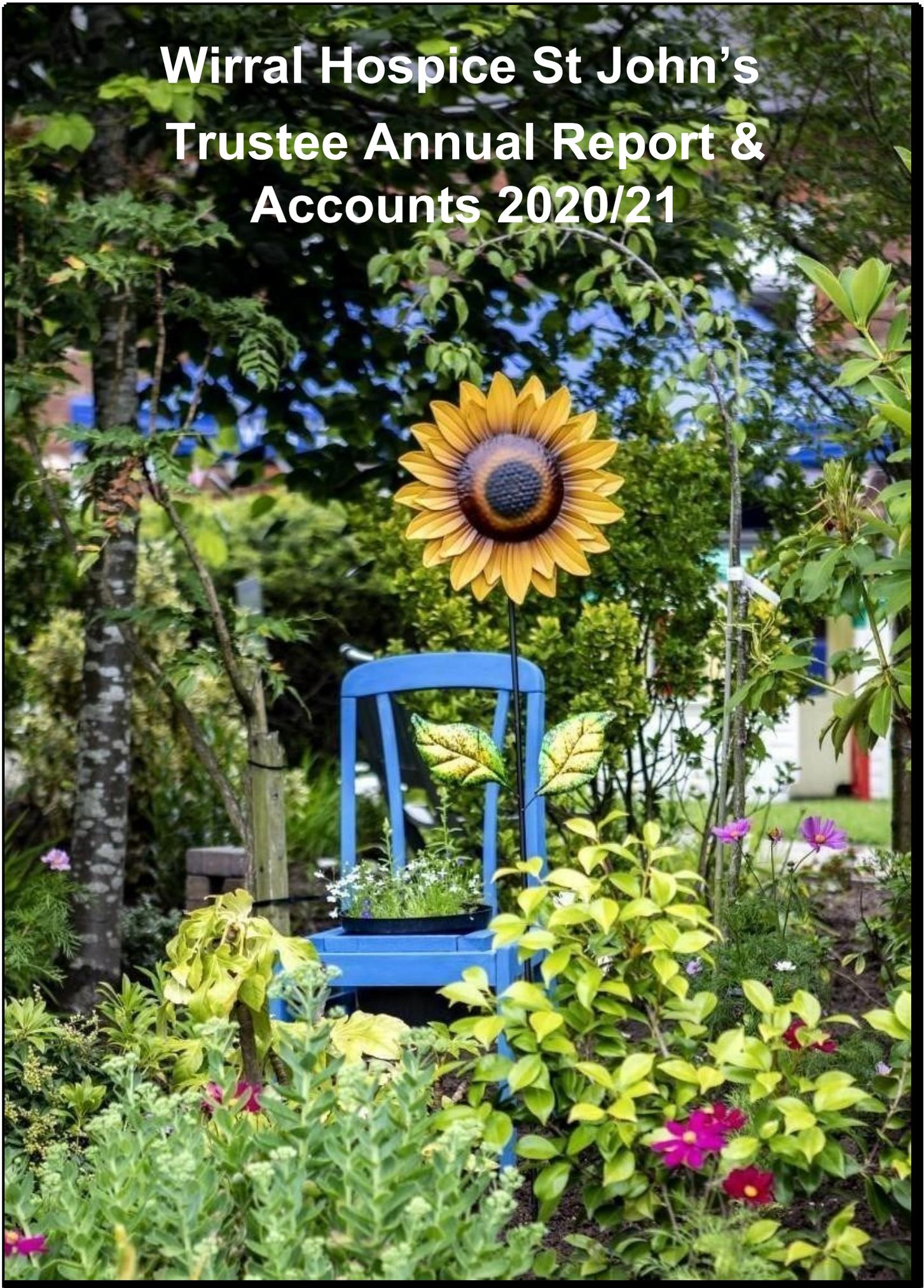


Wirral Hospice St John's Trustee Annual Report & Accounts 2020/21



Annual Report 2020/21

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The Trustees present their report together with the consolidated financial statements for the year ended 31 March 2021. The Trustees confirm that the financial statements comply with current statutory requirements, with those of the company's Memorandum and Articles of Association and those of the Statement of Recommended Practice (FRS102).

Reference and Administrative Details:

Charity Number: 510643

Company Number: 1518364

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

Auditors: BWM
Castle Chambers,
43 Castle Street
Liverpool, L2 9SH

Bankers: HSBC Bank plc
31 The Pyramids, Grange Road
Birkenhead, CH41 2ZL

Solicitors: Brabners LLP
Horton House, Exchange Flags
Liverpool, L2 3YL

Investment Manager: Investec Wealth & Investment Limited
100 Old Hall Street
Liverpool L3 9AB



Directors and Trustees

President:

His Honour John Roberts

Trustees:

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

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

Mr. Steve Schroeder	Chair
Dr. Jean Quinn	Deputy Chair
Mr. Graham M Ridgway	Treasurer
Mr. Stephen Burrows DL	
Dr. Hilary Leggat	
Mrs. Lyn N Meadows	
Dr. Roger H Platt	
Mrs. Julie Wynne	Appointed 11.05.2020
Dr. Murray Freeman	Appointed 17.05.2021

Company Secretary:

Mr. John R Pentland

Senior Leadership Team:

Mrs. Helen Brown	Chief Executive Officer
Mr. John R Pentland	Director of Finance
Mrs. Teresa Nightingale	Director of Income Generation and Marketing
Mrs. Christine Sutcliffe	Director of Clinical Services
Dr. Emma Longford	Medical Director



Chair's Preface:

As might be expected the Covid-19 pandemic has had a significant impact on our activity and performance in the year. In the first and subsequent quarters as the various “waves” progressed our focus was on maintaining our service in a safe and responsible manner with no reduction in the quality standards we set for ourselves. That we were able to do this says much about the quality of our people and the strength of our team ethic which is reflected in the commitment and flexibility which has been, and continues to be, demonstrated at all levels of the organisation.

Although the situation remained challenging throughout the year, we progressively learned to live with it and, even though a number of major initiatives we had planned in expanding service provision away from our site had to be put on hold, we nevertheless were able to introduce a number of developments as you will read later in this report. We also learned to adapt some of our ways in working which we will retain as things return to a more normal situation and so enhance the effectiveness of our activity, particularly in patient contact.

Remarkably, our financial position has also improved in ending the year with a substantial operating surplus which arose out of a combination of unexpected additional legacy and donation income together with a one-off increase in statutory funding to support additional service provision during the pandemic. We have also benefited from a recovery in the value of our investments following the substantial loss at the end of the previous year as a result of the pandemic. Positive as this is, we still face the financial challenge of restoring our income generation from fundraising activity to pre-pandemic levels as well as covering increases to our cost base primarily from the commitment to keep our staff remuneration competitive with the NHS. The invaluable support of the local community continues to be a significant factor in maintaining our viability.

Throughout the year a primary focus for the trustees has been providing the necessary support to our staff and volunteers, and in particular the senior leadership team as they rose to the challenges they faced. However, we have also taken the opportunity to strengthen our working as a board introducing trustee appraisal, a policy for trustee terms of office, a written scheme of delegation and a pattern of meetings through the year which met the needs of assurance, strategic development and team building. In the last quarter of the year we commissioned a development programme, run by external consultants which will run for 12 months and will provide the foundation for reviewing our current strategy including how that is impacted by the culture of our organisation.

In looking forward we recognise that there is only a limited time an organisation can go on hold whilst it deals with a particular situation. Apart from dealing with the impact of the pandemic as the environment in which we operate settles down into a new normal, the passage of the Health and Social Care Act 2021 is a significant factor for us in defining our future. Central to that Act is the move towards greater integration in the delivery of healthcare services with a particular emphasis on partnership working. We already operate with a number of significant partnerships in the delivery of our services but with many of them in an informal context. From that base we regard the prospect of further and more formalised partnership relationships as an opportunity for advancing the provision of Palliative and End of Life Care to our local community and our role in its delivery by extending our influence in the sector. We will also be focussing on ensuring we are able to support our activity from a steady financial base with a site, accommodation and equipment which is fit for purpose.

In summary, whilst we would not have chosen to be put in the position of the pandemic, it has tested us, and we have come through that test as a stronger and more confident organisation.

Steve Schroeder: Chair

Objectives and Performance Monitoring:

Aims and Objectives of the Charity:

As a provider of Specialist Palliative Care, our responsibility is to patients, families and carers, who are supported by our multi-professional team working in close liaison with all healthcare professionals including primary, secondary and community care. Care is personalised according to what is important to the patient and their family.

