	2021/22
1 Service	58%	67%
2 Services	29%	25%
3 services	10%	6%
4 services	3%	1%



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 2022 National Independent FAMCARE [Service Evaluation of Bereaved Relatives' Satisfaction with End-of-Life Care] Audit for the 11th 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 August to 30th September 2022.

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 2022/23 we also added value by:

- Employing 254 local people
- Offering 650 Volunteering opportunities
- Providing family fun events for more than 1,500 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 17 affordable Retail Shops
- Providing 98,450 website users with information
- Sharing updates with approximately 20,000 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. For the year 2022/23, we received no fundraising complaints and 28 complaints in Retail that were largely related to donations we were unable to accept but nothing of a serious nature.

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 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@wsbh.org.uk

Woking Hospice, Goldsworth Park Centre, Woking, Surrey, GU21 3LG
Registered charity No. 1082798 / 1115439



Trustees' Annual Report Long Term Sustainability

Hospices rely heavily on charitable income from fundraising and retail activity to provide their services.

Whilst hospices benefitted from additional Government funding during the pandemic, 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 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. This last financial year has also seen escalating costs stemmed from a cost-of-living crisis.

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

The balance of our funds is derived primarily from our contract for clinical services with the NHS Surrey Heartlands Integrated Care Partnership (ICP). This contract is for Inpatient, Community and "Hospice at Home" services. Our contract was renewed from 1 April 2022 for a further 2 years.

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 decreased by £1,118k during the year and totalled £14.2m as at 31 March 2023. This compares with a total of £15.3m on 31 March 2022.

Reserves Policy

The Hospice needs to hold adequate levels of Reserves to ensure that its known liabilities can be met. The Reserves Policy is on the basis of costs, excluding depreciation, less guaranteed contract income. The Trustees will be considering the Reserves Policy in greater detail with a view to changing to a risk-based approach in future years.

It is the view of the Trustees that six months reserves will enable the charity to meet its future charitable expenditure and allow it to be able to react to a significant short-term drop in income. We carry out financial planning for a three year period, including income and expenditure, to enable the hospice to put plans in place for both growth and cost management and has set a balanced on-going operational budget in cash terms for the coming year which we believe is achievable.

As at 31 March 2023, Free Reserves stood at £4.344m which includes a cash balance of £3.244m. Free reserves have reduced since the previous year-end (£6.097m) as a result of the deficit movement in funds in the year (£1.118m) offset by a new long-term investment (£750k). This represents more than six months of operating costs, which includes 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.





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 for the foreseeable future.

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 has been renewed by the Integrated Care Partnership (ICP).

In the current climate it is clear that new challenges are becoming more apparent. These include the pressure for further wage rises and other operational cost increases.

Recruitment continues to be challenging across the health and social care sector, but we have been successful in filling our nursing vacancies. Demand for our clinical services has not reduced and our NHS partners appear to be more reliant on us than ever before.

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. Despite the cost pressures noted above, our cash reserve position appears to be sufficiently strong to maintain activities at full capacity levels.

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 2022/23, 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.

With a new Strategic Framework that was ratified by the Board of Trustees at the Board Meeting in 2023, we have retained much of what would be classified as best practice strategic objectives. We have also carried forward and modified some and have developed new ones in response to changes in the political and economic landscape and some of the workforce challenges we face. This relates to general difficulties clinical recruitment post-Covid but also in maintaining our salaries and benefit packages competitive.

Woking & Sam Beare Hospice now an established member of the North West Surrey [NWS] Alliance. We are working together for better health care and wellbeing for the residents of Woking, Runnymede, Elmbridge and Spelthorne.

The NWS Alliance is one of the largest public sector Alliances in the UK and is made up of local health and care organisations, and local authorities.

We seek to tackle some of the most significant health and care challenges facing people in North West Surrey, transforming how we operate our services to meet the challenges posed to a 21st-century health system.

We believe we can achieve more by working together and we are committed to joining up health and care services and considering all a person's health, wellbeing, and social care needs.





