



Saint  
Francis  
Hospice  
Caring for you

# Trustees' Annual Report And Consolidated Financial Statements

Year Ended 31 March 2025

Company Registration Number: 1367828

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The **Trustees of Saint Francis Hospice** are pleased to present their Annual Report (including strategic report) and the audited Consolidated Financial Statements for the year to 31st March 2025, in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011. The Trustees' Annual Report (including strategic report) and audited Consolidated Financial Statements also comply with the Memorandum and Articles of Association and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

# We are Saint Francis Hospice

Proud to be rated **'Outstanding'** once again by the CQC, Saint Francis Hospice is an independent charity and one of the largest Hospices in the UK, situated in the beautiful village of Havering-atte-Bower. We pride ourselves on our renowned reputation within our community for providing **expert care** for any person, from **any faith or cultural background** and living in **Barking and Dagenham, Brentwood, Havering, Redbridge, and parts of West Essex.**

We provide outstanding care for people at the end of life, in their own homes or at the hospice and our committed team of experts address every person's situation, whatever their faith or spiritual needs may be. The hospice has **18 specialist palliative care beds** on its Ward. We also have an active wellbeing and day therapy service which provides one-to-one clinical and therapy appointments as well as group wellbeing activities. **85% of our care is carried out in the community.**

We work **collaboratively** alongside our local healthcare partners including GPs, community nurses and hospital specialists to help manage pain and other difficult symptoms, aiming for comfort, as much independence as possible, and the best possible **quality of life.**

Individuals in our care and the people who love them are embraced by a team of **experienced professionals** who are devoted to making everyone's life the very best it can be. Our aim is that no one is afraid or in pain and **no one dies or grieves alone.**

There are no costs to our services. We are funded mostly by the generosity of our supporters - local people, companies and organisations. To provide this dedicated and expert care, the hospice needs to raise nearly £9 million each year.





# CEO and Chair's Introduction



**GRAZINA BERRY** CEO

2024-25 at Saint Francis Hospice was a year of focus on continuing to deliver outstanding end of life services to our local communities, while taking stock and reviewing what and how we achieve against a rapidly changing environment around us. This is so we could develop a new, bold strategy for the next 5 years, to reach more people, grow our impact and become more sustainable into the future.



**MARY EDWARDS** CHAIR

We were thrilled to have once again been recognised as an Outstanding provider of end-of-life care by the Care Quality Commission. Motivated by the needs of people who come to us for care and support, day in and day out, each and every member of the Saint Francis team – staff or volunteer, strive to do their best. Pausing to celebrate the Hospice's 40th anniversary gave us all a fantastic opportunity to reflect on the difference we have made over the years, while reigniting passion and commitment to continue our work well into the future.

Our teams' compassion, expertise, motivation and passion for enabling everyone in our community to experience the best end of life care is

our greatest strength. Our staff and volunteers are our greatest asset, and we therefore pledge in our 5-year strategy to invest in our people and the environment in which they work, empowered to be creative and collaborative.

Working together with individuals in our care, people important to them, our varied partners and stakeholders, funders and supporters has never been more important. Our hospice, alongside all hospices up and down the country, worked hard to raise our profile locally and nationally, emphasising the need for equitable access to compassionate palliative and end of life care and our impact, especially in community care and hospital admissions avoidance, as the Assisted Dying debate laid bare our sector's vulnerability.

We spoke to our MPs, including and especially the Secretary of State for Health and Social Care, Wes Streeting, MP for Ilford North, calling for more sustainable funding for the sector and showcasing the difference we make, fuelled by our passion, and funded largely by the generous supporters who continue to give us £7 in every £10, while the government offer only 30%.

There is a real strength in togetherness and joined effort, the value of listening, learning and continued focus on improvement and this is all reflected in the annual report. Teams working

together and with our healthcare partners to co-ordinate referrals to our services so that timely end of life care could be provided that resulted in over 2,900 individuals benefiting from our services.

We were able to offer more people, both adults and children, compassionate bereavement support while also providing even more care in the community, to help meet people's wishes to die well, in the place of their choosing.

Our income teams, both fundraisers and staff and volunteers in retail stores, continued to work relentlessly to raise the required funds so we could deliver our services. The excellent quality of care provided by our doctors, nurses, healthcare assistants and volunteers, inspired love and support from our local community, who continued to give generously. We are grateful for your every gift to the hospice, be it money or items, for your every expression of support and kind words about the work that we do. We would not be here without you.

# Who we are and what we stand for

Saint Francis Hospice is an expert provider of outstanding palliative and end-of-life care, for over 40 years serving a population of nearly 1 million, spread across Barking and Dagenham, Brentwood, Havering, Redbridge, and parts of West Essex.

## Our Vision

is the best care for all at the end of life.

## Our Mission

is to ensure that everyone in our community has access to excellent palliative and end-of-life care before, during and after death.



All our work is guided by our recently refreshed Values.

## Our Values



**Compassionate** – we are a caring team, kind to each other and put the needs of individuals and their loved ones at the heart of what we do.



**Collaborative** – we value working in partnership across our communities and are proactive about nurturing relationships with our stakeholders.



**Creative** – we are forward-thinking, adaptable in our changing world and embrace change and innovative ways of working.



# Our New 5-Year Strategy 2025-30

## Growing Together: The Future of Saint Francis Hospice

Our new five-year strategy is built on bold ambition: to reach more people, strengthen our partnerships, invest in our exceptional team, and create a sustainable future for our Hospice. We are grateful to all our partners and supporters, who have helped fuel our work. We hope you continue to stand by us and with us. By growing together, we can make a lasting impact.

### Goal 1 Scale

**We will develop and scale our Hospice's services, expanding reach and addressing equity of access challenges that our communities face.**

- ♥ We will work closely with our care teams and partners to ensure our services are well-integrated and tailored to the unique needs of each community. By strengthening partnerships, we will improve access to hospice care, ensuring that everyone who needs our support can receive it in a timely manner.
- ♥ To achieve this, we will expand our care models to bring hospice support closer to people's homes. We will invest in quality, research, and training to improve care, support innovation, and help our teams and partners reach more people in need.

### Goal 2 Collaborate

**We will collaborate with partners and stakeholders across the communities we serve for greater impact.**

- ♥ We will strengthen our connections with all communities, especially those who need us most, to ensure people get the right support before, during, and after death, in a place of their choosing. By raising our profile locally and nationally, we will lead the way in palliative and end-of-life care, working closely with others to make a bigger impact.
- ♥ To do this, we will review and build partnerships that help us reach more people and work more effectively. We will also foster a strong, united approach across our teams and improve how we manage relationships and partnerships, using better systems to track and enhance our work.

### Goal 3 Invest

**We will invest in our people so that we can become the employer and volunteer engager of choice in palliative and end-of-life care.**

- ♥ We will create a strong internal communications plan to keep all employees and volunteers informed and engaged. We will also strengthen our commitment to equality, diversity, and inclusion, ensuring our workforce reflects the communities we serve.
- ♥ To achieve this, we will improve the way we work to better deliver our strategy. We will attract and retain talented people by offering clear career and development opportunities, helping our staff and volunteers grow and succeed while supporting the Hospice's vision.

### Goal 4 Create

**We will create a sustainable organisation for the future.**

- ♥ We will strengthen our partnerships with statutory funders to secure long-term financial support, ensuring we can continue delivering vital care. We will grow and diversify our voluntary income through innovative fundraising and retail strategies that engage our community and create sustainable revenue.
- ♥ We will invest in digital transformation to improve efficiency, streamline data management, and support better decision-making. We will also develop a green strategy to reduce our carbon footprint and promote sustainable practices across the organisation.
- ♥ Finally, we will create a resilient and adaptable operating model to safeguard the future of the Hospice, ensuring we can continue to provide outstanding care for generations to come.

# The difference we've made in 2024-25



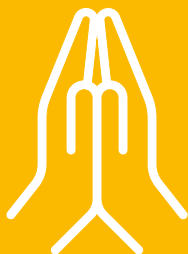
**2,906 people were cared for**, both at the hospice and at home



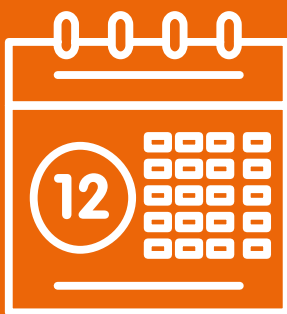
**5,312 bereavement counselling sessions were given to 974 adults and 100 children**



**5,227 home visits were made by Hospice at Home nurses to 725 people**



**852 people received pastoral care support**



**386 people were admitted onto the ward, for an average stay of 12 days**





# Karl Blair – Reflections of care at Saint Francis Hospice

In December 2021, I was diagnosed with prostate cancer. Treatment started immediately. I had a biopsy, then chemotherapy started. I was informed it had spread outside the prostate to my bones and was aggressive and incurable.

I was scared and outside my comfort zone.

I was put in contact with a member of the community nursing team at Saint Francis Hospice. Having never been to a hospice I was anxious, scared and did not know what to expect.

I was put in touch with Josh, one of the community nursing team specialists who kept in contact with me and asked me if I needed help.

On 9th January 2023, I was admitted to Saint Francis Hospice to get help with pain management. I could barely walk and I was weak and tired.

Once admitted, I realised very quickly that I was in a safe, professional and very friendly environment.

The care team who looked after me daily via meals, medication, manual care, were and continue to be the best.

Even the visitors commented on how friendly and genuinely caring the staff are.

The treatment and care made me feel happier both physically and mentally.

I was admitted again in July, the care remains the best and everyone knows who you are.

Saint Francis Hospice, carry on being the best you are and thank you.





# 2024-2025 Highlights

During the last year we have continued to embrace innovative and creative ways of working, in our processes, technology and service provision, enabling us to operate in a more efficient and effective way.



# 40 Years of Care at Saint Francis Hospice

On the 23rd July 2024, we celebrated 40 years of caring for our community. To celebrate, we brought together staff, volunteers and special guests including our Trustees, Patrons, local MPs, hospice leaders across Essex and London, community faith leaders, health care partners and funders, for an exhibition in our Education Centre to find out more about our services and our plans for the next 40 years. Celebrations followed on the village green opposite the hospice with a cream tea and an evening disco.

“Saint Francis Hospice has been on an incredible journey over the past 40 years and achieved so much,” said Grazina Berry, CEO at Saint Francis Hospice.

“Thanks to the determination and dedication of local people and everyone who has played a part in our history, thousands of people have received the best holistic care and support, before, during and after death.

“We want to continue to support people in every part of our community to live and die well, and to empower them to choose when and where they are cared for.”

In the first year of opening, 208 people were cared for on the ward. Since then, we have developed and expanded our services to provide even more expert care to people with incurable illnesses, both at the hospice and in the community. We are there to care for their families too.