How Our Activities Deliver Public Benefit:

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

Our Key Strategic Aims for 2020/21:

Wirral Hospice St John's Three Year Strategy 2020-23 sets out the hospice's four key strategic aims to:

1. Increase the reach of our services across the Wirral community providing care and support closer to home.
2. Secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments.
3. Be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development.
4. Ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment

Strategic Aim 1: To increase the reach of our services across the Wirral community providing care and support closer to home.

The foundation of the NHS future plan is based upon the integration of the care system through partnership, integration and collaboration across the health & social care sectors including third sector and voluntary organisations to provide care at a local district / town or "PLACE" based level. "Wirral PLACE" is the Cheshire & Merseyside Integrated Care Partnership's response to delivering place based care to the Wirral community and Wirral Hospice St John's will continue to work closely with other providers, adapting to the changing needs of service users influenced by population health data. The Covid-19 pandemic has enhanced both integrated working and the increased utilisation of digital technology. We will keep abreast of these changes to ensure we continue to reach more patients and their families within our community, ensuring Wirral Hospice St John's continues to be seen as a lead player in specialist palliative care.

We will achieve this by:

- Adjusting and adapting to the potential opportunities and challenges as "Wirral PLACE" as part of Cheshire & Merseyside Integrated Care System development
- Through integrated working with other palliative care providers in Wirral to further develop palliative care pathways with patient and family support
- Continuing to examine and further develop the range of our clinical services particularly focusing on care closer to home
- Reviewing and further developing our approach to outpatient follow-up, through a blended approach using knowledge and skills of our hospice staff, while embracing innovation and alternative technology

- Developing in partnership with neighbourhoods and the third sector, a bespoke Wellbeing service to meet locality need
- Developing our bereavement service to support children and young people
- Working with homeless organisations, to explore and develop an accessible service to meet the palliative care needs of homeless people across Wirral
- Introducing an ultrasound service to aid symptom control and reduce need for acute hospital appointments/admission
- Expand services in conjunction with Motor Neurone Disease (MND) Association implementing MND service, increasing access for patients and their families
- Expanding our marketing approach to continue to raise awareness amongst the Wirral community, patients, carers, families and professionals
- To continue to develop collaborative approach to palliative care learning & development enhancing knowledge & skills and quality of end of life care across the health & care sector.

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

The Covid-19 pandemic challenged our ability to income generate especially with retail and events significantly impacted. As a charity, we are heavily reliant upon the relationships we have with and the donations we receive from our local community. It is important to us that we spend the money received wisely so wherever possible we will make best use of our resources, cutting costs as appropriate without impacting on the quality of the services we deliver. We will ensure that we optimise procurement and expenditure to achieve best value for money to maximise monies available for direct patient services. We aim to develop alternative income streams to reduce reliance upon those that are less predictable by expanding links with all areas of our Wirral community.

We will achieve this by:

- Continuing to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
- Working together through a values based approach underpinning all that we do
- Optimising the use of technology to maximise efficiency in service delivery
- Improving our marketing approach to significantly increase our reach to both patients, families, professionals and potential investors
- Exploring and testing alternative income streams to optimise sustainable income streams

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

The health & care sector is facing increasing challenges in recruiting & retaining the workforce. The present and future workforce is pivotal to our ability to continue to develop and deliver patient and family services to meet future demand. The external landscape continues to change offering more choice and increased competition from which to recruit. We intend to recruit and retain high quality staff and volunteers investing in their knowledge and skills development. We will use a values based approach in all that we deliver.

We will achieve this by:

- Understanding present and future workforce requirements through workforce analysis and planning
- Reviewing all roles within the organisation to identify career pathways and opportunities for progression
- Exploring alternative approaches where future workforce recruitment challenges are identified
- Enhancing learning & development opportunities for staff and volunteers
- Enhancing our apprenticeship programme opportunities throughout the organisation
- Expanding volunteer opportunities across all departments
- Increasing professional placement opportunities, linking with more educational establishments

- Expanding marketing, increasing presence at local jobs and careers fairs and schools
- Developing our schools work experience programme

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

Wirral Hospice St John's is a fundamental part of the local community, established and supported by them to provide care and support for them. We cannot act in isolation and therefore through collaboration with both statutory and third sector organisations, we will work together to explore and develop services to meet the future needs of our community. We will celebrate and publicise our success through the development of our marketing approach. Through development of our learning & development offer, we will enhance the quality of palliative care delivered across Wirral.

We will achieve this by:

- Working closely with the Cheshire & Merseyside Integrated Care Partnership at the "Wirral PLACE" level and with Primary Care Networks to identify and develop present and future service provision
- Actively engaging with and participating in joint work with our health & social care colleagues developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
- Increasing the number of organisations actively engaged with through meetings, projects and service developments
- Increasing our reach through enhanced marketing and increased contact with the people and organisations across Wirral
- Optimising opportunities to develop greater understanding of the present and future needs of our community
- Listening to feedback from professionals and the community to inform and develop our services to meet changing need
- Providing an enhanced education provision for professionals and the public which will inform practice and increase the take up of services
- Engaging with and supporting our community colleagues to develop as a compassionate community helping support one another

Monitoring Achievement of the Charity's Objectives:

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

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

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

In the period covered by this annual report, there was an increase in the number of governance meetings held in response to the Covid-19 pandemic and ad-hoc meetings took place as required throughout 2020 between Trustees and Senior Leadership Team to provide further assurance.

The Board met **7** times including the annual Board Strategy Day and the following Governance Committees increased their meeting frequency as follows: -

- Clinical Governance Committee including a Covid-19 Assurance meeting with the Chair of Trustees (**6** times)
- Financial & Infrastructure Governance Committee (**5** times)
- Workforce Governance Committee (**4** times)

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

A strategic element is incorporated into most Board meetings to facilitate discussion and identify opportunities for future planning & development.

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

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

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

Monitoring by External Bodies:

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

Care Quality Commission (CQC): The CQC is the independent regulator of health and social care in England and ensures health and social care services provide people with safe, effective, compassionate, high-quality care. CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety and they publish their findings/performance ratings to ensure services meet the fundamental standards that people have a right to expect whenever they receive care from Wirral Hospice St John's

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

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

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

External regulators CQC last inspected in March 2016. The inspection found the hospice to be fully compliant with the fundamental standards with no requirement for enforcement action in any area. The hospice was rated as 'good overall' and has remained registered with the CQC without conditions.

Their report was published 13 May 2016 and can be found on the CQC and Wirral Hospice St John's websites: <https://www.cqc.org.uk/> <http://www.wirralhospice.org/>

Ongoing quality discussions are undertaken regularly with CQC Relationship Manager with no concerns raised.

Healthwatch Wirral: Healthwatch is the national consumer champion in health and care. They have significant statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services. Healthwatch Wirral is the local team which works to support the voice of patients and public in this area.

Fundraising Regulator: The Fundraising Regulator regulates charity fundraising in England, Wales and Northern Ireland. They work to improve fundraising standards and build public trust. We are registered with the Fundraising Regulator and we confirm that we comply with the Fundraising Regulator's voluntary registration scheme.

Our Achievements in the Year:

Over the course of the year, the hospice has had to cope with a global pandemic impacting upon its ability to achieve all overarching objectives initially set.

The hospice remains fully compliant with all statutory requirements, adapting maintaining and developing the high quality of the services we deliver for patients and their families.

In previous years, this has been demonstrated through our participation in the annual national Patient-Led Assessments of the Care Environment (*also known as the PLACE Assessment*). This was not undertaken due to the pandemic.

Aiming:

- a. To optimise user engagement in the planning & delivery of Wirral Hospice St John's services
- b. To improve the effectiveness and accessibility of Wirral Hospice St John's services through collaboration & partnership
- c. To ensure that Wirral Hospice St John's is at the centre of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing integrated model
- d. To promote a personalised approach to palliative care with patient reported outcome measures
- e. To increasing knowledge and skills in Palliative and End of Life Care across professional groups
- f. To maximise usage of our facilities providing services tailored to need

The Covid-19 pandemic significantly affected our ability to deliver as planned; however, progress was achieved through a flexible, blended approach with the increased use of technology.