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 20 December 2023 and signed on its behalf by:

Tim Stokes
Chair of the Board of Trustees
20 December 2023



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 2023 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 2023, 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 as well as discussions with management of plans going forward.

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.



Independent Auditor's Report To Members of Woking Hospice

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.

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.

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;
- Review of transactions which could relate to instances of fraud or non-compliance;
- 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.

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.



Independent Auditor's Report To Members of Woking Hospice

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, Statutory Auditor
London, United Kingdom

Date: 22 December 2023

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)



Statement of Financial Activities Including Income and Expenditure

For the year ended 31 March 2023 | Registered Company No.: 03955487

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2023 Total Funds £'000	2022 Total Funds £'000
Income From:					
Donations and legacies	3	2,046	125	2,171	1,490
Charitable activities	4	2,241	54	2,295	4,840
Other trading activities	5	3,659	-	3,659	3,484
Investment income	6	38	-	38	73
Total		7,984	179	8,163	9,887
EXPENDITURE ON					
Charitable Activities	7	6,114	156	6,270	6,291
Raising Funds including Retail Investments	8	3,002	-	3,002	2,500
	9	-	-		6
Total		9,116	156	9,272	8,797
Net income and Expenditure		(1,132)	23	(1,109)	1,090
Extraordinary Item		-	-	-	6,659
Net losses on investments		(9)	-	(9)	
Net movement in funds		(1,141)	23	(1,118)	7,749
Reconciliation of funds					
Total funds brought forward		15,233	58	15,291	7,543
Total funds carried forward		14,092	81	14,173	15,292

The Statement of financial activities includes all gains and losses recognised in the year. The notes on pages 31-48 form part of these financial statements.



Balance Sheet

As at 31 March 2023 | Registered Company No.: 03955487

	Notes	2023 £'000	2022 £'000
FIXED ASSETS			
Tangible assets	14	9,003	9,136
Investments	15	745	-
Total Fixed Assets		9,748	9,136
CURRENT ASSETS			
Stock	16	3	6
Debtors	17	2,622	2,642
Cash at Bank and in Hand		3,244	5,188
Total Current Assets		5,869	7,836
CREDITORS: amounts falling due within one year	18	(1,444)	(1,680)
NET CURRENT ASSETS		4,425	6,156
TOTAL ASSETS LESS CURRENT LIABILITIES		14,173	15,292
CREDITORS: amounts falling due after one year		-	-
NET ASSETS		14,173	15,292
Funds of the Group/Charity			
Restricted Funds	21	81	58
Unrestricted Funds			
General		14,092	15,234
Total Unrestricted Funds		14,092	15,234
TOTAL FUNDS		14,173	15,292

The Financial Statements were approved and authorised for issue by the Board of Trustees on 20 December 2023. The notes on pages 31-48 form part of these Financial Statements.

J Jagger,

Trustee | 20 December 2023



Statement of Cash Flows

For the year ended 31 March 2023 | Registered Company No.: 03955487

	Notes	2023 £'000	2022 £'000
Cash Flow from Operating Activities	23	(989)	1,842
Net Cash Flow from Operating Activities		(989)	1,842
Cash Flow from Investing Activities			
Payments to acquire tangible fixed assets		(239)	(243)
Purchase of investments		(750)	-
Interest Received		34	-
Net Cash Flow from Investing Activities		(955)	(243)
Net increase/(decrease) in cash and cash equivalents		(1,944)	1,599
Cash and cash equivalents at 31 March 2022		5,188	3,589
Cash and cash equivalents at 31 March 2023		3,244	5,188
Cash and cash equivalents consist of:			
Cash at Bank and in Hand		3,244	5,188
Cash and cash equivalents at 31 March 2022		3,244	5,188

Analysis of net debt is not required as there are no relevant movements in the year and the previous year.

The notes on pages 31-48 form part of these financial statements



Notes to the Financial Statements

For the year ended 31 March 2023 | Registered Company No.: 03955487

1. General information

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 presentational currency of the financial statement is Pound Sterling (£).