Here are some key figures from the past 12 months of 2024/2025 to illustrate the impact of our care on people from our catchment areas of Havering, Barking and Dagenham, Redbridge, Brentwood and parts of West Essex:

We cared for a total of 2,906 people across our wide-ranging services.

386 people were admitted to the ward. 39% of people had a non-cancer primary diagnosis. Many were admitted for pain management control, and 28% were discharged home.

1,116 people were cared for by our specialist team of community nurses in their home or care home, to help them manage their pain and symptoms. They also made a total of 15,229 face-to-face and telephone consultations.

Our Hospice at Home team made 5,227 home visits to 725 people.

Physiotherapists provided 1,969 sessions to support people with assessment of movement and function and advise ways to improve and remain safe with appropriate aids.





Complementary therapists provided 1,395 sessions of aromatherapy, reflexology, mindfulness, massage, reiki and distance reiki.

Occupational therapists provided 1,132 sessions, supporting people with physical, sensory and cognitive issues to regain independence. This includes assessment and supply of equipment needed to support people at home.

974 adults and 100 children received bereavement counselling from our Child and Family Therapists.

Our Pastoral care team supported 852 people.

OrangeLine, our confidential telephone helpline supported 1,192 people, making and receiving 2,925 telephone calls and 937 face to face activities. The service is available to anyone in the community

who requires emotional support, or people feeling lonely and isolated.

“As we look to the future, we are upgrading our ward to ensure our care environment gives people and their loved ones even more comfort and dignity.”





# You said, we did

Reflecting on the feedback we received and what we did to make a difference. You Said, We Did is a snapshot of some of those successes. Here are just a few!

**You said:** Our Specialist Community and Crisis Support team asked for a break area.

**We did:** We refurbished and upgraded the staff area to promote wellbeing.

**You said:** Visitors requested a covered smoking area, and comments from staff and those under our care that the new pergola is not used solely as a smoking shelter.

**We did:** We built and installed a smoking shelter in our garden, separate to the pergola.

**You said:** The Ward evening menu needs a refresh with more nutritional, fresh and inclusive food options.

**We did:** We introduced a new lighter evening menu including inclusive options such as vegan, Kosher and Halal meals for visitors, staff and volunteers.

**You said:** Following feedback from teams and users of the space, it was recommended that we upgrade the Education Centre.

**We did:** We carried out a refurbishment of the space including hospice branded decorating and furnishings throughout, modern LED efficient lighting, and new commercial facilities, allowing us to compete with local venues that can be hired for events and training.

**You said:** We need a dedicated space for our Children's Bereavement Counselling sessions.

**We did:** We created a dedicated 'Seaside Room' for our children and young adults that is warm, inviting and provides a safe space.

**You said:** We should help with hospital blood runs and pharmacy pick-ups.

**We did:** We now provide regular hospital blood runs and pharmacy pick-ups, supported by our Estates team.

**You said:** A visitor commented that our gardens needed some more flowering plants to better represent the imagery on our website.

**We did:** We asked our local garden centres and supporters to help with donations of bedding plants which we have now planted, creating a more beautiful space for visitors, staff and people in our care to enjoy.

**You said:** We need more professional support for the increasing mental health complexity.

**We did:** We secured 1 session a week of dedicated consultant-level psychiatry support.

**You said:** We need more comfortable chairs for the counselling rooms.

**We did:** New comfortable chairs were purchased through support from a generous donor.

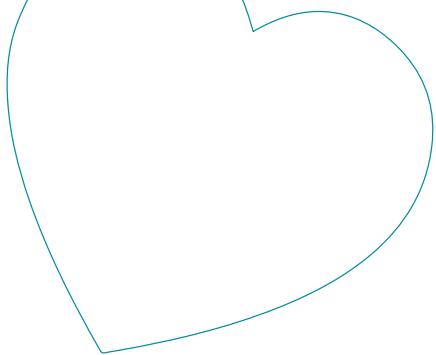
**You said:** We need a more inclusive quiet space for people of all faiths or none.

**We did:** We created a quiet, peaceful reflective space for everyone by evolving the 'Chapel-Quiet Space' to the newly name and decorated 'Hospice Sanctuary'.





# Feedback from the people we've cared for



## iWantGreatCare (iWGC)

iWGC remains the one source/tool for gathering online feedback and surveys completed offline. Our % positive experience consistently remains above 92% and has done since its introduction at SFH.

We have celebrated our success in that we are consistently in the top 3 out of 22 Hospices, for the number of iWGC reviews received.

## Learning from complaints

As an organisation we work closely with each other and collaboratively with external colleagues, to continually review and update the way we communicate, the way we process information, and the way we respond to all people who use our services.

Some examples of learning this year have been;

- ♥ Ensuring that iCare records are updated for all contact from people in our care, so we can ensure the correct signposting and advice is provided.
- ♥ The need for a more thorough handover from a referring team, so that we are certain of what is being asked and is expected from us.

- ♥ When we are advised of the death of a person in our care, we will attempt to contact the next of kin offering condolences and 'checking in' for any concerns, no matter what the time frame, as per our service standard.
- ♥ The need for appropriate communication courses as learning objectives for individuals.
- ♥ Ensuring that a telephone conversation takes place first wherever possible, before an email is sent, so that words are not misinterpreted



# A selection of comments from across the organisation

*"Everyone and everything was done in a very pleasant and professional way. All the staff were excellent."*

Virtual Ward, June 2024

*"I am extremely impressed by the care offered throughout. Thank you for your understanding and professionalism the staff clearly understands, my vulnerability."*

Specialist Community & Crisis Support, May 2024

*"Because I found the staff helpful, I had phone call from staff every Thursday till got better in mind."*

OrangeLine, August 2024

*"Of all the agencies involved in my husband's care at home, St. Francis Hospice were by far the only ones to tick all the boxes for empathy, care, support, information and actually getting things done. Special thanks to XXXX who went beyond her duty in dealing with other agencies and the NHS on our behalf in order to get things done. She truly is dedicated and genuinely caring."*

Hospice at Home, February 2025

*"My brother was in the hospice a few weeks prior to his death. He was cared for with dignity and respect as were we as his family. We had complete confidence in the care he received and the healthcare he was given. All the staff, from the cleaners to the consultants were absolutely amazing and we will be eternally grateful to them. Thank you all."*

The Ward, November 2024

*"My contact at the hospice has been supportive and caring in light of my mother's diagnosis, being able to answers my many questions, and contacting my mother's GP for supportive medication at this difficult time."*

Referrals Hub, July 2024

*"The support I have received has been an immense help to me at a difficult time. All staff have been helpful and professional. I can't thank you enough for the emotional care I have been given."*

Bereavement Service, March 2025



# Our People

## Our people are at the heart of what we do

We are the nurses, therapists and doctors helping people and caring for people.

We are the experts on the end of the phone, giving advice and helping the isolated and lonely. We are the volunteers giving their time to our hospice. We are the fundraisers and retail store teams who are the reason our doors are open.

Together, we are Saint Francis Hospice, caring for our community.

## Our Volunteers

At the end of March 2025, we have 650 wonderful volunteers who donate the gift of time to Saint Francis Hospice - over 85,000 hours between them. They truly are our Golden Heartbeats.

388 of these volunteers work in the retail arm of the organisation, supporting income generation in our charity shops and at retail head office.

A further 262 volunteers support people receiving care, their families and our staff through the main hospice.

11 drivers helped to bring people receiving care to and from the hospice, ensuring they could attend support groups and appointments. They also delivered equipment to people at home and collected medication for people.

Our army of 24 gardeners keep the beautiful gardens at the hospice looking

glorious. It means so much to people who are being cared for by the hospice and their families, that they are able to see such beautifully tended gardens - and weather permitting, the design of the gardens mean that people receiving care can spend time outside in the fresh air through the changing seasons.

The hospice ward staff work so hard caring for people and they are supported by 43 volunteers. The volunteers help with placing and delivering food orders, providing tea and coffee, and taking round the evening drinks trolley. They also spend time talking with and supporting people, for example accompanying those who are mobile to walk in our grounds. They really do turn their hand to a variety of tasks which really help people in our care, their families and our staff.

Our 34 family and individual support counsellors and OrangeLine volunteers routinely provide support to the people who love and look after people receiving care. This support takes a variety of forms from a listening ear, to signposting, to counselling.

And the biggest group of volunteers we have at the hospice are our fantastic reception team - made up of 54 individuals - who are the first point of contact for all visitors and callers to the hospice. They work on a rota to ensure that there is always a friendly face on the reception desk and they have a wealth of knowledge about the hospice and its services.

# Our volunteers help us deliver these amazing services

1

**The Hospice Ward** is a place of comfort where people carry on living their lives, with a team of professionals caring around the clock. It's a place to feel safe and secure. It's quiet and tranquil with sounds of laughter and love in the background.

2

**Our Crisis Support Line** is 24 hours a day, 365 days a year, for expert advice for people who are facing a crisis in our community.

3

**Our Hospice at Home** service means that people under our care can stay in their own home with the people who matter to them with a team of compassionate professionals to help at any time.

4

Pemberton Place is a dedicated space at the hospice for a number of **support groups**, clinics and activities run by our health care teams and volunteers.

5

**Our therapies team** can help to manage pain and symptoms, help people gain more independence in their daily lives. It is important to us that people learn to live well with their illness or condition.

6

We don't just take care of the people who are ill, we look after everyone who loves and worries about them. The **family and individual support** team are here to help in a difficult time or as long as it takes.

7

**OrangeLine offers confidential telephone support** for local people. If you are bereaved, feeling lonely or isolated, and need to talk, OrangeLine is here for you.

**This year we supported over 2,900 individuals who needed our compassionate care, both at home and at the hospice.**

*Our 250 staff and 650 volunteers help us provide these services*



# A volunteer story – Jo Catterall

## Jo Catterall Wins The Outstanding Volunteer Award at the 2025 Palliative Care Awards

We were thrilled that our dedicated volunteer Jo Catterall was recognised at the prestigious 2025 Palliative Care Awards.

Jo Catterall, who started volunteering with the e-commerce team at Saint Francis Hospice in April 2021, received the Outstanding Volunteer Award.

Her connection with the hospice is personal and Jo gives the gift of her time and skills in memory of her mum who was cared for by the charity.

“I honestly love what I do and being part of the fantastic e-commerce team. It really means a lot to be able to contribute.

“I volunteer in memory of my mum. She was such a loving and caring person, always doing things for other people and being part of the hospice feels like a way of carrying that forward.”

Jo’s main role is on the eBay side of e-commerce, ensuring the hospice receives the best possible price for every donation sold.

The judges who considered many nominations from volunteers across the country, gave their reasons for presenting Jo with the award, saying, “Jo brings exceptional dedication, creativity, and warmth to her volunteering at Saint Francis Hospice. Her expertise in e-commerce - particularly in collectibles, jewellery, and unique items - has helped generate vital income, with meticulous care given to every listing.”

