



# Annual Report & Financial Statements 2015/16

St Clare West Essex Hospice Care Trust



[stclarehospice.org.uk](http://stclarehospice.org.uk)

Registered Charity No. 1063631  
Registered Company No. 3398955

## Annual Report and Financial Statements 2016

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**Reference and Administrative Information about the Charity, its Trustees, Management and Advisors**

**Patrons**

Mrs Jo Brennan  
Mr Michael Chapman  
Mr Robert Halfon MP  
Mrs Eleanor Laing MP  
Mr Gary Neill  
Lord Petre  
Ms Christine Walkden  
Mr Bob Weston  
Mr John Wickens  
Mrs Paula Winter

**Trustees (and Directors as defined by the Companies Act 2006)**

Mr Patrick Foster <i>FCIOB</i>	<b>Chairman</b>
Mr Phil Quincey <i>BSc (Hons)</i>	<b>Vice Chairman</b>
Mr Russell Cattell	<b>Vice Chairman</b>
Mr John Frazer	<i>Retired* 07/12/2015</i>
Mrs Debbie Bodhanya <i>BSc (Hons) RGN MBA PgCEmeded</i>	
Mr Brian Moore	
Mr David Thomson <i>BAcc CA</i>	
Dr Ronald Morgan <i>MB ChB FRCP Dip Pall Med</i>	
Mr David Dunkley	
Mrs Jennifer Minihane <i>BSc (Hons) RGN</i>	
Mr Andy Skelton	
Mrs Gita Mehta <i>BSc (Hons) RGN DMS</i>	<i>Appointed 26/05/2015</i>
Mr Graham Randall <i>FCA</i>	<i>Appointed 29/02/2016</i>

*\*Retired at AGM under Article 30(3) having served maximum term permitted.*

**Company Secretary**

Mr Phil Quincey *BSc (Hons)*

**Registered Office & Principal Office**

St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX

## St Clare West Essex Hospice Care Trust

### **Directors Team**

#### **Chief Executive**

Ms Tanya Curry *BSc (Hons) RGN DipHE MBA*

#### **Medical Director**

Dr Giovambattista Zeppetella *BSc (Hons) MBBS PG Dip (Med Ed) MD(Res) FRCGP  
FRCP*

#### **Director of Finance and Resources**

Mr Riyad Islam *BA (Hons) ACMA CGMA DChA*

#### **Director of Organisational Development**

Mrs Tracey Hammond *MBA MA*

#### **Director of Patient Care**

Mr Philip Ball *MA BSc (Hons) DipN Cert Mngmnt(OU) RN*

### **Advisors**

#### **Bankers**

Barclays Bank plc, 14 The Water Gardens, Harlow, Essex, CM20 1AN

HSBC plc, 7B The Water Gardens, South Gate, Harlow, Essex, CM20 1AB

#### **Auditors**

Kingston Smith LLP, Devonshire House, 60 Goswell Road, London, EC1M 7AD

#### **Solicitors**

Whiskers LLP, 6 Mitre Buildings, Kitson Way, Harlow, Essex, CM20 1DR

#### **Insurance Brokers**

Towergate MIA, Kings Court, London Road, Stevenage, Hertfordshire, SG1 2GA

## **Trustees' Report**

### **Introduction**

As an organisation, St Clare Hospice is responsive to change and committed to service development for the local community. The Hospice continually strives to learn, encompass and embrace ideas and feedback from all of those patients and families who use St Clare services. It is through listening, learning and being responsive to change that enables and drives St Clare to provide quality driven and individualised services to the community of West Essex and the borders of East Hertfordshire.

Year on year St Clare continues to develop, building upon solid foundations and by adopting an approach that is forward thinking, responsive and flexible. The health and social care environment, both nationally and locally, is changing at such a fast pace, it is so important to work together, to drive improvement, to ensure maximum efficiency, but most of all deliver and demonstrate quality services without duplication and complication for the patient and their family.

To ensure that the Hospice continues to operate in a safe and professional manner in all areas of its work, data collection, reporting and governance structures are reviewed actively throughout the year. This enables information to be used positively to learn, develop and improve, striving for excellence in all that St Clare does.