2. Accounting policies

2.1 Basis of preparation of financial statements

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with the Charities SORP (FRS 102) Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (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.

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

The 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.

The Trustees have taken the option set out in the Charities SORP paragraph 24.13A of not preparing consolidated financial statements where the exclusion of a subsidiary from consolidation is not material for the purpose of giving a true and fair view as they believe doing so would not result in the effected primary statements or notes being materially different from unconsolidated versions; where Sam Beare Hospice generates a surplus, the historic and current strategy of its trustees is that the charity grants this entire surplus to Woking Hospice.

2.2 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.

2.3 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 for the foreseeable future.

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 has been renewed by the Clinical Commissioning Group.

In the current climate it is clear that new challenges are becoming more apparent. These include the pressure for further wage rises and other operational cost increases.

Recruitment continues to be challenging across the health and social care sector, but we have been successful in filling our nursing vacancies. Demand for our clinical services has not reduced and our NHS partners appear to be more reliant on us than ever before.

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. Despite the cost pressures noted above, our cash reserve position appears to be sufficiently strong to maintain activities at full capacity levels.

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.

2.4 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.

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 [FRS102]. 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.

2.5 Donated goods and services

There were no donations of goods or services in the year ended 31 March 2023 (2022: £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.

2.6 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.

All expenditure is inclusive of irrecoverable VAT.

2.7 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 10.



2.8 Tangible fixed assets and depreciation

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:

Leasehold buildings and improvements	- 2%
Hospice building improvements	- 2%
Shop and warehouse fittings	- 20%
Fixtures and fittings	- Between 15%- 33%
Motor vehicles	- Between 20% - 30%

2.9 Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are continuously measured at fair value with changes recognised in 'net (losses)/ gains on investments' in the Statement of Financial Activities, if the shares are publicly traded or their fair value can otherwise be measured reliably. As investments are continuously revalued there are no realised gains or losses recorded. Investment income is accounted for in the period in which the Charitable Company is entitled to receipt.

2.10 Stocks

Stocks are stated at the lower of cost and estimated selling price, less costs to complete and sell. Costs includes all cost of purchases, 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.

2.11 Debtors

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

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

2.12 Cash at bank and in hand

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



2.13 Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pretax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the statement of financial activities as a finance cost.

2.14 Financial instruments

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

The financial assets and liabilities are as follows:

- Debtors trade and other debtors (including accrued income) are financial instruments and are debt instruments measured at amortised cost. 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. 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.

2.15 Operating leases

Rentals paid under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

2.16 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 the UK corporation tax purposes. It therefore does not suffer tax on income or gains applied for charitable purposes.

2.17 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 operating but accounted for like a defined contribution scheme for the reasons detailed in note 24.

2.18 Redundancy and termination benefits

It is the Charity's policy to recognise termination benefits when they become committed, by legislation, by contractual or other agreements with employees or their representatives. The payments do not provide the Charity with future economic benefits therefore they are recognised immediately as an expense.

2.19 Pensions

The Charitable Company operates a defined contribution pension scheme. It's clinical staff are also enrolled on an NHS employers contribution pension scheme. The pension charge represents the amounts payable by the Charitable Company to these funds in respect of the year.

2.20 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for 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 Charitable Company for particular purposes. The costs 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.

Investment income, gains and losses are allocated to the appropriate fund.

2.21 Judgement 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:

- We have not consolidated our accounts with the subsidiary Sam Beare Hospice.
- 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.



3. Income from donation and Legacies

	2023			2022		
	Unrestricted Funds	Restricted Fund	Total Funds 2023	Unrestricted Funds	Restricted Funds	Total Funds 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Donations	151	14	165	174	106	280
In Memory donations	497	-	497	524	-	524
Legacies	460	-	460	299	-	299
Grants from Trusts	170	111	281	143	-	143
Local Authority Grants	-	-	-	36	-	36
CJR Scheme	-	-	-	30	-	30
Grants from Subsidiary	768	-	768	101	-	101
Corporate	-	-	-	77	-	77
	2,046	125	2,171	1,384	106	1,490

Local Authority Grants were 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) was set up by the Government to support businesses 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.