The judges also recognised Jo’s contribution to the Retail Therapy events that she successfully leads twice a year and the Christmas gift bags she has been preparing for carers since 2023. The gift bags, which are filled with socks, toiletries, chocolates and Christmas decorations, remind the carers that they are cared for and appreciated too.

The judges, added, “Jo also leads beautifully curated Retail Therapy events and thoughtfully prepares festive gift bags for carers, ensuring each detail offers joy and appreciation.”

## Meet Jo!





# Diversity, Equity & Inclusion at Saint Francis Hospice

As part of our inclusion commitment, we have worked hard over the past year to review our volunteering strategy and invest in our centralised volunteer services team, to foster a sense of belonging and celebrate how important our diverse and wonderful volunteer workforce is and how much their ongoing support and contribution matter.

The newly established team have put volunteers at the heart of the SFH community. Behind the scenes this has included a revamp of our volunteer experience; creating an open and inviting volunteer hub, where volunteers can come and speak to the team and get confidential advice and guidance, reviewed our policies and procedures with an emphasis on support and feeling listened to, standardised the training and development offering, and personalised how we engage and reward our volunteer community.

We have focused on connections and mental health, incorporating these themes into Learning at Work Week. Successful sessions included managing and supporting our workforce through change and championing men's mental health.



We have created a new 'Freedom to Speak Up' Guardian approach, which will be launched next year to further establish a safe and transparent workplace culture. The new approach will include two fully trained Guardians, supported by Champions across the services we provide.

Internally we continue to improve our recruitment processes to ensure that we have a more diverse workforce, and we became Disability Confident employers.

We continue our Hospice UK's Compassionate Employers programme, designed to help hospice's look after their people and support employees through grief, dying, and caring.





# Influence and profile-raising activity

During 2024-25, Saint Francis Hospice continued to play an active role in shaping the national conversation around hospice care, funding, and end-of-life issues. Our influence and profile-raising efforts were rooted in strong collaboration with key stakeholders, including Members of Parliament, local councils, and national bodies.

We worked closely with our local MPs - Wes Streeting (Ilford North), Julia Lopez (Hornchurch and Upminster), Alex Burghart (Brentwood) and Andrew Rosindell (Romford) - as well as Hospice UK, contributing to discussions on critical sector challenges such as funding pressures and Assisted Dying legislation. Notably, Wes Streeting MP praised Saint Francis Hospice in the House of Commons for the "brilliant work" we do, a testament to our impact and reputation.

We were honoured to welcome Rt. Hon. Wes Streeting MP to the hospice, where he toured our ward, met with nursing staff, and engaged in meaningful dialogue about the future of end-of-life care. His visit underscored his commitment to supporting the hospice movement and addressing the financial pressures we face. His advocacy led to short-term relief measures before Christmas, with further support anticipated in the longer term.

To amplify this support, we proudly produced and shared two videos: one featuring Wes Streeting MP's recognition of Saint Francis Hospice in Parliament, and another capturing his visit to our site. These materials helped raise awareness of our work and the challenges facing the sector.

We also celebrated several accolades that highlighted our community impact and excellence. These included:

- ♥ Pride of Barking & Dagenham Award - via the Barking & Dagenham Chamber of Commerce. We were presented with a special award to recognise our 'Outstanding Contribution to the Pride of Barking and Dagenham.'
- ♥ Redbridge Community Award - awarded to one of our supporters through the Mayor of Redbridge Awards.
- ♥ Nursing Times Award - Saint Francis Hospice was shortlisted for Student Placement of the Year: Community at the 2024 Student Nursing Times Awards

Local, regional and national awards and the recognition we receive through submissions, becoming finalists and winning, help us to raise our profile and ultimately to reach out to even more people who need our services.

A particularly proud moment came when we received congratulatory letters from Wes Streeting MP and Julia Lopez MP following our Outstanding rating from the Care Quality Commission (CQC). Their words of recognition were an

endorsement of the compassionate care, dedication, and professionalism of our staff and volunteers.

Our relationships with local councils remain vital to our mission too. We strengthened our partnerships with the London Boroughs of Havering, Barking & Dagenham and Redbridge, as well as Brentwood and parts of West Essex through regular engagement. These interactions focus on shared priorities including demographic changes, transport, adult social care, and local development plans. Together, we are committed to evolving our collaboration to better serve our communities.

Regular engagement and collaboration with our neighbouring hospices in Essex and London through the Hospice Collaborative Partnership and the London Hospice Partnership are crucial so that we can influence our NHS funders in a united way and work on projects together to become more efficient to ensure a sustainable future for all hospices. We are proud of the work we have done with our hospice partners to date, and we will continue to work together to create a collective voice and amplify our message.





# How we fund our work

Saint Francis Hospice could not deliver high-quality care to people at end of life, or make investment plans to grow our reach, without the essential support of so many who donate, provide grants, fundraise or buy our goods in our shops and online. We're extremely grateful for their commitment, passion, time, expertise and trust that we will do the very best we can to help those who need us at probably the most difficult time in their life.

## A collaborative approach to fundraising

We value our local community relationships with groups and individuals. Our Christmas Tree Recycling campaign continued for another year, with 2,204 trees collected and helping to raise more than £40,000 in the process. This was a huge team effort and not possible without the fabulous support of nearly 100 volunteers.

## Events

Our events continue to bounce back, and we were delighted to welcome so many people taking part. We introduced

our first Memory Walk in September at Raphaels Park, Romford – this was a great day, with 263 people taking part, helping to raise £48,000. April 2024 saw our amazing runners take part the London Marathon – 33 people completed the 26-mile course and raised £97,000.

## Lottery

The weekly lottery continues to be a fun and rewarding way to support the Hospice. The past year has seen an additional 1,700 new people sign up to take part, meaning we now have nearly 7,000 players taking part with a chance of winning one of our weekly prizes.

## Appeals

We are also hugely grateful to the over 17,000 individuals or organisations who have donated in the past year – through giving to our appeals, sponsoring a nurse or in memory of a loved one. Last year saw our annual Light up a Life campaign continue to grow, with nearly 2,000 attending a service or donating nearly £70,000 over the festive period.

## Major Donors

The big Heart Ball raised a net profit of £142,500 from ticket sales, donations on the evening and auctions/raffle. The evening was an opportunity to bring together many supporters,

families and staff and volunteers to celebrate our work over the last 40 years and plans for the future.

## Trusts and Grants

We were thrilled to be in receipt of a donation of £75,842 from the B&P Glassier Charitable Trust. The trust, like many others in the current financial climate, has now closed and we would like to recognise their generosity with this final gift.

We are now in year 3 of City bridge Foundation grant. This grant is in support of our therapy team's work and services for young people, including outreach into local schools. We will continue to receive the quarterly gift for another 2 financial years after this one.

The Albert Hunt Trust gave £30k and we received £20k from RUB White both for core funding.

## Corporate

We were honoured to represent Saint Francis Hospice at the BGC charity day in September. BGC host a number of charities and their patrons with a day of fundraising in memory of all those they lost in their New York office on 9/11. We received a donation of £24,186 bringing fundraising total since 2013 to £131,647.





We would like to say a special thanks to the Matchroom Foundation for the significant donation of £300k to kick start the Ward Development Project, a project that updates our ward ensuring that we can continue to deliver the highest possible quality of care to the people we support and their families.

We continue to deepen relationships with West Ham and the West Ham Foundation who share our vision to support people in our shared local community, and we are thrilled to have a key supporter in Jack Sullivan, Director at West Ham.

Not all gifts are purely financial when it comes to the Corporate Partnerships we hold. In addition to their financial support, we would also like to recognise Paragon for their ongoing gifting of event literature printing and Vinci for delivering in excess of £30k worth of labour without any charge at the Hospice site.

## Legacies

Income through legacies continue to deliver consistent ongoing financial support to the people we support and their families. Last year our Legacy income was just over £1.9m. A significant contribution to the ongoing running costs of Saint Francis Hospice.

## Retail

Our store base and ecommerce platforms continue to trade well. We achieved £2.85m, 5% up on our sales target, but importantly through careful cost management we achieved a 34% increase on our profit target for the year. Some of the new initiatives we put in place for last year were very successful, with a new pricing structure delivering a 9.5% increase in our average transaction value, and our average unit price lift by 6% on the previous year.

We are pleased with our two new store openings, where we opened a boutique in Loughton and a Superstore in Hornchurch, using the new design shop fit which gives the stores a more contemporary feel. Retail will play a vital part in the organisation's new strategy of further reach and support in the communities we serve and we plan to open two new stores this year to support this, and also source a new Head office premises which can house, the distribution and ecommerce operations as well as having additional space for a shop within the premises.





# A supporter story

Daniel Forrester will fulfil a promise he made to his beautiful fiancée Caroline before she died when he walks 5,000 miles from Saint Francis Hospice to her home in Kumasi, Ghana with her ashes.

Here Daniel shares why he is setting off in September on the epic journey which will take him through France, Spain and Gibraltar and over to Africa.

Caroline was the love of my life. When we met in January 2023, we hit it off straight away. I was struck by her beauty, her kindness, her selflessness, her zest for life, along with many more admirable qualities. She was authentic and she was everything I'd ever wanted in a partner.

Saint Francis Hospice was there for Caroline in the last year of her life. The support Caroline and our family received from the hospice was immense. The team was so compassionate, and the emphasis was on the word 'care.'

I expect the journey to her home in Kumasi, Ghana to take between 6 and 12 months and I'll be walking around 20 miles a day. This will be my way of honouring Caroline. I want the world to know how amazing Caroline was and to keep her memory alive while raising as much money and awareness as I can for the hospice.

Caroline's battle with cancer began in 2021 when doctors discovered she had bowel and liver cancer. She had chemotherapy and was told she was in remission.

Unfortunately, in July 2023, just six months after we met, tests revealed cancer had manifested in her lungs and her consultant advised her to undergo a revolutionary chemotherapy from the United States.

The treatment, which was supposed to be 3 months, lasted 5 months because Caroline was too unwell at times to go through it, and it really took its toll on her.

We spent our first Christmas together in 2023 and when we returned to see the consultant, Caroline was told the cancer had reduced dramatically but it was never going away.

Caroline remained positive and decided to take a break from the treatment and suggested we go on holiday to Tenerife for some winter sun and to celebrate her improved health.

Whilst we were there I proposed and to my delight she agreed to be my wife. We were so happy, but we were only a few days into the holiday when Caroline started getting abdominal pains. We returned home and was told that the pain was from the cancer in her lymph nodes in her abdomen and the lung cancer.

Around late March early April 2024, while still awaiting treatment, Caroline began holding her nose. She had a scan that revealed she had a tumour in her brain.

They decided to tackle the lung cancer first because it progressed so rapidly with a course of chemotherapy but after one treatment in July, she decided to stop because it had taken such a toll on her.

In late August, Caroline lost most of her sight and this was the thing that affected her the greatest, and it was the only time, through the whole ordeal where I witnessed her mood drop slightly. She used to say, "I can cope with anything, but please don't take my sight."