Over the course of the year in keeping with our priorities, we have: -

In pursuit of increasing the reach of our services across the Wirral community providing care and support closer to home, we have:

- a. Adjusted and adapted to the rapidly changing environment both internal and external continuing to deliver services throughout the pandemic supporting Wirral's response to the challenge
- b. Collaborated with other palliative care providers in Wirral to establish a new model of collaborative working for palliative care with patient and family support
- c. Continued to examine and further develop the range of our clinical services particularly focusing on care closer to home with increased home visits and telephone support
- d. Provided a blended approach to outpatient review with increased use of digital technology
- e. Converted Wellbeing Centre providing additional beds in the Wirral system to receive Covid-19 positive patients for end of life care if needed
- f. Provided enhanced advice and support for primary care professionals dealing with end of life issues through the Professional's Advice and Information line (PAIL)
- g. Worked closely with specialist palliative care service to ensure effective triage and support for patients in the community
- h. Continued to deliver all services through a variety of approaches

In pursuit of securing sustainable income reducing the risk on the funding of care activities and provide funding for service developments, we have:

- a. Continued to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
- b. Worked together through a values based approach underpinning all that we do

- c. Optimised the use of technology to maximise efficiency in service delivery
- d. Adapted our marketing approach during the pandemic to significantly increase our reach and support to both patients, families, professionals and potential investors
- e. Utilised different approaches to income generation due to the significant impact of the pandemic upon retail operations and participation events

In pursuit of being the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development, we have:

- a. Undertaken a thorough review of our pay and remuneration package to ensure competitive with other local providers with implementation on 1st April 2021
- b. Undertook training needs analysis to inform future training requirements, workforce development and succession planning
- c. Reviewed and developed staff appraisal system
- d. Embedded our apprenticeship programme throughout the organisation
- e. Continued with professional placements to support nursing and medical students

In pursuit of ensuring that Wirral Hospice is an effective, efficient and thriving organisation worthy of future investment, we have:

- a. Worked closely with Wirral Clinical Commissioning Group, Wirral Council and the wider health & care community to offer practical support and guidance for professionals throughout the pandemic in palliative and end of life care
- b. Actively engaged with and participated in joint work with our health & social care colleagues developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
- c. Increased our reach through enhanced communications & marketing and increased contact with the Wirral community

Our People:

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

This year has been a challenging one in which our “Team approach” was never more evident, as restrictions required isolating, shielding, reduced footfall with no unnecessary travel, the hospice was reliant upon our own staff to continue to deliver our services and keep everyone safe. However, this could not have been achieved without the significant support we receive from both individuals and organisations from within our community who contribute to the promotion of the hospice and the raising of funds to sustain its services.

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

The Wirral community is pivotal to the hospice. During the pandemic, the majority of volunteers were unable to support in person due to restrictions. Volunteer numbers have reduced from 500 to 440 as people have assessed their personal situation. We have continued to engage with and recognise their ongoing and invaluable contribution through a variety of social media, without which we could not continue to provide the care and support for our patients, their families and their carers. Volunteer long service awards were unfortunately unable to be held in person to thank them.

Ensuring our Senior Leadership Team and Trustees remain up to date is important. Annual employment and charity law updates are provided by the hospice solicitors, auditors and Hospice UK, to inform of legislative and policy changes required ensuring both knowledge and compliance. Throughout the pandemic, regular updates have increased providing valuable information and support.

Communication is key to ensuring that every member of our team feels informed, valued and part of the team as a whole, upholding our vision and values in all that they do. This is achieved through a shared vision, co-delivery and valued recognition of their contribution. This has been pivotal to our ability to cope with the pandemic as a ‘team’. Unfortunately, the recognition of long service awards evening for staff could also not take place in person thus thanks were demonstrated through monthly ‘Team Brief’.

Our Annual Delivery Plan underpins our strategy developed with our teams with regular progress reviews, monthly ‘Team Brief’, quarterly employee forums and increased use of social media with regular get togethers, sharing information and news updates.

This unprecedented year resulted in very different means of undertaking our business with all face to face meetings and learning taking place online. Our Trustees and Senior Leadership Team were not able to take time out for a day to learn and develop together, exploring the role of the Board and Senior Leadership Team ideas informing our future vision. Governance Committee Leads kept in regular contact with Directors keeping up to date and supporting them. The Chair and CEO had weekly meetings.

Our Charitable Activities:

Wirral Hospice St John's submits annual returns on Patient Activity to Hospice UK: -

Inpatient Service: Wirral Hospice has 16 Inpatient beds, of which 7 are single rooms, with 3 three-bedded bays. During 2020-21 due to the Covid-19 pandemic, the bays have been used as single bed spaces.

The unit has a large bright patient and visitor lounge with dining facilities, a relatives' room with en-suite facilities for overnight stays and easy access to patio areas and gardens. During 2020-21, the use of the facilities by visitors has been tightly restricted to support infection control measures. However, some visiting has been maintained throughout the pandemic with families being made as welcome and comfortable as possible.

Patients are admitted for short term interventions following assessment by the Multi-Professional Team whose needs cannot be met by Specialist Palliative Care providers elsewhere. Patients are admitted under the care of the Palliative Care Consultant. Multi-Professional Team Meetings are held once a week. All patients, including family issues/concerns when appropriate, are discussed and a management plan devised with patients to address their complex symptoms and needs. In addition, patients are reviewed daily by a doctor and twice weekly by a Consultant. Advance care planning including discharge planning commences at the point of (or even prior to) admission. Discharge from the unit occurs once the patient's identified needs of what is important to them and their specialist palliative care needs have been addressed. The average length of stay over 2020-21 has reduced to just under 3 weeks with 59% of patients being discharged. The limitations on visiting resulted in some patients delaying their admissions and changes to the sourcing and provision of care resulted in discharges being achieved more quickly.

Inpatients (16 beds)	2019/20	2020/21
Total number of admissions	201	187
% Occupancy	87%	74% *
Mean Length of stay (Days)	25.3	20
Total number of discharges	102 (51%)	110 (59%)
Total number of deaths	93 (46%)	91 (49%)

* Due to Covid-19 infection prevention and control measures, the available number of beds were reduced and the occupancy calculation was adjusted from October 2020 onwards.

Wellbeing Service: Usually, Wellbeing services are available four days per week in a purpose-built unit registered with CQC for 12 patients per day, provided by a Specialist Multi-Professional Team. Patients and their families engage in an 8 week program promoting wellbeing. The program aims to enable them to live well with their life-limiting illness by introducing them to a rehabilitative model of care encouraging them to maximise their potential within their health constraints. During the pandemic, this support has mainly been provided through telephone assessment support and advice and virtual education sessions that have been delivered live and in recorded formats, covering topics such as exercise classes, relaxation, breathlessness, anxiety and fatigue management.

Assessment and advice has been available from members of the Multi-Professional team; Occupational Therapy, Physiotherapy, Nursing, counselling, and social work and has included support with advance care planning, benefits advice and family stress. Some of the changes in service delivery developed over this year are likely to remain in the Wellbeing offer going forwards including the sessional model of delivery. The numbers of those accessing Wellbeing started to increase in the last quarter of 2020-21.

Wellbeing (48 places per week)	2019/20	2020/21
Total number of available places	2280	1944 **
Total number of allocated places	1891	1259 **
% attendance of available places	54%	65%
Mean length of stay (sessions)	5.5	10.5

****** Until the outbreak of the Covid-19 pandemic, patients attended the hospice for a maximum of 8 weekly sessions. With the need to provide alternative methods of service delivery and support, the measure of reporting of the allocated to available places became inapplicable and this was stopped partway in Quarter 3. We continued to record attendance for the full financial year. Going forward we will monitor the numbers of individuals accessing Wellbeing and the numbers of sessions provided.

Outpatient Service: Outpatient clinics are provided by a team of Consultants in Palliative Medicine, specialist Doctors, Bereavement Workers, Counsellors, and an Aromatherapy service. Clinics are provided for patients under the care of their General Practitioner and the Community Team who require access to the specialist services provided by the Hospice. The pandemic resulted in Aromatherapy support being suspended due to professional guidelines, Counselling and Bereavement support was delivered virtually, and medical appointments were delivered either face to face where required or through telephone consultations. Medical Consultations in patients own homes (Domiciliary Visits) were increased to meet need, whilst minimising infection risks.

There has been a focus on close working with the Community Specialist Palliative Care (CSPC) Team to ensure the most appropriate patients are referred in for Consultant Medical review, with the intention of supporting more patients in their own home. The CSPC Team have also commenced Specialist Nurse Led clinics in the hospice Outpatients Department.