4. Income from charitable activities

	2023 £'000	2022 £'000
Clinical Commissioning Group	654	2,388
Continuing Care	461	531
NHSE	54	927
CoSI	488	470
Other	638	524
	2,295	4,840

NHSE funding related to grants provided by NHSE due to the Covid 19 crisis.

5. Income from other trading activities and fundraising events

	2023 £'000	2022 £'000
Lottery and Raffles	391	410
Fundraising events	500	337
Other	95	24
Insurance Income	-	456
Shop Income	2,469	2,144
Gift Aid on Shop Income	204	113
	3,659	3,484

Other income includes income from the cafe and all income is unrestricted in 2021/22 and 2022/2023.



6. Investment Income

	2023 £'000	2022 £'000
Rental Income	34	73
Income from Investments	4	-
	38	73

Investment income is unrestricted.

7. Expenditure on charitable activities

	2023 £'000	2022 £'000
Direct costs of Palliative Care costs	4,443	4,918
Support Costs	1,827	1,372
	6,270	6,291

8. Expenditure on raising funds

	2023 £'000	2022 £'000
Direct Fundraising costs	713	326
Direct Retail costs	1,988	1,946
Support Costs	301	228
	3,002	2,500

9. Expenditure on Investments

	2023 £'000	2022 £'000
Direct costs	0	6
	0	6

Direct costs relating to expenditure on investments for the 2023 year was £NIL.

10. Allocation of support costs

	Raising Funds £'000	Charitable Activity £'000	Total 2023 £'000	Raising Funds £'000	Charitable Activity £'000	Total 2022 £'000
Finance	46	275	321	38	211	249
Information Technology	47	256	303	31	188	219
HR & Volunteering	33	196	229	25	150	175
Property	88	525	613	53	336	392
Management	19	114	133	15	90	105
Governance	1	26	27	1	25	26
Other	67	432	499	62	372	434
Legal	0	3	3	0	0	0
	301	1,827	2,128	228	1,372	1,600



11. Governance costs

Within Management support costs above are the following governance costs:

	2023	2022
	£'000	£'000
Audit - Current year	25	26
Legal Fees	41	47
	66	73

12. Net income / expenditure for the year

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

	2023	2022
	£'000	£'000
Depreciation of tangible Fixed Assets	373	565
Operating Lease Rentals	436	4356
	809	1,001

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.

13(a). Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employee benefits received by key management personnel is £556,716 (2022: £409,989). In the period ended 31 March 2023, 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 (2022: £NIL). No trustees are accruing pension arrangements. The trustees were covered by qualifying indemnity insurance during the year.

Trustees claimed nil expenses 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:

	2023	2022	2023	2022
	Number	Number	£	£
Travel & Subsistence	5	5	1	1



13(b). Staff costs

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

	2023	2023	2022	2022
	Number	FTE	Number	FTE
Raising Funds	69	57	70	57
Charitable Activities	90	72	104	61
Management and Administration	21	18	18	15
	180	147	192	133

The total staff costs and employee benefits were as follows:

	2023	2022
	£'000	£'000
Wages and Salaries	5,597	4,927
Social Security	529	424
Pension Costs	317	255
	6,443	5,606

In the period ended 31st March 2023 staff contractual redundancy payments were made totaling £9K (2022: £NIL).

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):

	2023	2022
	Number	Number
£60,000 - £70,000	6	4
£70,000 - £80,000	2	1
£80,000 - £90,000	2	1
£90,000 - £100,000	1	1
	11	7

The total employee benefits of the above employees were £895k (2022: £567k)



14. Tangible fixed assets

	Leasehold Buildings (Donated Asset) £'000	Hospice Furniture and Fittings £'000	Shop, Warehouse Fittings and Motor Vehicles £'000	Total £'000
Cost at 1 April 2022	8,901	1,502	902	11,305
Additions	-	197	42	239
At 31 March 2023	8,901	1,699	944	11,544
Accumulated depreciation at 1 April 2022	118	1,281	770	2,169
Depreciation charge	178	147	48	373
At 31 March 2023	296	1,428	818	2,542
Net book values				
At 1 April 2022	8,783	221	132	9,136
At 31 March 2023	8,605	271	127	9,003