With the thought of losing her sight weighing on her mind, she accepted radiotherapy treatment to reduce the tumour.

This did improve her vision, but physically she had lost so much strength, and she was pretty much housebound apart from trips and stays in the hospital. She deteriorated rapidly day by day and she struggled to walk.

On Monday, 4th on November 2024, she told me “I think I need to go to Saint Francis Hospice, not for long though, just for some symptom management.”

We rang Saint Francis Hospice, and they got her a bed the following Wednesday. We left Caroline’s home in Barking on Wednesday 6th November, and I remember as I wheeled her out of the front door in her wheelchair, catching a glimpse of her face as she looked back into her home. I could see she was thinking “I hope I see you again” I told her, “don’t worry, we will be back babe” as I put my hand on her shoulder to comfort her, and she then put her hand on mine without saying a word.

We arrived at Saint Francis hospice in Romford, and were greeted by the staff, who were all so absolutely wonderful and welcoming. We were then taken to her room, and luckily, I was allowed to stay with her 24 hours a day. Her sisters and her daughters were with her too.

Caroline was now in rapid decline, and each hour took its toll. By Saturday, I was told by the doctor that we had entered end of life stages as she wasn’t eating or taking in much fluids. Caroline and I managed to have a very short but beautiful conversation that day.

She was so organised. She had planned her funeral, and I knew she wanted to be cremated. I spoke to Caroline about my plan to take her ashes back to her home in Kumasi, Ghana. She said, ‘would you do that for me?’ and I said I would.

The conversation ended with our declaration of love for each other and a beautiful tender kiss on the lips (something we hadn’t done for a while as she was so scared of infection). Shortly afterwards Caroline went into a comatose state before finally passing on Monday 11th November.

Caroline instilled a strength in me that I never thought I had. I miss her so much, but I know she is with me and focusing on the challenge is helping me to cope with my grief.

There is a lot of planning to do before September and I will need guides to take me through Africa. I am doing as much walking as I can and I’ve been visiting places that hold special memories for us such as Folkestone, Eastbourne and Norfolk.

Caroline had great faith. She never preached to me, but she brought God to me through her actions and the journey will be a pilgrimage, stopping off at Canterbury Cathedral in Kent and Lourdes in the South of France.

She has given me a new life but at the expense of her own. I have to live life for the two of us, so I have to live it well and live it with meaning.

*By Daniel Forrester.*





# Our fundraising promise

We promise to communicate with you in a way that suits you. If you tell us you'd prefer less contact or don't want to hear from us at all, we'll respect your wishes. We promise to check at the start of every conversation, on the phone or in person, that you're happy to speak to us. We promise never to sell your information to any third party. We won't share your details. We promise to adhere to all industry guidelines and regulations and require others acting on our behalf to do the same. We'll take appropriate action promptly if we find any failure to meet our standards. We will regularly monitor the activities and compliance of our suppliers, including for the protection of vulnerable people. We promise to make it easy for you to tell us your contact preferences and we're here to talk to you about our work or answer any questions.

Our privacy statement is available on our website. [www.sfh.org.uk/privacy-policy](http://www.sfh.org.uk/privacy-policy).



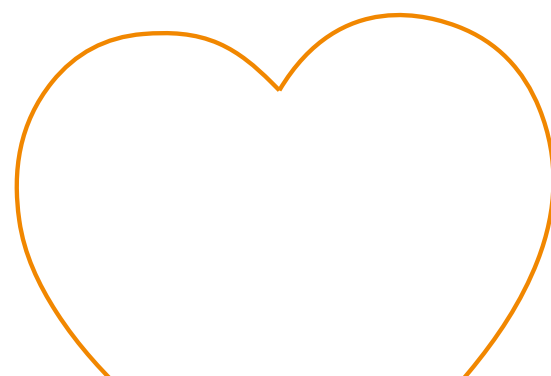
# Thank you

We'd like to take the opportunity to thank all our stakeholders; the people that fundraise effortlessly to help us keep our doors open, our corporate members and major donor supporters who come back year on year to offer their helping hand, our healthcare and community partners who collaborate with us and help us to continue to provide outstanding care services. And finally, our Patrons who give is the precious gift of their time and use their influence to raise the profile of our work.

- ♥ *Sir Trevor and Lady Hilkka Brooking*
- ♥ *Steve Davis*
- ♥ *Richard Madeley*
- ♥ *Barry Hearn*
- ♥ *Imogen Heap*
- ♥ *Cliff Jones*
- ♥ *Tony Ramsay*
- ♥ *Neville A Brown*
- ♥ *Sir Eric Pickles*



We would like to take this opportunity to pay tribute to Lady Hilkka Brooking who sadly died this year. Lady Hilkka Brooking became a hospice patron in 2018. Her kindness, compassion and commitment were felt by many and will be remembered for years to come.





# Managing our fundraising

## Fundraising regulation

In accordance with the Charities Act 2011, as amended in 2016, the Hospice endeavours to adhere to the Code of Fundraising Practice governed by the Fundraising Regulator, and all relevant guidance published by the Chartered Institute of Fundraising including treating donors fairly.

## Standards and monitoring

We are committed to following the highest ethical standards and to ensuring quality supporter experience. We have detailed policies and procedures in place and train our staff and volunteers in line with the Code of Fundraising Practice. We regularly monitor ourselves and our fundraising agencies to ensure we are adhering to our high standards. The majority of our fundraising is conducted by Saint Francis Hospice staff and volunteers. We use carefully selected professional fundraising agencies to manage our Lottery, door to door canvassing and calling existing supporters. We work closely with our agencies to make sure they represent our work and our organisation to the highest standards. Our agencies are expected to comply with the requirements of professional standards and trade bodies, including all applicable laws, statutes, regulations and codes of practice.

## Protecting the public

All fundraisers including volunteers receive detailed training on how to identify and protect people in vulnerable circumstances. If we encounter someone showing signs of distress, confusion or vulnerability, our fundraisers are trained to politely end the conversation and refuse any donation offered in such circumstances. In the unlikely event of a donation being taken in such circumstances, we refund the donation. We also work with the Gambling Commission to ensure we offer self-exclusion for individuals who may have issues with gambling.

## Raffles and Lottery

We operate raffles and a weekly Lottery as a means for people to support us. The Lottery is licensed by the Gambling Commission under the Gambling Act 2005. This is to ensure our gambling activities are safe, fair and crime free. We strictly adhere to the Licence Conditions and Codes of Practice regulated by the Gambling Commission.

We have procedures and protective measures in place to encourage responsible gambling and to identify and help those with gambling problems. We strictly adhere to the Gambling Commission's directive on social responsibility and problem gambling.

In 2024-25 we received £443,560 in lottery sales. 22.5% of money raised went directly to supporting Saint Francis charitable activities, 19% on prizes and 58% on promotion & running costs. This complies with the Gambling Commissions requirements that a charity lottery must apply a minimum of 20% of the gross proceeds of each lottery directly to the purposes of the charity.

## Compliments, comments and complaints

We aim to provide the highest standards of care to individuals, families, carers loved ones and supporters. We welcome all views, comments and suggestions.

We have a procedure for handling complaints about clinical and non-clinical aspects of our work. We are committed to dealing with all complaints constructively, impartially and effectively. We will make every effort to ensure that all complaints receive a complete, accurate and timely response and no complaint is ever disregarded. If we cannot resolve a fundraising related complaint, we will provide information about how to raise a complaint with the Fundraising Regulator.

In the year 2024/25 we received a total of 47 complaints, 7 less than 2023/24 marking a 15% decrease. All were promptly dealt with and there were no appeals received. We also received 2,191 compliments from IWantGreatCare.





# What's Next

## Growing Together: The Future of Saint Francis Hospice

### Our new 5 Year Strategy 2025-30

As one of the largest adult hospices in the UK, we will soon be serving nearly a million people, ensuring that everyone in our care receives the highest quality care and support, wherever they call home. Our expertise extends across three NHS Integrated Care Systems; North East London, Mid & South Essex, and West Essex. The North East London Integrated Care Board remains our biggest NHS funder with the Hospice providing palliative and end-of-life care to over 791,000 people in this area. With just 31% of our funds coming from the NHS, we need to raise the rest through charitable giving and retail. These income sources will remain vitally important over the next five years.

Our hospice's new five-year strategy is focused on growth, scale, and impact, ensuring we meet the rising demand for person-centred end-of-life and palliative care. We aim to develop and expand our services, making them more accessible to individuals and their loved ones across all communities that we serve.

Collaboration is key to delivering more joined-up care, so we will strengthen partnerships and work more closely with others. Raising our profile will also be vital, helping to promote the right for

everyone to age and die well, in a place of their choice.

To achieve this, we will foster a growth mindset across our workforce, empowering staff and volunteers to think creatively and use resources efficiently and effectively. We will also focus on increasing income across all funding streams, demonstrating the value we bring to the wider healthcare system.

Finally, we will transform the way we work through technology, data, and streamlined processes, all underpinned by compassionate, collaborative, and empowering leadership.

We are grateful to all our partners and supporters, who have helped fuel our work. We hope you continue to stand by us and with us. By growing together, we can make a lasting impact.





# Our Board

## Trustees



**Amanda Hallums**

*Appointed Interim Vice Chair 1st March 2024 - 31st October 2025.*

*Appointed Interim Chair 15/09/25)*



**Paul Gwinn**

*Appointed Acting Chair 25th Jan 2024 - 12th August 2024)*



**Anne Bender**



**Ian Gunn**



**Malcolm Hines**



**Esther Marshall**



**Angela Sharma**



**James Pepper**

*Appointed 3/9/24, start 17/9/24*



**Amanda Casson-Webb**

*Appointed 3/9/24, start 17/9/24*



**Mimi Lau**

*Appointed 3/9/24, start 7/10/24*



**Mary Edwards**

*Appointed Chair 8/7/24, start date 13/8/24) - Resigned 01/09/2025*



**Peter Adams**

*Resigned 31/12/2024*



**Dr Gurdev Saini**

*Resigned 31/12/2024*



**Dr Robert Weatherstone**

*Resigned 31/10/2024*

## Directors



**Grazina Berry**

*ROLE: CEO*



**Dr Corinna Midgley**

*ROLE: Medical Director*



**Michelle Nicholls**

*ROLE: Director of Income Generation*

*APPOINTMENTS: 1/4/25 title changed from Director of Retail, Health & Safety to Director of Income Generation*



**Tes Smith**

*ROLE: Director of Care & Community Services & Registered Manager*

*APPOINTMENTS: Changed from Director of Service to Director of Care & Community Services*



**Sally Connor**

*ROLE: Director of People and Culture*

*APPOINTMENTS: Appointed 01/04/2024*



**Bridget Moss**

*ROLE: Director of Nursing, Quality & Research*

*APPOINTMENTS: 1/3/25 title change from Head of Professional Practice and Education to Director of Nursing, Quality & Research*