Outpatients	2019/20	2020/21
Total number of referrals	528	240
New Consultant appointments	297	186
Total number of Medical Domiciliary Visits	52	124 ***

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

Hospice at Home Service:

The Hospice at Home (H@H) team provides quality end of life care to Wirral residents wishing to remain at home, providing practical and emotional support to patients, families and carers in a variety of ways. The H@H service coordinates the care, and all day sits are provided by the hospice; nights sits are delivered in a partnership between the hospice and Marie Curie Care's Nursing service. During the first two quarters of 2020-21, the pandemic resulted in reduced referrals to the H@H service and reduced capacity as hospice staff were focused on maintaining the staffing levels in the hospice Inpatient Unit. With Quarters 3 and 4 seeing a return to near pre-pandemic referrals. Throughout, the service has resulted in over 90% of patients dying in their own homes.

Hospice at Home	2019/20	2020/21
Total number of referrals	382	369
Hospice at day	1741	869
Hospice at night	511	197
Total number of deaths	253	224
Total number of deaths at home	209 (83%)	203 (91%)

Interventional Pain Service:

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

Interventional Pain Service	2019/20	2020/21
Total number of referrals	82	56 ****
New appointments	73	52 ****

**** Covid-19 resulted in the Pain Clinic not being available in Q1 (Apr-Jun 2020) and reduced sessions at the start of Q2 (Jul – Sep 2020) as the Consultant Anesthetist was supporting the Covid-19 response.

Plans for Future Periods:

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

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

In pursuing our strategic priorities, we will focus on the aims of:

- Optimising user engagement in the planning & delivery of Wirral Hospice St John's services**
- Improving the effectiveness & accessibility of Wirral Hospice St John's services through collaboration & partnership**
- Improving the palliative and end of life care for those with conditions other than cancer**
- Ensure that Wirral Hospice St John's is at the center of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing integrated model**
- Promoting a personalised approach to palliative care with patient reported outcome measures**
- Increasing knowledge and skills in Palliative and End of Life Care across professional groups**
- Maximise usage of our facilities providing services tailored to need**

Principal Risks and Uncertainties:

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

To a large extent, the principal risks and uncertainties are on-going challenges which we are seeking to address through the implementation of our strategy detailed earlier. However, their significance and the potential negative impact arising out of them has been substantially heightened by the continuing Covid-19 pandemic.

There continues to be significant risk to the level of our fundraising income as the government implements their roadmap to recovery from the pandemic. Continuing requirements for social distancing limits mass participation & challenge events which raise funds through sponsorship and decreased high street footfall reducing our charity shop income. The reduction in the UK economy will put pressure on dividend returns and on individual donations as well as grant availability from trust funds in what is an increasingly competitive local charity market.

We will mitigate the impact of these risks on our fundraising income through greater emphasis on contact through digital means including marketing initiatives to develop regular donor/lottery income, continuing virtual challenge events for sponsorship income and the increased sale of donated goods on platforms such as eBay.

The Healthcare transition towards an Integrated Healthcare system provides both opportunity and challenge as place based care pathways continue to be developed through “Wirral PLACE”; at Cheshire & Merseyside Integrated Care System level work is underway with a view to future specialist palliative care funding which may impact upon hospice statutory funding. As we continue to address recruitment and retention, we have implemented a new pay & remuneration approach to align to NHS rates of pay; however, any significant pay rises in the NHS will put pressure on our ability to maintain current service levels through the recruitment and retention of staff with the necessary skills and experience. We will mitigate this through a pro-active approach to staff relations and their working environment but ultimately it may lead to increased cost as a result of the need to stay competitive putting further pressure on financial stability.

Across the organisation, we will continue to exert diligent cost control, ensuring value for money in all our activities matched with strategic analysis in assessing the benefit of developments including the returns from fundraising initiatives. We already have in place effective budgeting, monitoring and reporting processes and previous astute financial management has ensured we have reserves which provide the space to make any necessary adjustments to our operating practice to ensure continued viability.

We anticipate that Covid-19 will continue to impact on social behaviour for some time, resulting in a change in behaviour. We will continue to address this through initiatives which are already a part of our strategic aims, offering our services through a blended approach to meet the changing needs of patients and families who access our services, such as increased utilisation of digital technology and more community-based service delivery.

The end of the Brexit transition period had the potential to disrupt supply chains. To date, this has not impacted upon the hospice and remains a low risk due to the implications of the pandemic, which could be exacerbated by further waves of the pandemic. We are dependent on the NHS for the supply of key medical items and, due to their market domination, it is not practical for us to seek alternative sources; however, we will be prudent in maintaining stock levels for these and other critical goods.

Structure, Governance and Management:

Governing Document:

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

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

Appointment of Trustees:

Trustees retire after a period of three years and can seek re-appointment each year. New Trustees are appointed by the Board when appropriate, ensuring a balance of skills is maintained.

Trustee Induction, Appraisal and Training:

The 'Trustee Recruitment and Selection Policy' and 'Ambassadors Recruitment and Selection Policy' were reviewed and updated in October 2018. The policies were updated to enhance the requirements and processes for identifying and recruiting suitably qualified candidates to join our Board and Ambassadors in line with current Charity Commission recommendations.

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

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

To ensure that the Board of Trustees continues to operate effectively, in the year each Trustee has had the opportunity to review the performance of the Board and undertake a personal appraisal conversation with the Chair of Trustees. Trustees and Senior Leadership have embarked on a 12 month Leadership Development programme to enhance knowledge and skills to further develop our joint working approach.

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

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

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

Organisational Structure:

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

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

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

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

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

Related Parties:

The company's wholly-owned subsidiary, Wirral Hospice St John's Enterprises Ltd., is engaged in the sale of goods for the benefit of the charity.

Risk Management:

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

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

Serious incidents are considered at relevant Governance Committees and reported to the Clinical Commissioning Group, Charity Commission / CQC / Health & Safety Executive as appropriate.

There were no serious untoward incidents recorded during 2020/21.

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

Income Generation Review:

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

The four main areas are: -

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

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

The following activities are carried out through third parties: -

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

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

- Gambling Commission
- Fundraising Regulator – Code of Fundraising Practice and the Fundraising Promise
- Wirral Hospice is also an organisational member of the Charity Retail Association
- Wirral Hospice is also an organisational member of Hospice UK – which provides some support for fundraising activities
- Some staff are individual members of the Hospice Income Generation Network, which is a membership body that supports fundraisers from hospices

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

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

For the year 1 April 2020 up to and including 31 March 2021, **2 actual** complaints and **1 potential** complaint were recorded about income generation activities:

- **2** relating to retail – **1 actual complaint and 1 potential**
- **1** relating to lottery – **1 actual complaint**
- **0** relating to donations, charitable trusts and legacies
- **0** relating to community, corporates, challenges and other events

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

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

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

We train our staff and volunteers to be alert to vulnerable persons and to sensitively remove themselves from situations or commitments that could put themselves or the individuals at risk.

If a safeguarding matter is identified, staff are trained to follow the hospice's Safeguarding policy and alert the most appropriate member of senior staff or the Safeguarding Team.

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

Financial Review:

As in so many other walks of life, this has been a year without precedent.

Several of our historic sources of income almost disappeared without trace and new areas of assistance appeared overnight.

Income:

Total income has increased by approximately £1,300,000 this year, principally as a result of the receipt of pandemic related government grants of over £700,000 and an increase in legacies of over £500,000. Revenue grants covered 53% (2020: 49%) of our expenditure (excluding fundraising costs).

The turnover of the trading subsidiary was approximately £38,000. Details of the subsidiary's performance, which have been impacted by the pandemic but which we consider to be acceptable, are set out in note 6 of the financial statements.

Expenditure:

71% (2020: 68%) of costs relate to salaries, the total salary bill for the year being approximately £3,600,000. Of these costs, approximately 69% relate to employees who are directly involved in clinical care.

Fundraising costs include the costs of running our lottery (£288,000) and the charity shops (£432,000), which generated income of £688,000 and £219,000 respectively. Charity shop income was badly affected by closures due to the pandemic, although this was offset to some extent by the receipt of government grants of almost £235,000.

In summary, it was a difficult year due to the pandemic badly affecting our charity shop sales and fundraising activities, although offset by the receipt of pandemic related grants and an increase in legacy income. An operating surplus of almost £1,500,000 was generated, before gains on investments of £900,000. Included within investment gains is an unrealized gain of over £950,000 which compensates to a large extent for an unrealized loss of over £1,100,000 in the previous year when the value of the portfolio dropped sharply at the start of the pandemic. The Hospice's reliance on voluntary income, and particularly legacies, continues.