15. Fixed asset investments

	Listed Investments £'000	Cash held as investments £'000	Total £'000
Cost or valuation at 1 April 2022	-	-	-
Transfer between classes	750	(750)	-
Additions/Transfer	-	750	750
Unrealised gains/(losses)	(9)	-	(9)
Cash held as investments	-	4	4
At 31 March 2023	741	4	745

Historic cost of listed investments held as at the year -end is £750k (2022: £NIL).



16. Stock

	2023 £'000	2022 £'000
Goods for Resale	3	6
	<u>3</u>	<u>6</u>

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

17. Debtors

	2023 £'000	2022 £'000
Trade Debtors	620	646
Other Debtors	1,455	1,116
Amount due from subsidiary	215	486
Prepayments	332	308
VAT Recoverable	-	86
	<u>2,622</u>	<u>2,642</u>

18. Creditors: amounts falling due within one year

	2023 £'000	2022 £'000
Trade Creditors	188	275
Tax and Social Security	137	121
Accruals and Deferred Income	1,119	1,284
	<u>1,444</u>	<u>1,680</u>

19. Deferred income

	2023 £'000	2022 £'000
At 1 April	(850)	(650)
Additions during the year	(683)	(850)
Amounts released to income	850	650
At 31 March	<u>(683)</u>	<u>(850)</u>

Deferred Income comprises various amounts including advance ICP income, advance lottery sales and for fundraising events held in 2023/24.



20. Leases

Operating leases primarily relate to shop leases.

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Land & Buildings	Other	Land & Buildings	Other
	2023 £'000	2023 £'000	2022 £'000	2022 £'000
Within one year	440	11	470	1
Greater than one year and not more than five years	1,297	17	1,189	-
Greater than five years	1,214	-	899	-
	2,951	28	2,558	1

21. Fund Reconciliation

	Charity 2023 £'000	Charity 2022 £'000
Unrestricted Funds		
At 01 April	15,234	7,456
Income	7,984	17,755
Expenditure	(9,116)	(9,986)
Net losses on investments	(9)	-
At 31 March	14,093	15,234
General	14,093	15,234
At 31 March	14,093	15,234
Restricted Funds		
At 01 April	58	78
Net Movement in Funds	23	(20)
At 31 March	81	58



21. Fund Reconciliation continued

2022/23

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

	At 01 April 2022 £'000	Transfers £'000	Income £'000	Expenditure £'000	At 31 March 2023 £'000
CNS	5	-	87	(79)	13
Horticultural Project	-	-	3	-	3
Counselling	-	-	1	(1)	-
Equipment	15	-	10	-	25
On Call service	-	-	19	(19)	-
Clinical IT Systems	38	-	-	-	38
Wellbeing	-	-	5	(3)	2
NHSE	-	-	54	(54)	-
	58	-	179	(156)	81

Fund description

- Clinical Nurse Specialists (CNS) funds provided to support care in the home,
- Horticultural project is for funds to be spent on the Hospice gardens,
- Counselling funds are to assist in the delivery of the counselling service to patients and family members,
- Equipment is to assist in the purchase of clinical equipment such as new beds and chairs for the Wellbeing Service,
- The On Call Service is the service provided by the Medical Team, including external support, following the need to move this service predominantly in-house,
- Clinical IT Systems is for the EMIS project for the Community teams (that went live in May 2023)
- NHSE funding was funding to help maintain the provision of clinical care in the Hospice and in the community during the Omicron COVID-19 outbreak

2021/22

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

	At 01 April 2021 £'000	Transfers £'000	Income £'000	Expenditure £'000	At 31 March 2022 £'000
CNS	24	-	69	(88)	5
Equipment	3	-	33	(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