**Jules Knowler**

*ROLE: Director of Communications and Community En-gagement*

*APPOINTMENTS: 2/6/25 title change from Head of Marketing & Communications to Director of Communications and Community Engagement*



**Margaret Aboraa**

*ROLE: Director of Finance & Resources*

*APPOINTMENTS: Appointed 02/06/2025*



**Jane Frame**

*ROLE: Director of Strategy, Planning and Fundraising*

*RESIGNATIONS: Left 31/03/2025*



**Amanda Borton**

*ROLE: Interim Director of Finance*

*APPOINTMENTS: Appointed 01/06/2024*

*RESIGNATIONS: Left 01/03/2025*



People & Culture Committee

- Paul Gwinn (Chair)
- Angela Sharma (Committee Vice Chair)
- Amanda Hallums
- Anne Bender
- Esther Marshall
- James Pepper
- Amanda Casson-Webb

Finance & Digital Committee

- Ian Gunn (Chair)
- Malcolm Hines (Committee Vice Chair)
- Mary Edwards
- Anne Bender
- Angela Sharma
- James Pepper
- Mimi Lau
- Angela Sharma
- Peter Adams  
*(until retired on 31/12/24)*

Auditors

HaysMac LLP  
10 Queen Street Place  
London  
EC4R 1AG

Bankers

Barclays Bank Plc  
1 Churchill Place  
London  
E14 4HP

Investment Advisors

Investec Wealth & Investment Limited  
30 Gresham Street  
London  
EC2V 7QN

Care & Quality Committee

- Dr Gurdev Saini  
*(Committee Chair - until retired on 31 Dec 24)*
- Amanda Hallums  
*(Committee Vice Chair until 31 Dec 24. Committee Chair - From 1st Jan 25)*
- Esther Marshall  
*(Committee Vice Chair - From 1st Jan 25)*
- Peter Adams  
*(until retired on 31/12/25)*
- Mary Edwards
- Paul Gwinn
- Ian Gunn
- Malcolm Hines
- Amanda Casson-Webb
- Mimi Lau

Freedom to Speak Up Guardian

- Anne Bender





# Our Governance

Saint Francis Hospice is a company limited by guarantee - registered number 1367828 - and a registered charity in England and Wales (charity number 275913). Our constitution is our Articles of Association, which were updated in October 2023. The Hospice has a wholly owned subsidiary Saint Francis Hospice (Trading Company) Limited - company number 2509586.

## Structure, Governance and Management

### Our Trustees

The Hospice is governed by the Board of Trustees who are legally responsible for directing our affairs. The Trustees are the directors of the charitable company for the purposes of the Companies Act 2006, and members of the company. The Trustees serving during the year are listed on page 44.

The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to four governance committees which report back to the Board on a regular basis. The Board delegates day to day management of the Hospice to the Chief Executive Officer and the Executive Team. The pay and employment terms and conditions of the Chief Executive and Executive Team is reviewed annually by the Remuneration Committee, an ad hoc Board committee. The members of

the Remuneration Committee are the Chair of Trustees, Vice Chair of Trustees, Chair of the Governance Committee and the CEO.

The Trustees have a wide range of skills, knowledge and experience, including clinical expertise. The Hospice provides Trustee indemnity insurance for the benefit of all Trustees. The Trustees are not remunerated for their services. Each Trustee is required to disclose potential or actual conflicts of interest to the Charity as part of an annual review and at the start of every meeting.

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission. They have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing the Hospice's aims and objectives and in planning future activities.

### Trustee appointment, induction and training

Trustees are elected by the existing Trustees, as members of the charity, for an initial period of 3 years and are then eligible to seek re-election for a further 3-year period.


New trustees undergo an induction based on the model recommended by Hospice UK, to brief them on their


legal obligations under charity and company law, the content of the Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. They are also invited to meet key employees and other trustees.

All Trustees complete annual mandatory training, and appraisals are undertaken each year by the Chair of the Board of Trustees.

## Board Committees

The Board delegates certain functions to the following Governance Committees, which meet quarterly and assist the Board in meeting their responsibilities as follows:

 **The Finance and Digital Committee** assists the Board in respect of financial and information governance reporting, risk and assurance, ensuring that the resources of the organisation are used effectively and to provide a channel of communication between the Hospice's auditors and the Board. It is there to assist the Chief Executive Officer and Chair to create an environment in which accounting, information and digital systems can operate effectively, and to assist all Board members by ensuring compliance with their statutory duties and responsibilities.

 **The People and Culture Committee** approves and reviews progress of the People Strategy and the Volunteer strategy along with Trustee skills assessment, appraisals and all volunteer recruitment. The Committee also regularly reviews both the existing culture and progress towards the desired culture, through the benchmarking of the overall reward package, market intelligence and engagement survey results, and demonstrable progress of the delivery of Equality, Diversity, Inclusion and wider workforce strategies.

 **The Care & Quality Committee** oversees the high standards of quality in our care and community services, including regulated activity, health and safety and support services (including Estates), along with adherence to regulatory and contractual requirements relating to those areas of operations.

 **The Nominations Committee** makes recommendations to the Board for appointment and reappointment to the Board of Trustees, including Chair and Vice Chair appointments, and to its committees, taking regard of the skills and experience required of its membership and ensure effective succession planning. It approves arrangements for the recruitment, selection, induction, training, mentoring, and appraisal of trustees.



Financial review

Despite a challenging financial climate, we have delivered a financially stable organisation with an increase in total income to £13.5m (2024: £12.4m). This year we had a £0.1m increase in our surplus before investment unrealised gains/losses, to £0.7m from £0.6m in 2024. This was because of the receipt of a restricted capital grant funding and a stronger performance of our retail operations.

The comparatively weaker performance of our investment portfolio in Q4, reflecting the turmoil of the global markets resulted in a surplus of £0.8m (2024: £1.1m surplus).

The NHS and local health trusts maintained their commitment to and collaboration with the Hospice. However, this funding was only 32% of our income. We continue to rely on the dedicated

support of our local communities and are grateful for the income received from public donations including legacies. In 2025 public donations were £5.8m (2024: £5.3m). Our retail stores generated £2.7m income (2024: £2.5m) and a contribution to the Hospice of £0.7m (2024: £739k).

Our reserves effectively support the scale of our organisation and our programmes of work, whilst allowing us to carefully manage our risks and plan for our new 5-year strategy and major works programmes.

During the year we were supported by 650 volunteers across all areas of our work. The value of this work is priceless.

Principal risks and uncertainties

The Trustees regularly review the risks the charity faces and where appropriate establish processes and procedures to mitigate those risks identified, including, where appropriate, putting in place insurance and setting aside financial reserves. Saint Francis Hospice’s principal risks and uncertainties are:

RISK	KEY RISK MITIGATION ACTIONS
Service quality maintained at an Outstanding level	<ul style="list-style-type: none"><li>Robust clinical governance processes and oversight</li><li>High quality specialist staff</li><li>Quality reviews, compliance checks and audits</li><li>Review and action of patient, family and carer feedback, incidents and complaints, and trends</li><li>Annual estates work plans to maintain service environments</li></ul>
Recruitment & retention of appropriately trained and skilled staff	<ul style="list-style-type: none"><li>Recruitment plan in place for senior staff including collaboration work with local acute trust</li><li>Regular reviews of terms &amp; conditions in light of NHS pay proposals</li><li>Access to Employee Assistance Program and Occupational Health</li></ul>
Financial sustainability, particularly a fall in Commissioning or voluntary income or poor investment performance	<ul style="list-style-type: none"><li>Multi-year contracts for NHS service contracts with regular reviews and focused relationship management</li><li>Regular monitoring of income and expenditure</li><li>Regular financial planning and review</li><li>Maintenance of prudent financial reserves</li><li>Expert external management of investments</li><li>Regular review of investment portfolio performance by Trustees</li></ul>
Strategic response to economic, political and other systemic challenge	<ul style="list-style-type: none"><li>Development of 5-year strategic plan 2025-2030</li><li>Board of Trustees oversight of strategy and delivery of operational plans, including holding strategic awaydays</li><li>Executive Team and Board oversight of significant change programs</li><li>Balanced scorecard reporting</li></ul>





## Reserves Policy

Saint Francis Hospice’s key driver in setting its reserves policy is to support and maintain the core activities and objectives of the Hospice, acting as a safeguard against volatile and unpredictable income streams and unforeseen expenditure or liabilities.

In setting the Hospice’s reserve policy, the trustees consider various financial metrics and data, cash flow movements and working capital requirements, anticipated risks, and material future commitments. The Trustees review the financial reserves policy on at least an annual basis. A full list of reserves is in notes 16, 17 and 18.

The Trustee’s policy is unrestricted, undesignated reserves equivalent to 12 months operating costs for the Hospice. As at 31 March 2025, the Hospice had total reserves of £21.5m (2024: £20.7m), including unrestricted, restricted, endowment and designated funds. Of the total unrestricted funds of £21.0m, £6.6m is designated. There are therefore £14.4m total general unrestricted funds (2024: £17.3m). This is equivalent to 14 months planned operating costs (2024: 16 months).

## Investment Policy

The Board of Trustees has invested funds to obtain the best return, whilst maintaining sufficient liquidity to meet the Hospice’s operational needs. The Trustees are mindful of the level of risk appropriate for the portfolio, as well as social, environmental and ethical considerations when formulating investment arrangements.

The Trustees have appointed Rathbones to manage the Hospice’s investment funds. The Finance & Digital Committee monitors investment performance against relevant benchmarks on a quarterly basis.

The Trustees remain satisfied with the performance of the investment portfolio in comparison to benchmarks and the performance of the fund managers in a difficult environment.

## Going Concern

The Trustees have reviewed the Hospice’s financial position, reserves levels, cash and readily realisable investment levels, and future plans. The Trustees are confident that the Hospice has adequate resource to continue to operate and to meet any commitments as they fall due for at least 12 months from the date of approval of this report.

## Trading Company

Saint Francis Hospice (Trading Company) Limited, a company registered in England (company number 2509586), is a wholly owned subsidiary of the Hospice. The company trades in new goods, administration of gift aid on charitable donations to the shops and any other activity which is not deemed to be part of the Hospice’s charitable activity. All taxable profits from the trading company are donated to the Hospice.

## Energy and Environmental Sustainability

Saint Francis Hospice is required to submit Energy Saving Opportunities Reports under the Environment Agency ESOS scheme which takes place every three years. The charity engages an independent firm of consultants to undertake the work and to demonstrate

compliance. The same methodology has been used for the 2024/25 figures below.

The table below summarises these periods for annual consumption of gas, electricity and transport and the resulting total carbon dioxide emissions:

Energy	2024/25	2023/24	Change
Gas kWh	697	617	80
Electricity kWh	578	543	35
Transport miles	43,436	42,094	1,342

Under the Streamlined Energy and Carbon Reporting (SECR) 2018 Regulations the Hospice is required to report their environmental impact. The guidelines of SECR allow us to choose boundaries, metrics and targets

when reporting and we have therefore chosen to use ESOS data to assess last year’s emissions against the current financial year using UK Government GHG Conversion Factors for Company Reporting 2023.