Balance Sheet:

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

Approximately £90,000 was spent on upgrading our fixed assets during the year.

Liquid reserves increased by over £600,000 during the year, despite the transfer of £1,000,000 to the investment portfolio.

The Trustees continue to monitor future activities and costs with caution and are actively considering a wide range of options, particularly in the light of the impact of the Covid-19 pandemic on our income.

Reserves Policy:

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

Due to the fundamental uncertainties surrounding the Hospice's income and the ever-increasing cost of its service commitment, the Trustees believe that the reserves should be equivalent to between 6 and 24 months of anticipated net expenditure. Currently reserves amount to 12.4 (2020: 13.6) months of anticipated expenditure. Note that reserves held are primarily in the form of listed investments which provide a further source of income to the Hospice in the year. The Trustees annually monitor and review the Reserves Policy.

In the light of the uncertainties referred to above, the trustees have determined it appropriate to set aside further funds into designated reserves to ring-fence future capital and operational expenditure.

Investment Policy:

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

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

Fixed interest investments can be made in UK Government stocks (no restrictions), loan stocks of UK blue chip equities, and in UK unit trusts investing in gilts, corporate bond funds rated BBB or higher and cash. If the outlook for fixed interest investments at any time appears unfavorable, this allocation can be held in cash.

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

Holdings of smaller company shares will be held through unit trusts and/or investment trusts.

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

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

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

Investment Performance 2020/21:

During the year to 31 March 2021, the portfolio returned 23.16% compared to a return of 26.71% for the FTSE All Share index.

These are total return performance figures on a time weighted basis.

(Source: Investec Wealth & Investment)

Trustees' Responsibilities for the Financial Statements:

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

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will continue in business

In so far as the Trustees are aware:

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

The Trustees are responsible for keeping accounting records, which disclose with reasonable accuracy the financial position of the group and charitable company and which enable them to ascertain its financial position and to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Auditors:

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

BY ORDER OF THE TRUSTEES:

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John R Pentland
Company Secretary
29 November 2021

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

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinion

We have audited the accounts of Wirral Hospice St John's (the "Charity") and its subsidiary (the "Group") for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charitable company Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and Charity's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the Group and Charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

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

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

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

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

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Peter Taaffe FCA CTA DChA (Senior Statutory Auditor)
for and on behalf of BWM**

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**Chartered Accountants
Statutory Auditor**

Castle Chambers
43 Castle Street
Liverpool
L2 9SH

WIRRAL HOSPICE ST JOHN'S

PRINCIPAL ACCOUNTING POLICIES

For the year ended 31 March 2021

CHARITY INFORMATION

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

BASIS OF PREPARATION

The financial statements have been prepared in accordance with 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 2016) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

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

BASIS OF CONSOLIDATION

The group financial statements consolidate those of the company and of its subsidiary under-taking (see note 8), drawn up to 31 March 2021. Profits or losses on intra group transactions are eliminated in full.

No specific SOFA or Income & Expenditure account has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006 and under the SORP.

GOING CONCERN

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

FUND ACCOUNTING

Funds held by the charity are either:

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

Designated funds – these are unrestricted funds set aside by the trustees out of unrestricted general funds and comprise of the following: Four Years of forecast Capital Expenditure £574,000, Service Development fund for the next 4 years £200,000, Forecast deficits fund for the next four years £428,000, a fund for the provision for closure costs of £1,000,000 and a fund for the maintenance and upgrading of our facilities over the next ten years, as recommended by a 6-Facet survey, of £810,000. Where the directors consider it appropriate, having regard to the intended use of the money, funds are transferred to the Designated fund from the General fund.

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

INCOME

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

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

WIRRAL HOSPICE ST JOHN'S

PRINCIPAL ACCOUNTING POLICIES

For the year ended 31 March 2021

INCOME (Continued)

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

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

INVESTMENTS

Fixed Asset Investments

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

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

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

Realised Gains and Losses

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

CASH AND CASH EQUIVALENTS

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

OPERATING LEASES

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

TANGIBLE FIXED ASSETS AND DEPRECIATION

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

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

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

WIRRAL HOSPICE ST JOHN'S

PRINCIPAL ACCOUNTING POLICIES

For the year ended 31 March 2021

STOCK

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

CONTRIBUTIONS TO PENSION SCHEMES

Defined Contribution Schemes

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

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

RESOURCES EXPENDED

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

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

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

GOVERNANCE COSTS

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements. Governance costs are included within support costs in Note 3 to the Accounts.

VAT

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

Enterprise Income and Expenditure is recorded net of VAT.

FINANCIAL INSTRUMENTS

The group 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.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

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

WIRRAL HOSPICE ST JOHN'S

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 March 2021

		Year ended 31.03.2021	Year ended 31.03.2021	Year ended 31.03.2021	Year ended 31.03.2020
	Note	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		£	£	£	£
Income					
Income from generated funds:					
Donations and Legacies	6	1,430,419	-	1,430,419	774,267
Other Trading Activities	6	1,664,554	-	1,664,554	1,897,711
Investments	6	127,079	-	127,079	160,389
		<u>3,222,052</u>	<u>-</u>	<u>3,222,052</u>	<u>2,832,367</u>
Income from charitable activities	6	2,617,983	712,089	3,330,072	2,403,145
Total Income		<u>5,840,035</u>	<u>712,089</u>	<u>6,552,124</u>	<u>5,235,512</u>
Expenditure					
Costs of raising funds	2(a)	27,780	-	27,780	27,380
Fundraising costs	2(b)	1,082,199	-	1,082,199	1,195,226
Investment management costs		26,946	-	26,946	29,555
Charitable activities	1	3,180,376	767,659	3,948,035	4,222,937
Taxation	5	-	-	-	-
Total expenditure		<u>4,317,301</u>	<u>767,659</u>	<u>5,084,960</u>	<u>5,475,098</u>
Net Income		1,522,734	(55,570)	1,467,164	(239,586)
Gains / (Losses) on investments	8	909,819	-	909,819	(704,029)
Gain on Disposal of Fixed Assets		<u>8,000</u>	<u>-</u>	<u>8,000</u>	<u>-</u>
Net movement in funds	13	2,440,553	(55,570)	2,384,983	(943,615)
Reconciliation of Funds					
Total funds brought forward		<u>8,642,685</u>	<u>2,108,603</u>	<u>10,751,288</u>	<u>11,694,903</u>
Total funds carried forward		<u><u>11,083,238</u></u>	<u><u>2,053,033</u></u>	<u><u>13,136,271</u></u>	<u><u>10,751,288</u></u>

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

The notes at pages 36 to 49 form part of these accounts.

WIRRAL HOSPICE ST JOHN'S

CONSOLIDATED BALANCE SHEET

As at 31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	7		5,007,238		5,131,767
Investments	8		6,271,332		<u>4,394,070</u>
			11,278,570		9,525,837
Current assets					
Stocks	9	5,177		5,392	
Debtors	10	1,454,505		1,349,373	
Cash at bank and in hand	11	1,816,922		<u>1,448,962</u>	
		3,276,604		2,803,727	
Liabilities					
Creditors: amounts falling due within one year	12	<u>(1,418,903)</u>		<u>(1,578,276)</u>	
Net current assets			1,857,701		<u>1,225,451</u>
Net assets			13,136,271		<u>10,751,288</u>
The funds of the charity					
Restricted income funds	13		2,053,033		2,108,603
Unrestricted income funds	13				
General		4,943,055		5,385,093	
Fixed Assets		3,038,183		3,107,592	
Designated		3,102,000		<u>150,000</u>	
Total unrestricted funds			11,083,238		8,642,685
Total charity funds			13,136,271		<u>10,751,288</u>

The notes at pages 36 to 49 form part of these accounts.

The directors approved the financial statements on 29th November 2021

S Schroeder Director

G M Ridgway Director

Company Registration Number: 1518364

WIRRAL HOSPICE ST JOHN'S

COMPANY BALANCE SHEET

As at 31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	7		5,007,238		5,131,767
Investments	8		<u>6,271,334</u>		<u>4,394,072</u>
			11,278,572		9,525,839
Current assets					
Debtors	10	1,554,790		1,459,225	
Cash at bank and in hand	11	<u>1,721,793</u>		<u>1,344,480</u>	
		3,276,583		2,803,705	
Liabilities					
Creditors: amounts falling due within one year	12	<u>(1,418,884)</u>		<u>(1,578,256)</u>	
Net current assets			<u>1,857,699</u>		<u>1,225,449</u>
Net assets			<u><u>13,136,271</u></u>		<u><u>10,751,288</u></u>
The funds of the charity					
Restricted income funds	13		2,053,033		2,108,603
Unrestricted income funds	13				
General		4,943,055		5,385,093	
Fixed Assets		3,038,183		3,107,592	
Designated		<u>3,102,000</u>		<u>150,000</u>	
Total unrestricted funds			11,083,238		8,642,685
Total charity funds			<u><u>13,136,271</u></u>		<u><u>10,751,288</u></u>

The notes at pages 36 to 49 form part of these accounts.