22. Analysis of Net Assets between Funds

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000
Fixed Assets	9,003	-	9,003
Current Assets	5,788	81	5,869
Creditors less than one year	(1,444)	-	(1,444)
Fixed Asset Investment	745	-	745
Total	14,092	81	14,173

	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)
Fixed Asset Investment	-	-	-
Total	15,234	58	15,292

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

	2023 £'000	2022 £'000
Net Income /(Expenditure) for the year per the consolidated SoFA	(1,118)	7,749
Loan Interest charged and not paid	-	207
Depreciation of tangible fixed assets	373	565
(Increase)/decrease in stock	3	6
(Increase)/decrease in debtors	20	(249)
Increase/(decrease) in creditors	(236)	223
Less Assets disposed/written off	-	(6,659)
Rental Income	(34)	-
Net movements in investments	5	-
Net Cash Flow from Operating Activities	(987)	1,842



24. Pension commitments

The total employer pension contribution to all schemes for the year ended 31 March 2023 charged to the Income and Expenditure account was £317k (2022: £255k)

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 £193k (2022: £158k).

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 £124k (2022: £97k).

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 2023 (2022: £NIL).

26. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.



27. 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, GU213LG. Woking Hospice operates 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. In 2023 Sam Beare awarded a grant to Woking Hospice of £768k (2022: £101k).

Whilst the income for Sam Beare is much higher this year, due to a large legacy, it has been decided not to consolidate the two entities this year. The Trustees have taken the option not to consolidate since March 2017. Legacies are inherently variable in nature and if in future it appears that Sam Beare is consistently receiving notifications of high value legacies then the point of consolidating will be reviewed again.

	Unrestricted Funds £'000	Restricted Funds £'000	2023 Total £'000	2022 Total £'000
Income From				
Donations and legacies	764	-	764	103
Other trading activities	2	-	2	-
Investment income	4	-	4	-
Total	770	-	770	103
Expenditure On				
Raising Funds including Retail	1	-	1	1
Charitable activities	-	-	-	-
Governance Costs	1	-	1	1
Grant to Woking Hospice	768	-	768	101
Total	770	-	770	103
Net income and Expenditure	-	-	-	-
Reconciliation of funds				
Total funds brought forward	-	-	-	-
Total funds carried forward	-	-	-	-

The Statement of Financial Activities includes all gains and losses recognised in the year.



Sam Beare Hospice – Balance Sheet

	2023 £'000	2022 £'000
CURRENT ASSETS		
Debtors	148	97
Cash at Bank and in Hand	1,088	391
Total Current Assets	1,236	488
CREDITORS: amounts falling due within one year	(1,236)	(488)
NET CURRENT ASSETS	-	-
TOTAL ASSETS LESS CURRENT LIABILITIES	-	-
NET ASSETS	-	-
Funds of the Group/Charity		
Unrestricted Funds	-	-
TOTAL FUNDS	-	-

28. Related party transactions

Unrestricted donations totalling £180 were made by one member of Key Management Personnel and their related parties during the year (2022: unrestricted donations £1,595).

Event costs totalling £560 (2022: £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.

29. Extraordinary Item

	2023 £'000	2022 £'000
Donated Asset	-	8,901
Loss on Sale of Assets	-	2,242
	-	6,659

There were no extraordinary items in the year ended March 2023. 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 was reflected in the Statement of Financial Activities in the prior year.



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
Kerry Jarred
Tony Jarvis
Carina Kemp
Richard Roberts
Dr Jan Whitby
Rhod Lofting remains Life President

Company Secretary: Anne Collett

Chief Executive Officer: Marian Imrie [Retired 21st June 2023]; Siân Wickes [Appointed 14th June 2023]

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
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

Investment Managers

Rathbones Group Plc, 8 Finsbury Circus, London EC2M 7AZ



Woking & Sam Beare

Hospice and Wellbeing Care

Our Region and Neighbouring Hospices:



Woking & Sam Beare Hospice and Wellbeing Care

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Woking Hospice

Goldsworth Park Centre

Woking, Surrey, GU21 3LG



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