	2024/25	2023/24
Emissions from Combustion of Gas in tCO2e (Scope 1)	124	113
Emissions from Purchased Electricity (Scope 2)	117	112
Emissions from Combustion of Transport Fuel in tCO2e (Scope 3)	12	11
<b>TOTAL GROSS SCOPE 1, 2 AND 3 EMISSIONS / TCO2E</b>	<b>253</b>	<b>236</b>
Energy consumption used to calculate above emissions kWh	1,281,547	1,261,288
Charity Spend £k	12,136	11,754
Intensity Ratio: £k per tCo2e (Scope 1, 2, and 3)	21.11	21.10



## Energy Efficiency Action

In the period covered by the report the Hospice has improved lighting, heating and hot water building services, which is expected to result in energy consumptions savings over the next several years.

## Statement of Trustee Responsibilities

The trustees (who are also directors of Saint Francis Hospice for the purposes of company law) are responsible for preparing the Trustees Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure of the charitable company and group, for that period.

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

- ♥ Select suitable accounting policies and then apply them consistently;
- ♥ Observe the methods and principles in the Charities SORP;
- ♥ Make judgements and estimates that are reasonable and prudent;
- ♥ State whether UK Accounting Standards have been followed,

subject to any material departures disclosed and explained in the financial statements

- ♥ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- ♥ There is no relevant audit information of which the charitable company's auditor is unaware
- ♥ 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 auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees' Annual Report and Financial Statements, including the Strategic Report, was approved by the Board of Trustees and authorised for issue on .....

.....  
(Chair)







# Independent Auditor's Report to the Members of Saint Francis Hospice

## Opinion

We have audited the financial statements of Saint Francis Hospice for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ♥ give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- ♥ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ♥ have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing

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

## Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The trustees are responsible for the other information. The other information comprises the information included in



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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Annual Report (which includes the strategic report and 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 strategic report and the directors' report included within the Trustees'

Annual Report have 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 parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

**Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 54, the trustees (who are also the directors of the charitable company

for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Auditor's responsibilities for the audit of the financial statements**

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





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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charity Act 2011, Companies Act 2006, the Fundraising Regulator, Charity Commission and Care Quality Commission (CQC), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, FRS102, Charities Statement of Recommended Practice (SORP) and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- ♥ Inspecting correspondence with regulators and tax authorities;
- ♥ Discussions with management

including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

- ♥ Evaluating management's controls designed to prevent and detect irregularities;
- ♥ Identifying and testing journals; and
- ♥ Challenging assumptions and judgements made by management in their critical accounting estimates

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](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 Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Lee Stokes**  
(Senior Statutory Auditor)

For and on behalf of HaysMac LLP,  
Statutory Auditor

10 Queen Street Place  
London EC4R 1AG

18 December 2025



# Consolidated Statement of Financial Activities

(Including Consolidated Income and Expenditure Account)  
For the Year Ended 31 March 2025

	NOTES	UNRESTRICTED FUNDS £000'S	RESTRICTED FUNDS £000'S	ENDOWMENT FUNDS £000'S	TOTAL 2025 £000'S	TOTAL 2024 £000'S
<b>Income</b>						
Donations and gifts	2	3,613	308	-	3,921	2,913
Legacies		1,908	-	-	1,908	2,414
<b>Charitable Activities</b>						
Service agreements with Clinical Commissioning Groups		4,346	-	-	4,346	3,854
<b>Trading Activities</b>						
- Shops		2,717	-	-	2,717	2,559
- Education Centre		82	-	-	82	78
Investment Income and Interest		521	-	-	521	453
Other income		49	-	-	49	121
<b>TOTAL INCOME</b>		<b>13,236</b>	<b>308</b>	<b>-</b>	<b>13,544</b>	<b>12,392</b>
<b>Expenditure</b>						
<i>Raising Funds</i>						
Cost of operating shops	5	1,958	-	-	1,958	1,820
Fundraising and publicity	5	1,858	-	-	1,858	1,611
<i>Charitable Activities</i>						
Hospice services	5	8,801	212	-	9,013	8,323
<b>TOTAL EXPENDITURE</b>	5	<b>12,617</b>	<b>212</b>	<b>-</b>	<b>12,829</b>	<b>11,754</b>
<b>Net income/(expenditure) before investment (losses)/gains</b>		<b>619</b>	<b>96</b>	<b>-</b>	<b>715</b>	<b>638</b>
Gains/(losses) on investments	9	128	-	-	128	417
<b>Net income/(expenditure)</b>		<b>747</b>	<b>96</b>	<b>-</b>	<b>843</b>	<b>1,055</b>
Transfers between funds	17,18	-	-	-	-	-
Net movement in funds		747	96	-	843	1,055
<b>Reconciliation of funds</b>						
Total Funds brought forward		20,282	346	53	20,681	19,626
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>21,029</b>	<b>442</b>	<b>53</b>	<b>21,524</b>	<b>20,681</b>

All income and expenditure derive from continuing activities.  
The accompanying notes form part of these financial statements.  
The statement of financial activities includes all gains and losses recognised in the year.  
Full comparative figures for the year ended 31 March 2024 are shown in note 24.

# Consolidated and Charity Balance Sheets

As at 31 March 2025

		GROUP		COMPANY	
	NOTES	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
<b>Tangible Assets</b>					
Land and buildings	8	2,274	2,371	2,274	2,371
Other tangible assets	8	112	75	112	75
Investments	9	8,277	7,521	8,277	7,521
		<b>10,663</b>	<b>9,967</b>	<b>10,663</b>	<b>9,967</b>
<b>Current Assets</b>					
Stocks	10	1	12	-	-
Debtors	11	2,267	2,108	2,267	2,108
Cash at bank and in hand		9,847	9,569	9,846	9,566
		<b>12,115</b>	<b>11,689</b>	<b>12,113</b>	<b>11,674</b>
<b>Creditors: amounts falling due within one year</b>	12	<b>(1,254)</b>	<b>(975)</b>	<b>(1,265)</b>	<b>(975)</b>
<b>Net Current Assets</b>		<b>10,861</b>	<b>10,714</b>	<b>10,848</b>	<b>10,699</b>
		<b>21,524</b>	<b>20,681</b>	<b>21,511</b>	<b>20,666</b>
<b>NET ASSETS</b>					
<b>Restricted Funds: Capital Funds</b>					
Endowment funds	16	53	53	53	53
<b>Other Funds</b>					
Restricted funds	17	442	346	442	346
<b>UNRESTRICTED FUNDS:</b>					
Designated funds	18	6,672	2,974	6,672	2,974
General funds	19	14,357	17,308	14,344	17,293
		<b>21,524</b>	<b>20,681</b>	<b>21,511</b>	<b>20,666</b>

The financial statements were approved and authorised for issue by the Board of Trustees on ..... December 2025 and were signed on its behalf by:

..... (Chair)

The accompanying notes form part of these financial statements.

The net income for the charity only for the year was £857k (2024: £1,055,000 net).

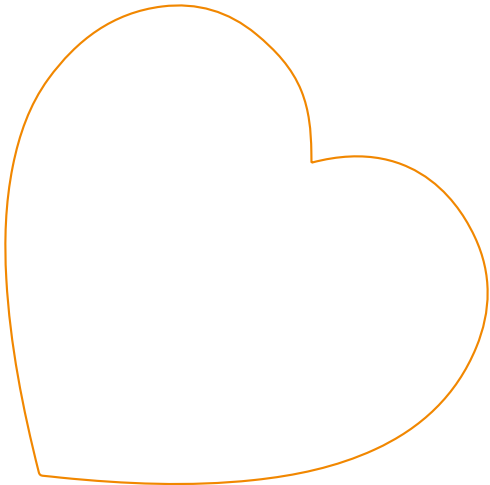


# Consolidated Cash Flow Statement

For the Year Ended 31 March 2025

	NOTES	2025		2024	
		£000'S	£000'S	£000'S	£000'S
Net cash (outflow)/inflow from operating activities	22		468		(198)
Investing activities					
Dividends and interest from investments		521		453	
Sale of investments		1,355		1,564	
Purchase of tangible fixed assets		(81)		(37)	
Purchase of investments		(1,985)		(1,708)	
Net cash inflow/(outflow) from investing activities			(190)		272
Change in cash and cash equivalents in the reporting period			278		74
Cash and cash equivalents at the beginning of the reporting period	23		9,569		9,495
Cash and cash equivalents at the end of the reporting period	23		9,847		9,569

There is no net debt in current or preceding year.



# Notes to the Financial Statements

For the Year Ended 31 March 2025

## 1 Accounting Policies

### Basis of preparation of Group Financial Statements

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 (FRS102) (Second Edition effective 1 January 2019) – (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Saint Francis Hospice meets the definition of a public benefit entity under FRS102. Assets and Liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant account policy note(s).

The financial statements consolidate the results of the charity and its wholly owned subsidiary Saint Francis Hospice (Trading) Limited on a line by line basis.

### Preparation of accounts on a going concern basis

The Trustees consider that there are no material uncertainties about the

Hospice’s ability to continue as a going concern. The most significant area of uncertainty is the level of income which needs to be raised every year and is covered in more detail in the performance and risk sections of the Trustee’s report. The review of the Hospice’s financial position, reserves levels and future plans gives Trustees confidence that it remains a going concern in excess of 12 months from the date of approval of these financial statements.

### Estimation Uncertainty and Judgements

In the application of the accounting policies, Trustees are required to make judgement, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period and future periods.

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from legacies. The estimated



value of each outstanding legacy at 31 March is calculated in accordance with the principles set out in the Income section below. Another significant area of assumption is in respect of depreciation of fixed assets. The rates of write down are shown in the Tangible Fixed Assets note below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

Income

All income including donations are recognised once the charity has entitlement to the income, it is probably that income will be received and the amount of income receivable can be measured reliably.

Legacies are accounted for as income upon receipt or where the receipt of the legacy is probable; this will be once confirmation has been received from the representatives of the estates that payment of the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled. Material legacies which have been notified but not recognised, as income in the Statement of Financial Activities due to the amount receivable cannot be measured reliably are disclosed in a separate note to the accounts with an estimate of the amount receivable.

Service agreement income is recognised as income in the period to which the income relates.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

Goods Donated for Resale

Donated items of goods for resale are not included in the financial statements because the Trustees consider it impractical to be able to assess the amount of donated stocks. This is because there are no systems in place to record these goods until they are sold. A stocktake would incur costs to the Charity which would far outweigh the benefits.

Expenditure

Expenditure is accounted for on an accruals basis once there is an obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Where possible costs are allocated directly to main expenditure categories of the SOFA, but where this is not possible these are allocated on the bases set out in the note to the accounts. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Expenditure is classified under the following headings:

Costs of Raising Funds comprise direct fundraising costs incurred in seeking donations, legacies and grants from trusts, together with direct costs associated with trading income together with an allocation of indirect support costs.