The directors approved the financial statements on 29th November 2021

S Schroeder

Director

G M Ridgway

Director

Company Registration Number: 1518364

WIRRAL HOSPICE ST JOHN'S

CONSOLIDATED STATEMENT OF CASH FLOWS

As at 31 March 2021

	2021	2020
	£	£
Cash flows from operating activities		
Net Income for the financial year (before investment revaluations)	1,418,233	212,485
Adjustments for:		
Depreciation of tangible assets	218,576	247,739
Profit on disposal of investments	48,931	(452,071)
Profit on disposal of tangible fixed assets	8,000	0
Increase in trade and other debtors	(105,132)	(161,706)
Decrease in stocks	215	1,569
(Decrease)/ Increase in creditors	<u>(159,373)</u>	<u>176,392</u>
Net cash provided by operating activities	1,429,450	24,408
Cash flows from investing activities		
Proceeds from sale of investments	1,312,568	1,377,310
Purchases of tangible assets	(94,047)	(220,375)
Purchases of investments	(2,412,901)	(2,231,960)
(Increase)/Decrease in cash held by stockbrokers	<u>132,890</u>	<u>389,413</u>
Net cash (used in) / provided by investing activities	(1,061,490)	(685,612)
Net increase in cash and cash equivalents	<u>367,960</u>	<u>(661,204)</u>
Cash and cash equivalents at the beginning of year	1,448,962	2,110,166
Cash and cash equivalents at the end of the year	<u>1,816,922</u>	<u>1,448,962</u>

WIRRAL HOSPICE ST JOHN'S

NOTES TO THE ACCOUNTS

As at 31 March 2021

1. CHARITABLE ACTIVITIES

	2021	2020
	£	£
Salaries	2,538,436	2,693,435
Depreciation	193,852	219,745
Medical supplies	229,784	268,213
Food	28,108	63,536
Heat and lighting	80,581	95,665
Repairs and renewals	149,277	150,974
Cleaning	34,079	39,062
Other	69,276	120,358
Support costs (note 3)	624,642	571,949
	<u>3,948,035</u>	<u>4,222,937</u>

2. COST OF RAISING FUNDS

	2021	2020
	£	£
(a) Costs of generating voluntary income – salaries	<u>27,780</u>	<u>27,380</u>
(b) Fundraising costs :		
Salaries	190,284	200,537
Depreciation	24,724	27,994
Charity shop costs (including salaries £250,875)	431,826	426,238
Purchase of goods for resale	17,153	38,216
Lottery costs (including salaries £99,250)	288,450	325,110
Printing, stationery and advertising	16,292	3,438
Postage and telephone	633	1,645
Fundraising expenditure	55,465	102,348
Other	57,372	69,700
	<u>1,082,199</u>	<u>1,195,226</u>

3. SUPPORT COSTS

	2021	2020
	£	£
Salaries	517,030	454,911
Printing, stationery and advertising	15,938	19,790
Postage and telephone	16,920	16,020
Accountancy and payroll charges	11,753	13,593
Insurance	38,104	36,162
Governance Costs (Including salaries £8,317)	24,897	31,473
	<u>624,642</u>	<u>571,949</u>

Included in Governance Costs is an amount of £9,250 (2020: £9,000) payable to the company's auditor for the audit of its financial statements.

4. DIRECTORS AND EMPLOYEES

Staff costs during the year were as follows

	2021	2020
	£	£
Wages and salaries	3,166,632	3,263,630
Social security costs	232,949	237,701
Other pension costs	208,450	218,173
	<u>3,608,031</u>	<u>3,719,504</u>

Average number of employees	<u>160</u>	<u>161</u>
-----------------------------	-------------------	------------

The analysis of employees by category is as follows:

	2021	2020
	Number	Number
Direct charitable	102	109
Fund-raising and publicity	29	30
Management and administration	20	15
Directors	<u>7</u>	<u>7</u>

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

	2021	2020
	Number	Number
£60,000 - £70,000	2	0
£70,000 - £80,000	<u>1</u>	<u>1</u>

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

The employee earning over £70,000 participated in the NHS defined benefit pension scheme.

No employee earned more than £80,000 in the year.

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2020: £nil) neither were they reimbursed expenses during the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

The key management personnel of the parent charity, Wirral Hospice St John's, comprise the Trustees, the Chief Executive Officer, Medical Director, Finance Director, Director of Clinical Services, and Director of Income Generation. The total employee benefits of the key management personnel employed by the Charity were £298,530 (2020: £292,073).

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

WIRRAL HOSPICE ST JOHN'S

NOTES TO THE ACCOUNTS

As at 31 March 2021

The Charity has arrangements with a number of staff who are not paid through the company payroll, but through a recharging agreement with third parties. The arrangements are in place to ensure continuity of service and protection of benefits for those staff whose careers are within the Health Service. The total amount paid under such agreements in 2021 was £209,840 (2020: £157,545). The posts and third parties involved are as follows:

Consultants and Doctors - Wirral University Teaching Hospital NHS Foundation Trust

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

5. TAXATION

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

UK Corporation Tax at 19% £nil (2020: £nil)

NOTES TO THE ACCOUNTS

As at 31 March 2021

6. NET INCOME FOR THE YEAR

The net income for the year is stated after charging:

	2021	2020
	£	£
Depreciation	218,576	247,739
Auditors remuneration	<u>9,250</u>	<u>9,000</u>

and after crediting:

Donations and Legacies:

Legacies	1,034,112	467,519
In memoriam	158,653	152,636
General donations	158,933	97,289
Gift Aid	78,721	56,823
	<u>1,430,419</u>	<u>774,267</u>

Investments:

Listed investments	126,701	154,360
Bank deposits	378	6,029
	<u>127,079</u>	<u>160,389</u>

Income from charitable activities:

Income from NHS Clinical Commissioning Groups	1,765,474	1,742,632
Hospice at Home Income	347,563	342,764
Covid-19 funding	1,080,175	0
Sundry Income	136,860	317,749
	<u>3,330,072</u>	<u>2,403,145</u>

Other trading activities:

Fund-raising events	719,721	464,992
Charity shop sales	219,001	699,252
Subsidiary's turnover	37,890	69,904
Lottery income	687,942	663,563
	<u>1,664,554</u>	<u>1,897,711</u>

NHSE Covid-19 Funding is funding which the NHSE awarded to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the Covid-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

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

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

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

WIRRAL HOSPICE ST JOHN'S

NOTES TO THE ACCOUNTS

As at 31 March 2021

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

	2021	2020
	£	£
Turnover	37,890	69,904
Cost of sales	<u>(17,153)</u>	<u>(38,216)</u>
Gross profit	20,737	31,688
Administrative expenses	(8,278)	(28,444)
Taxation	-	0
Gift Aid Payment	<u>(12,459)</u>	<u>(3,244)</u>
Profit retained	<u><u>-</u></u>	<u><u>-</u></u>

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

	2021	2020
	£	£
Current assets	100,307	109,874
Current liabilities	<u>100,305</u>	<u>109,872</u>
	<u><u>2</u></u>	<u><u>2</u></u>
Share capital	2	2
Profit and loss account	<u>-</u>	<u>0</u>
	<u><u>2</u></u>	<u><u>2</u></u>

WIRRAL HOSPICE ST JOHN'S

NOTES TO THE ACCOUNTS

As at 31 March 2021

7. TANGIBLE FIXED ASSETS

The Group and the Company

	Hospice Premises	Computer, medical & office equipment	Charity shops	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2020	6,601,627	2,108,225	177,664	101,344	8,988,860
Additions	16,834	71,245	5,968	0	94,047
Disposals				(44,361)	(44,361)
At 31 March 2021	<u>6,618,461</u>	<u>2,179,470</u>	<u>183,632</u>	<u>56,983</u>	<u>9,038,546</u>
Depreciation					
At 1 April 2020	1,869,678	1,771,376	122,237	93,802	3,857,093
Charge for the year	132,369	70,989	11,446	3,772	218,576
Disposals				(44,361)	(44,361)
At 31 March 2020	<u>2,002,047</u>	<u>1,842,365</u>	<u>133,683</u>	<u>53,213</u>	<u>4,031,308</u>
Net book amount at 31 March 2021	<u>4,616,414</u>	<u>337,105</u>	<u>49,949</u>	<u>3,770</u>	<u>5,007,238</u>
Net book amount at 31 March 2020	<u>4,731,949</u>	<u>336,849</u>	<u>55,427</u>	<u>7,542</u>	<u>5,131,767</u>