Expenditure on charitable activities includes the direct costs of providing specialist palliative care and support community services, research and other educational activities undertaken to further the purposes of the charity, together with an allocation of indirect support costs.

Support costs are those costs which are necessary to the delivery of Hospice services but are not part of the direct costs of the expenditure categories in the SOFA. These relate to governance, premises, catering, central administration, finance, IT and P&C and Vehicles.

Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated to write off the cost of fixed assets other than land on a straight line basis over their estimated useful lives. Fixed assets acquired at a cost of less than £5,000 are not capitalised but shown as expenditure in the Statement of Financial Activities.

Freehold buildings  
2% on cost

Fixtures, fittings & equipment  
25% straight line

Motor vehicles  
25% straight line

Leasehold improvements  
period of the lease

Investments

Investments include listed investments. Listed investments are a form of basic financial instrument and are initially shown in the financial statements at market value. They are subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Net gains and

losses on the SOFA represent realised and unrealised gains on investments. Realised gains or losses are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains or losses are calculated as the difference between the fair value at the year-end and their carrying value.

Stock

Stocks of new goods are stated at the lower of cost and net realisable value. Stocks of donated goods are not included in the financial statements.

Debtors

Debtors are recognised at the settlement amount due after taking into account any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash and Bank

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

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer



of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

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 funds set aside by the Trustees out of unrestricted general funds for specific purposes.
- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
- Endowment funds – these are funds where the donor has requested that the initial donation remains intact.

Pensions

A defined contribution pension scheme is in operation for the benefit of its employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pension costs charged in the financial statements represents the contributions payable during the year.

The majority of staff are members of either the National Health Service Pension Scheme (“the NHS scheme”) or defined contribution schemes operated by the Charity. Contributions are made by both employees and employer. Although the NHS scheme

is a defined benefit scheme, the nature of the scheme is such that the Charity cannot identify its share of the scheme’s underlying assets and liabilities. In accordance with FRS102, payments to the NHS scheme have been treated in the same way as contributions to the defined contribution schemes and the payments made by the Charity are charged against the profits of the year in which they become payable.

The Hospice’s employer contribution to the NHS Pension Scheme is at a rate set by the Government Actuary. The Hospice’s employer contribution to defined contribution schemes is in accordance with the rules of the schemes and where applicable auto-enrolment rules.

Other employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised at transaction value and subsequently measured at their settlement value.

Leasing commitments

Rental costs under operating leases are charged to the SOFA over the period of the lease.

2 Donations And Gifts

General donations

2025 £000'S	2024 £000'S
3,921	2,913
3,921	2,913

Included in general donations are restricted donations of £308,000 (2024: £210,000).



3 Results Of Related Entities

(a) Net income from trading activities of subsidiary company

Saint Francis Hospice (Trading Company) Limited which is registered in England and Wales, sells new goods in the charity’s shops. The taxable profits of the company are donated directly to Saint Francis Hospice. A summary of the trading results is shown below. There are no material changes in the operating costs from those incurred last year.

	TOTAL 2025 £000'S	TOTAL 2024 £000'S
Turnover	9	8
Cost of new goods	(11)	(11)
<b>GROSS (LOSS)/PROFIT</b>	<b>(2)</b>	(3)
Other operating costs	-	-
	<b>(2)</b>	(3)
Amount donated to Saint Francis Hospice	-	-
Retained in subsidiary company	<b>(2)</b>	(3)
The assets and liabilities of the company are:		
Current assets	13	15
Creditors: amounts falling due within one year	-	-
<b>TOTAL NET ASSETS</b>	<b>13</b>	15
Aggregate share capital and reserves	<b>13</b>	15

(b) Net income from linked charity

Saint Francis Hospice Development Trust is linked to Saint Francis Hospice under a Uniting Direction issued by the Charity Commission on 28 December 2006. Since that date there has been no income or expenditure in Saint Francis Hospice Development Trust.

4 Results Of The Charity

As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities and Income and Expenditure Account for Saint Francis Hospice have not been included in these financial statements. The results of the charity, as disclosed on its Statement of Financial Activities before consolidation, show total income of £13,535k (2024: £12,384k), total expenditure of £12,818k (2024: £11,743k) and net investment gains of £128k (2024: £417k net losses). Net income for the year was £845k (2024: £1,058k net expenditure).





5 Expenditure

	COST OF OPERATING SHOPS £000'S	FUNDRAISING AND PUBLICITY £000'S	HOSPICE SERVICES £000'S	PROVISION OF GOVERNANCE £000'S	TOTAL 2025 £000'S	TOTAL 2024 £000'S
<b>DIRECT COSTS</b>						
Staff costs	955	1,050	7,452	88	9,545	7,984
Nursing supplies	-	-	180	-	180	153
Catering	-	-	256	-	256	245
Cleaning	18	-	73	-	91	93
Travel	19	6	38	-	63	70
<b>SUPPORT COSTS</b>						
Utilities	104	-	156	-	260	212
Premises	580	-	86	-	666	1,067
Other	221	58	201	-	480	470
Printing, postage and stationery	4	8	36	-	48	55
IT costs	31	63	219	-	313	445
Legal and professional	-	-	101	46	147	174
Audit and accountancy	-	-	-	33	33	51
Pepperell Education Centre running costs	-	-	5	-	5	24
Depreciation	-	-	141	-	141	127
Direct marketing appeals	-	-	-	-	-	198
Events	-	238	-	-	238	2
Lottery operations	-	33	-	-	33	96
Merchandise	-	11	-	-	11	8
Other fundraising costs	-	8	-	-	8	243
Other project costs	-	360	(49)	-	311	37
Governance Costs reallocation	26	23	118	(167)	-	-
<b>TOTAL EXPENDITURE</b>	1,958	1,858	9,013	-	12,829	11,754

Support costs are allocated on the basis of estimated usage by the activity.  
Governance costs have been apportioned on the basis of staff costs.

Governance costs

Staff Costs  
Legal and professional  
Audit and accountancy

2025 £000'S	2024 £000'S
88	66
46	26
33	51
167	143

Net (expenditure)/income for the year is stated after charging:

Auditor's remuneration - audit  
Auditor's remuneration - other  
Depreciation  
Operating lease rentals - Land and buildings

2025 £000'S	2024 £000'S
26	24
5	18
142	127
514	574





6 Staff Costs

	2025 NUMBER	2024 NUMBER
The average monthly number of full and part time employees during the year was:		
Direct services to individuals	106	140
Hospice administration	46	46
Fundraising/publicity	34	31
Education services	6	6
Retail	44	41
	236	264
The full time equivalent at the year-end was: Hospice and Shops company staff	168	170
EMPLOYMENT COSTS		
Salaries	7,777	6,389
Social security costs	653	567
Pension costs	546	519
Other staff costs	363	299
	9,339	7,774
Medical consultants	206	210
	9,545	7,984

The number of staff paid over £60,000 during the year was:

	GROUP		COMPANY	
	2025 NUMBER	2024 NUMBER	2025 NUMBER	2024 NUMBER
£60,001 - £70,000	3	1	3	1
£70,001 - £80,000	2	3	2	3
£80,001 - £90,000	1	-	1	-
£90,001 - £100,000	-	-	-	-
£100,001 - £110,000	1	1	1	1

Senior Management Team remuneration totalled £882,375 (2024: £653,834) including Pension & Employer NI. Retirement benefits in respect of these employees totalled £93,952, (2024: £44,791).

The Hospice also benefits from, and the Trustees gratefully acknowledge, the inestimable value of the unpaid efforts of over 650 volunteers who give freely of their time in a variety of ways covering a full range of Hospice activities including medical, nursing, administration, fundraising, shops, transport and maintenance.

7 Trustees

None (2024: none) of the Trustees were reimbursed (2024: £nil) for travel incurred during the year. No Trustee received remuneration or any other benefits in either the current or comparative year.





8 Tangible Fixed Assets

Land and buildings

GROUP AND COMPANY COST

At 1 April 2024	4,724	126	4,850
At 31 March 2025	4,724	126	4,850

DEPRECIATION

At 1 April 2024	2,431	48	2,479
Charge for the year	94	3	97
At 31 March 2025	2,525	51	2,576

NET BOOK VALUE

At 31 March 2025	2,199	75	2,274
At 31 March 2024	2,293	78	2,371

Freehold land and buildings have not been revalued. The Trustees consider that there is no advantage in obtaining a valuation as the properties are all exclusively used for charitable purposes.

Other tangible fixed assets

GROUP AND COMPANY COST

At 1 April 2024	152	763	136	1,051
Additions	-	81	-	81
Disposals	-	-	-	-
At 31 March 2025	152	844	136	1,132

DEPRECIATION

At 1 April 2024	152	763	60	975
Charge for the year	-	11	34	45
Disposals	-	-	-	-
At 31 March 2025	152	774	94	1,020

NET BOOK VALUE

At 31 March 2025	-	70	42	112
At 31 March 2024	-	-	75	75

9 Fixed Asset Investments

GROUP AND COMPANY

Quoted investments

Market value at 1 April 2024	7,417	6,375
Additions at cost	1,539	2,207
Disposals at opening book value	(1,355)	(1,582)
Net gains/(losses) on revaluation	128	417

At 31 March 2025 – valuation	7,729	7,417
Cash with investment managers	548	104

Market value at 31 March 2025	8,277	7,521
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At 31 March 2025 – historical cost (including cash)	7,799	6,000
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All investments are held in the United Kingdom and are valued at bid price. All investments are under the management of Investec Wealth and Investment Limited.

Saint Francis Hospice owns 100% of the ordinary share capital of Saint Francis Hospice (Trading Company) Limited, a company registered in England and Wales (see note 3a).

The hospice holds investments in the Hospice Quality Partnership. The nominal value of the investment was £10 at the time of its acquisition. The value of the investment is not readily available or easily quantifiable and consequently, no valuation has been included for this investment in these financial statements.



10 Stocks

	GROUP		COMPANY	
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
New goods for resale	1	12	-	-

11 Debtors

	GROUP		COMPANY	
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
Legacies receivable	1,638	1,282	1,638	1,282
Other debtors and prepayments	629	826	629	826
Amounts owed by trading subsidiary	-	-	-	-
	2,267	2,108	2,267	2,108

12 Creditors: amounts falling due within one year

	GROUP		COMPANY	
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
Taxation and social security	173	146	173	146
Trade creditors	365	148	365	148
Other creditors	282	171	293	171
Accruals	391	469	391	469
Deferred income (see below)	43	41	43	41
	1,254	975	1,265	975

Movements in deferred income:

	GROUP & COMPANY	
	2025 £000'S	2024 £000'S
Deferred income at 1 April	41	39
Applied during the year	824	41
Released during the year	(822)	(39)
Deferred income at 1 March	43	41

13 Pension And Other Post-Retirement Benefit Commitments

The Hospice operates a defined benefit scheme for staff previously employed within the National Health Service. The contributions are determined at a rate set by the Government Actuary on the basis of periodic valuations. The employer’s contribution rate for the year was 14.38%. The pension cost for the year was £172,078 (2024: £175,438).