The net book amount at 31 March 2021 in respect of land and buildings comprises freehold property of £ 4,616,414

(2020: £4,731,949)

The net book amount at 31 March 2021 represents fixed assets used for:

	Hospice Premises	Computer, medical & office equipment	Charity shops	Motor vehicles	Total
	£	£	£	£	£
Charitable activities	4,432,266	323,826	-	-	4,756,092
Fund-raising	184,148	13,279	-	3,770	201,197
Charity shops	-	-	49,949	-	49,949
	<u>4,616,414</u>	<u>337,105</u>	<u>49,949</u>	<u>3,770</u>	<u>5,007,238</u>

The net amount at 31 March 2021 in respect of Charity shops comprises property improvements £24,281 and fixtures and fittings £25,668

NOTES TO THE ACCOUNTS

As at 31 March 2021

8. INVESTMENTS

	The Group		The Company	
	2021	2020	2021	2020
	£	£	£	£
Quoted investments at market value	6,260,121	4,249,969	6,260,121	4,249,969
Cash held by stockbrokers	11,211	144,101	11,211	144,101
Investment in subsidiary undertaking at cost	-	-	2	2
	<u>6,271,332</u>	<u>4,394,070</u>	<u>6,271,334</u>	<u>4,394,072</u>
Quoted investments			£	£
Market value				
At 1 April 2020			4,249,969	4,099,348
Additions at cost			2,412,901	2,231,960
Disposal proceeds			(1,312,568)	(1,377,310)
Profit/(Loss) on disposals			(48,931)	452,071
Increase/(Decrease) in unrealised gain			<u>958,750</u>	<u>(1,156,100)</u>
At 31 March 2021			<u>6,260,121</u>	<u>4,249,969</u>
Cost			<u>5,365,905</u>	<u>4,314,503</u>

All investments are carried at their fair value. Investment in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange. Holdings in common investment funds, unit trusts and open-ended investment companies are at the bid price. The basis of fair value for quoted investments is equivalent to the market value, using the bid price. Asset sales and purchases are recognised at the date of trade at cost (that is their transaction value).

The significance of financial instruments to the ongoing financial sustainability of the charity is considered in the financial review and investment policy and performance sections of the Trustees' Annual Report.

Please see below for the market commentary from our Investment Manager.

Markets have spent much of this year so far sending a gentle warning to investors along the lines of: "Be careful what you wish for". After almost a year of social restrictions, everyone is desperate to return to some form of normality. The majority of populations want to get vaccinated and to get on with life. Many have accumulated large savings that they are preparing to unleash. Continued largesse on the part of governments and central banks would also be appreciated – more handouts and low interest rates for ever, please. Indeed, economists are falling over each other to upgrade growth forecasts for 2021. But, with talk of a repeat of the "Roaring Twenties" now rife, an old spectre, the threat of inflation, has rattled its chains, and looks set to continue to provide us with a few more sleepless nights.

In many ways we should welcome this ghoulish threat with open arms. After years of worries about secular stagnation, with geopolitical events including Brexit, US elections and trade wars dominating the investment narrative, investors can perhaps now get back to evaluating markets and companies on good old-fashioned parameters such as supply and demand, the direction of interest rates and bond yields, and the progression of corporate earnings. Unfortunately, nothing these days ever seems to be quite as simple as one would like. Second-guessing the interventions (or lack of them) by those governments and central banks will remain key; the battle between inflationists and deflationists rages on; and much debate continues about the future merits of the traditional balanced portfolio of bonds and equities that has served investors so well for the past four decades.

NOTES TO THE ACCOUNTS

As at 31 March 2021

Let's focus, though, on the good news first. While it might be a bit premature to say that we've got the SARS-CoV-2 virus under control, we continue to make good progress in dealing with it. New vaccines continue to be developed and approved, increasing the range of options available to healthcare services. The distribution of vaccines, while not universally optimal, is accelerating, and will continue to cover a greater proportion of the global population. Efficacy data from the real world, as opposed to just trials, is highly encouraging, certainly in terms of the decreased severity of illness and a lower strain on hospital capacity. Variants are certainly a fly in the ointment, but genetic testing and more aggressive control measures appear to be keeping the worst threats at bay. Meanwhile the scientific community is able to tweak existing vaccines to combat the variants within a reasonably short time. All in all, the direction of travel is positive, even if we can't be sure how long it will take to reach the destination.

Markets have, of course, taken a lot of this on board. Within equities it has been evident in the strong recovery of the shares of companies that were most negatively exposed to Covid. In the corporate bond arena, credit spreads are at or close to all-time lows. Most importantly, sovereign bond markets have backed away from the edge of the cliff of despair which looked out over a world of limited growth and potentially endless deflation. This is most visible in the breakeven rate of inflation, which is derived from the relative yields of conventional and index-linked bonds. In the US, which remains the key bond market for global investors, the 10-year breakeven rate (the expected average rate of inflation over the next ten years), bottomed at just 0.55% last March. At the end of February, it stood at 2.15%. That's a big move. For reference, the UK equivalent has risen from a low of 2.7% to 3.38%. The market has always viewed the UK as having structurally higher inflation, and Brexit concerns also contributed. The first leg of this recovery in inflation expectations was well received. It heralded a welcome bounce back for the global economy. It also took inflation expectations back towards the level to which central bankers aspire - around 2%.

What to make of all this? We remain unwilling to "bet the farm" on any single outcome, but we can see which way the breeze is blowing. Therefore, we have deemed it prudent to increase exposure to economic recovery plays and also to reduce exposure to the sorts of companies and industries that have been the relative winners from Covid disruption and a low-growth, low-inflation world. The current evidence does not support an aggressive shift of focus for longer term investors, but certainly represents sensible portfolio rebalancing in the face of new uncertainties and potential changes to the economic landscape. It is inevitable that we will be returning regularly to this debate in the months ahead

Investment in subsidiary undertaking

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

9. STOCKS

	The Group		The Company	
	2021	2020	2021	2020
	£	£	£	£
Fund-raising goods	<u>5,177</u>	<u>5,392</u>	<u>-</u>	<u>-</u>

NOTES TO THE ACCOUNTS

As at 31 March 2021

10. DEBTORS

	The Group		The Company	
	2021	2019	2021	2020
	£	£	£	£
Prepayments and accrued income	420,852	205,963	420,852	205,963
Due from subsidiary undertaking	-	-	100,285	109,852
Other debtors	1,033,653	1,143,410	1,033,653	1,143,410
	1,454,505	1,349,373	1,554,790	1,459,225

11. BANK BALANCES

	The Group		The Company	
	2021	2020	2021	2020
	£	£	£	£
Bank balances	1,815,887	1,448,379	1,720,878	1,344,017
Petty cash	1,035	583	915	463
	1,816,922	1,448,962	1,721,793	1,344,480

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group		The Company	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	140,825	265,050	140,825	265,050
Social security and other taxes	51,558	57,071	51,558	57,071
Other creditors and accruals	108,204	42,344	108,185	42,324
Deferred income	1,118,316	1,213,811	1,118,316	1,213,811
	1,418,903	1,578,276	1,418,884	1,578,256

DEFERRED INCOME - THE GROUP AND THE COMPANY

	Total	Activities in furtherance of the charity's objectives	
		Lottery income	
	£	£	£
As at 1 April 2020	1,213,811	1,128,413	85,398
Released to income in the year	(1,213,811)	(1,128,413)	(85,398)
Deferred in the year	-1,118,316	-1,015,805	-102,511
As at 31 March 2021	-1,118,316	-1,015,805	-102,511

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

NOTES TO THE ACCOUNTS

As at 31 March 2021

13. RESERVES

The Group

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2021 Total
	£	£	£	£	£
As at 1 April 2020	5,385,093	3,107,592	150,000	2,108,603	10,751,288
Surplus for the year	2,440,553	-	-	(55,570)	2,384,983
Transfers	(2,882,591)	(69,409)	2,952,000	-	-
As at 31 March 2021	<u>4,943,055</u>	<u>3,038,183</u>	<u>3,102,000</u>	<u>2,053,033</u>	<u>13,136,271</u>

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2021 Total
Represented by:					
Tangible fixed assets	-	3,038,183	-	1,969,055	5,007,238
Investments	6,271,332	-	-	-	6,271,332
Cash at bank and in hand	-1,369,056	-	3,102,000	83,978	1,816,922
Other net current liabilities	40,779	-	-	-	40,779
	<u>4,943,055</u>	<u>3,038,183</u>	<u>3,102,000</u>	<u>2,053,033</u>	<u>13,136,271</u>

The Company

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2021 Total
	£	£	£	£	£
As at 1 April 2020	5,385,093	3,107,592	150,000	2,108,603	10,751,288
Surplus for the year	2,440,553	-	-	(55,570)	2,384,983
Transfers	(2,882,591)	(69,409)	2,952,000	-	-
As at 31 March 2021	<u>4,943,055</u>	<u>3,038,183</u>	<u>3,102,000</u>	<u>2,053,033</u>	<u>13,136,271</u>

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2021 Total
Represented by:					
Tangible fixed assets	-	3,038,183	-	1,969,055	5,007,238
Investments	6,271,334	-	-	-	6,271,334
Cash at bank and in hand	-1,464,185	-	3,102,000	83,978	1,721,793
Other net current liabilities	135,906	-	-	-	135,906
	<u>4,943,055</u>	<u>3,038,183</u>	<u>3,102,000</u>	<u>2,053,033</u>	<u>13,136,271</u>

NOTES TO THE ACCOUNTS

As at 31 March 2021

13. RESERVES (cont.)

The Group Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2020 Total
	£	£	£	£	£
As at 1 April 2019	6,149,395	3,079,836	300,000	2,165,672	11,694,903
(Deficit) for the year	(886,546)	-	-	(57,069)	(943,615)
Transfers	122,244	27,756	(150,000)	-	-
As at 31 March 2020	<u>5,385,093</u>	<u>3,107,592</u>	<u>150,000</u>	<u>2,108,603</u>	<u>10,751,288</u>

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2020 Total
Represented by:					
Tangible fixed assets	-	3,107,592	-	2,024,175	5,131,767
Investments	4,394,070	-	-	-	4,394,070
Cash at bank and in hand	1,214,534	-	150,000	84428	1,448,962
Other net current assets	(223,511)	-	-	-	(223,511)
	<u>5,385,093</u>	<u>3,107,592</u>	<u>150,000</u>	<u>2,108,603</u>	<u>10,751,288</u>

The Company Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2020 Total
	£	£	£	£	£
As at 1 April 2019	6,149,395	3,079,836	300,000	2,165,672	11,694,903
(Deficit) for the year	(886,546)	-	-	(57,069)	(943,615)
Transfers	122,244	27,756	-150,000	-	-
As at 31 March 2020	<u>5,385,093</u>	<u>3,107,592</u>	<u>150,000</u>	<u>2,108,603</u>	<u>10,751,288</u>

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2020 Total
Represented by:					
Tangible fixed assets	-	3,107,592	-	2,024,175	5,131,767
Investments	4,394,072	-	-	-	4,394,072
Cash at bank and in hand	1,110,052	-	150,000	84,428	1,344,480
Other net current liabilities	(119,031)	-	-	-	(119,031)
	<u>5,385,093</u>	<u>3,107,592</u>	<u>150,000</u>	<u>2,108,603</u>	<u>10,751,288</u>

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

The group surplus for the year includes a surplus from the parent company of £2,384,983 (2020: deficit £943,615), which is dealt with in the financial statements of the company.

The unrestricted development funds are in place to cover anticipated expenditure on tangible fixed assets and operational developments in the next 4 years.

WIRRAL HOSPICE ST JOHN'S
NOTES TO THE ACCOUNTS

As at 31 March 2021

14. RESTRICTED FUNDS

The Group and the Company

	At 1.4.20	Incoming Resources	Resources Expended	At 31.03.21
	£	£	£	£
Sunrise Appeal	448,406	-	(17,617)	430,789
Anniversary Appeal	644,469	-	(15,618)	628,851
Inpatient Refurbishment	410,000	-	(10,000)	400,000
Kitchen Appeal	34,416	-	(820)	33,596
Patient Information Centre	486,884	-	(11,065)	475,819
Apprentice Funding	77,877	-	-	77,877
Pallaborative Funds	6,551	2,417	(2,867)	6,101
NHSE Covid Funding	-	709,672	(709,672)	-
CHECK THIS TO LAST @Y	<u>2,108,603</u>	<u>712,089</u>	<u>(767,659)</u>	<u>2,053,033</u>

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

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

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

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

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

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

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

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

NHSE Covid Funding is funding which the NHSE awarded to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

This is a comparative for the prior year

The Group and the Company

	At 1.4.19	Incoming Resources	Resources Expended	At 31.03.20
	£	£	£	£
Sunrise Appeal	466,023	-	(17,617)	448,406
Anniversary Appeal	660,087	-	(15,618)	644,469
Inpatient Refurbishment	420,000	-	(10,000)	410,000
Kitchen Appeal	35,236	-	(820)	34,416
Patient Information Centre	497,949	-	(11,065)	486,884
Apprentice Funding	77,877	-	0	77,877
Pallaborative Funds	8,500	3,750	(5,699)	6,551
	<u>2,165,672</u>	<u>3,750</u>	<u>(60,819)</u>	<u>2,108,603</u>

WIRRAL HOSPICE ST JOHN'S

NOTES TO THE ACCOUNTS

As at 31 March 2021

15. CONTINGENT LIABILITIES

Neither the group nor the company had any contingent liabilities at 31 March 2021 or 31 March 2020.

16. CAPITAL COMMITMENTS

The group and the company had no capital commitment liabilities as at 31 March 2021. (2020: nil)

17. OPERATING LEASE COMMITMENTS

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

	The Group		The Company	
	2021	2020	2021	2020
	£	£	£	£
Within one year	5,700	4,300	5,700	4,300
Between one and five years	217,084	35,800	217,084	35,800
More than five years	164,079	431,663	164,079	431,663
	<u>386,863</u>	<u>471,763</u>	<u>386,863</u>	<u>471,763</u>

18. RELATED PARTY TRANSACTIONS

During the year, the company paid £3,300 (31st March 2020: £3,300) including VAT for accountancy advice to Grant Thornton UK LLP. G M Ridgway, the company's Treasurer, is an employee of Grant Thornton UK LLP.

During the year, the company paid £2,628 (31st March 2020: £4,140) including VAT for legal advice to Brabners LLP. S Burrows, a Trustee, acts as a consultant for Brabners LLP.

19. STATUTORY INFORMATION

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

The presentation currency of the financial statements is the Pound Sterling (£).

NOTES TO THE ACCOUNTS

As at 31 March 2021

20. ANALYSIS OF PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Year ended 31.03.2020 Unrestricted Funds £	Year ended 31.03.2020 Restricted Funds £	Year ended 31.03.2020 Total Funds £
Income			
Donations and Legacies	774,267	-	774,267
Other Trading Activities	1,897,711	-	1,897,711
Investments	160,389	-	160,389
	<u>2,832,367</u>	<u>-</u>	<u>2,832,367</u>
Income from charitable activities	2,399,395	3,750	2,403,145
Total Income	<u>5,231,762</u>	<u>3,750</u>	<u>5,235,512</u>
Expenditure			
Costs of raising funds	27,380	-	27,380
Fundraising costs	1,195,226	-	1,195,226
Investment management costs	29,555	-	29,555
Charitable activities	4,162,118	60,819	4,222,937
Support costs	-	-	0
Total Expenditure	<u>5,414,279</u>	<u>60,819</u>	<u>5,475,098</u>
Net expenditure / income	(182,517)	(57,069)	(239,586)
Gains / (Losses) on investments	<u>(704,029)</u>	<u>-</u>	<u>(704,029)</u>
Net movement in funds	(886,546)	(57,069)	(943,615)
Reconciliation of Funds			
Total funds brought forward	<u>9,529,231</u>	<u>2,165,672</u>	<u>11,694,903</u>
Total funds carried forward	<u>8,642,685</u>	<u>2,108,603</u>	<u>10,751,288</u>

For more information, please contact us:

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Thank you for WHATEVER support you ARE ABLE to give us!