The Hospice operates a defined contribution pension scheme for those members of staff not included in the NHS Superannuation Scheme.

The assets of the scheme are held separately from those of the Hospice in a fund administered by Aviva. The employer’s contribution rate was between 6.5% and 8.5%, depending on the employee’s contribution. The pension costs represent contributions payable by the Hospice for pension and death in service benefits, which amounted to £397,466 (2024: £343,283).

14 Funds

	UNRESTRICTED £000'S	RESTRICTED £000'S	ENDOWMENT £000'S	TOTAL £000'S
GROUP				
At 1 April 2024	20,282	346	53	20,681
Net movement in funds	747	96	-	843
At 31 March 2025	21,029	442	53	21,524

COMPANY				
At 1 April 2024	20,267	346	53	20,666
Net movement in funds	749	96	-	845
At 31 March 2025	21,016	442	53	21,511

	UNRESTRICTED £000'S	RESTRICTED £000'S	ENDOWMENT £000'S	TOTAL £000'S
GROUP				
At 1 April 2023	19,347	226	53	19,626
Net movement in funds	935	120	-	1,055
At 31 March 2024	20,282	346	53	20,681

COMPANY				
At 1 April 2023	19,329	226	53	19,608
Net movement in funds	938	120	-	1,058
At 31 March 2024	20,267	346	53	20,666



15 Company Status

The charity is a company limited by guarantee. In the event of the charity being wound up, each member guarantees the maximum sum of £20. At 31 March 2025 there were 10 guaranteeing members.

16 Endowment Funds

	2025 £000'S	2024 £000'S
GROUP AND COMPANY		
Balance at 1 April	53	53
Balance at 1 April 2024	-	-
	53	53
Expenditure	-	-
Balance at 31 March 2025	53	53

These funds represent donations where the donors requested the capital remains intact and the income be used for specific purposes.

17 Restricted Funds

The income funds of the charity include restricted funds held on trust for specific purposes:

	BALANCE 1 APRIL 2024 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	BALANCE 31 MARCH 2025 £000'S
GROUP AND COMPANY					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	28	27	(5)	-	50
City Bridge Trust	41	44	-	-	85
Ground & Gardens	31	-	-	-	31
Hospice @ Home	84	13	-	-	97
Young Adult Transition Group	31	2	(3)	-	30
Ward	28	-	(13)	-	15
Covid Bereavement	13	-	-	-	13
Others	32	222	(191)	-	63
	346	308	(212)	-	442

	BALANCE 1 APRIL 2023 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	BALANCE 31 MARCH 2024 £000'S
GROUP AND COMPANY					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	27	3	(2)	-	28
City Bridge Trust	-	42	(1)	-	41
Ground & Gardens	35	-	(4)	-	31
Hospice @ Home	9	132	(57)	-	84
Young Adult Transition Group	23	12	(4)	-	31
Ward	31	14	(17)	-	28
Covid Bereavement	14	-	(1)	-	13
Others	29	7	(4)	-	32
	226	210	(90)	-	346

Restricted funds purpose:

Kay Julia Miller Trust	to run Pemberton Place, a multi user facility supporting people to enjoy complementary therapies, creative therapies, physiotherapy, active groups, breathe easy groups, and social groups.
Family support	To help and support families and young children.
City Bridge Trust	To support a Child and Family Therapist role to provide therapeutic support for children and young people.
Ground and Gardens	To keep the gardens bright and colourful for individuals and their loved ones to enjoy.
Hospice @ Home	To support the care of people staying in their own home.
Young Adult Transition Group	To support young adults and their families.
The Ward Fund	For purchasing specialist equipment for our Ward (previous the IPU or Inpatient Unit).
The Covid Bereavement	To support people who identify themselves as affected by covid related death
Other Restricted Funds	Represents 10 other funds with restricted purposes with a balance less that £9k.



18 Designated Funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	1 APRIL 2024 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	31 MARCH 2025 £000'S
GROUP AND COMPANY					
Fixed Asset fund	2,446	81	(141)	-	2,386
ICT Digital Strategy fund	26	-	(15)	-	11
Digital People Strategy fund	98	-	(23)	-	75
Hall Works fund	42	1	-	-	43
Estate Repairs fund	150	-	(150)	-	-
Estate Repairs (Year 2) fund	149	-	(120)	-	29
SCCS Refurbishment	56	-	(56)	-	-
Ward Transformation (2023-25)	7	333	(282)	-	58
Ward Development project	-	2,000	-	-	2,000
2025-30 Strategic Investments	-	2,070	-	-	2,070
	2,974	4,485	(787)	-	6,672

	1 APRIL 2023 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	31 MARCH 2024 £000'S
GROUP AND COMPANY					
Fixed Asset fund	2,536	-	(127)	37	2,446
ICT Digital Strategy fund	42	-	(16)	-	26
Digital People Strategy fund	120	-	(22)	-	98
Hall Works fund	42	-	-	-	42
Estate Repairs fund	151	-	-	-	151
Estate Repairs (Year 2) fund	-	-	(23)	172	149
SCCS Refurbishment	-	-	(17)	73	56
Ward Transformation (2023-25)	-	-	(231)	238	7
	2,891	-	(437)	520	2,974

Designated funds purpose:

Fixed Asset Fund	The net book value of fixed assets, excluding amounts funded from restricted income.
The ICT Digital Strategy Funds	To support a more agile and creative approach to the way services are delivered going forward.
Digital People Strategy Fund	To deliver the people strategy including investment in replacement systems.
Hall Works fund	To meet substantial heating and window replacement project costs.
Estate Repairs fund	To fund specific urgent repair works on the Hospice premises in the year ended 31 March 2024
Estate Repairs (Year 2)	tTo fund specific urgent repair works on the Hospice premises in the year ended 31 March 2024.
SCCS Refurbishment	To fund additional works to the hospice premises in response to the discovery of asbestos.
Ward Transformation (2023-25)	To fund initial consultancy work for a ward transformation programme.
Ward Development project	£2m to fund the Ward Development project
2025-30 Strategic Investments	£2,070k to fund 2025-30 Strategic Investments expenditure for Years 1 and 2



19 Analysis Of Net Assets Between Funds

	ENDOWMENT FUNDS £000'S	OTHER RESTRICTED FUNDS £000'S	UNRESTRICTED FUNDS		2025 TOTAL £000'S
			(GENERAL) £000'S	(DESIGNATED) £000'S	
GROUP					
Tangible fixed assets	-	-	-	2,386	2,386
Investments	-	-	8,277	-	8,277
Other net assets	53	442	6,080	4,286	10,861
TOTAL NET ASSETS	53	442	14,357	6,672	21,524
COMPANY					
Tangible fixed assets	-	-	-	2,386	2,386
Investments	-	-	8,277	-	8,277
Other net assets	53	442	6,067	4,286	10,848
TOTAL NET ASSETS	53	442	14,344	6,672	21,511

20 Commitments Under Operating Leases

At the year end, the charity and group were committed to make the following payments in total in respect of operating leases.

	LAND AND BUILDINGS		OTHER	
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
GROUP				
Within one year	347	92	5	6
Between two and five years	632	843	7	6
In over five years	66	565	2	-
	1,045	1,500	14	12

21 Related Parties

The company has taken advantage of the exemptions conferred by Section 33 of FRS 102 - Related Party Transactions; not to disclose transactions between the hospice and its wholly owned subsidiary.

There were no other related party transactions in the year (or prior year).

22 Reconciliation Of Changes In Resources To Net Cash Inflow/(Outflow) From Operating Activities

	2025 £000'S	2024 £000'S
NET (EXPENDITURE)/INCOME FOR THE REPORTING PERIOD (AS PER THE STATEMENT OF FINANCIAL ACTIVITIES)	843	1,055
Adjustments for:		
Depreciation of tangible fixed assets	142	127
(Gains)/losses on investments	(128)	(417)
Dividends and interest from Investments	(521)	(453)
Donated shares	-	(499)
(Increase)/decrease in stock	11	6
Decrease/(increase) in debtors	(158)	19
(Decrease)/increase in creditors	279	(36)
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	468	198

23 Analysis Of Cash And Cash Equivalents

	2025 £000'S	2024 £000'S
Cash in Hand	1,501	385
Notice deposits	8,346	9,184
Total cash and cash equivalents	9,847	9,569

Analysis of the balances of cash as shown in the balance sheet

	CHANGE IN YEAR			
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
Saint Francis Hospice	9,847	9,566	279	76
Saint Francis Trading (Company) Limited	-	3	(2)	(2)
	9,847	9,569	277	74



24 Comparative Consolidated Statement of Financial Activities (2024):

	UNRESTRICTED FUNDS £000'S	RESTRICTED FUNDS £000'S	ENDOWMENT FUNDS £000'S	TOTAL 2024 £000'S
<b>INCOME FROM:</b>				
Donations and gifts	2,703	210	-	2,913
Legacies	2,414	-	-	2,414
<b>Charitable Activities:</b>				
Service agreements with Clinical Commissioning Groups	3,854	-	-	3,854
<b>Trading Activities:</b>				
- Shops	2,559	-	-	2,559
- Education	78	-	-	78
Investment Income and Interest	453	-	-	453
Other income	121	-	-	121
<b>TOTAL INCOME</b>	<b>12,182</b>	<b>210</b>	<b>-</b>	<b>12,392</b>
<b>EXPENDITURE:</b>				
<b>Raising Funds:</b>				
Cost of operating shops	1,820	-	-	1,820
Fundraising and publicity	1,611	-	-	1,611
<b>Charitable Activities:</b>				
Hospice services	8,233	90	-	8,323
<b>TOTAL EXPENDITURE</b>	<b>11,664</b>	<b>90</b>	<b>-</b>	<b>11,754</b>
<b>Net income/(expenditure) before investment (losses)/gains</b>	<b>518</b>	<b>120</b>	<b>-</b>	<b>638</b>
(Losses)/gains on investments	417	-	-	417
<b>Net (expenditure)/income</b>	<b>935</b>	<b>120</b>	<b>-</b>	<b>1,055</b>
Transfers between funds	-	-	-	-
Net movement in funds	935	120	-	1,055
<b>Reconciliation of funds:</b>				
Total Funds brought Forward	19,347	226	53	19,626
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>20,282</b>	<b>346</b>	<b>53</b>	<b>20,681</b>

Thank you



# Saint Francis Hospice Catchment Map



Postcodes in our catchment area
 Postcodes not in our catchment area
 Postcodes are borderline / shared areas

Shops Saint Francis Hospice

GET IN TOUCH 01708 753319 mail@sfh.org.uk www.sfh.org.uk



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