Clinical services have experienced further growth and development over the past 12 months, with the Hospice at Home and Community services operating over a 24 hour period. The individualised care has supported patients and given them choice of where they wish to be cared for, and where they may choose to die has been valued by so many people who have used and experienced the service.

With contracting rounds and the fundraising environment remaining challenging, the team continue to work hard to engage a wide range of stakeholders and to share the valuable work of St Clare with partners in the local community.

Despite the many challenges, the Hospice has never lost sight of the fact that the only reason for its existence is to provide specialist palliative care for the local population and to support not only patients, but also their relatives and friends.

## **Organisation, Governance and Management**

### **Constitution and Registration**

St Clare West Essex Hospice Care Trust is registered under the Companies Act 2006 (Registered No: 3398955) as a company limited by guarantee and not having a share capital. The Company is registered as a charity under the Charities Act 2011 (Registered No: 1063631) and operates under the simple title "St Clare Hospice".

The Company's Articles of Association define the Company as "the Charity", and the Directors of the Company as "the Trustees". To avoid confusion, the Directors of the Company are referred to as Trustees throughout this document.

### **Governance of St Clare Hospice**

Trustees are appointed by the Trust Board following interview by, and a recommendation from, a Committee of Trustees, usually including the Chairman, a Vice Chairman and one other. Such appointments are ratified at the following Annual

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General Meeting. Trustees are required to undergo training and ongoing development in the same way as executive staff. The Board advertises for new Trustees against a defined skills set.

The Trustees maintain a register of their interests consisting of an annual declaration by each Trustee of his or her interests and confirmation that he or she is not debarred from acting as a trustee under section 178 of the Charities Act 2011. The Company Secretary holds the Register; any changes in a Trustee's interests between declarations are notified to the Company Secretary. The Register is made available to the Board, when required, so that the Board is in a position to make judgements on potential conflicts of interest. Trustees are required at the start of every Trustee meeting, to declare their actual or potential interest in any item on the agenda for that meeting.

The Trustees have a structure of governance committees including Clinical, Finance, Income Generation, Buildings, Governance, Remuneration and Human Resources, each chaired by a Trustee with appropriate skills and experience in the committee's area of responsibility. Each committee includes and is supported by the appropriate member of the Executive Team. To these committees, the Board delegates much of the governance and performance monitoring, leaving it free to consider matters of a more strategic nature.

The Hospice provides trustee indemnity insurance for all Trustees.

### **Management of St Clare Hospice**

The Trustees are non-executive and take no part in the day-to-day management of the Hospice. Although the Trustees have delegated day-to-day management of St Clare to a professional management team led by the Chief Executive Officer, who is not a Trustee, they remain ultimately responsible for the activities of St Clare. The Chief Executive Officer and Directors manage St Clare in accordance with regularly reviewed policies agreed and approved by the Trustees. The Trustees monitor the proper discharge of their responsibilities through the structure of the governance committees and quarterly Board meetings, at which the Chief Executive Officer and Directors are invited, to report on clinical, financial and general management issues.

Strong internal controls are in place to ensure that St Clare's income and expenditure are tightly monitored and controlled, and that its assets are secure. Annual budgets are prepared by the Directors Team for approval by the Trustees, who monitor progress against such approved budgets.

The Directors meet weekly to discuss the day-to-day management of services, budgetary performance, and to explore improvements and new opportunities. The management team meet quarterly to share operational information and discuss strategic service developments and improvements. The Chief Executive Officer meets with the Chairman every month to update on all activities and any areas of risk.

The Remuneration Committee meets annually to set the salaries for the Directors team. A robust benchmarking and risk profiling template is used to ensure pay is appropriate and competitive for the roles required to be performed by each member of the team.

## **Corporate Structure**

The Trust has one wholly owned subsidiary, St Clare Hospice Trading Company, which operates eight charity shops and a lottery. St Clare Hospice Trading Company has a separately constituted Board of Directors, which reports to the Board of Trustees.

## **Aims, Objectives and Activities**

The Company's Memorandum of Association lays down its Objects as 'To meet the physical, psychological, social and spiritual needs of those with advanced and progressive life limiting illness and of their carers, primarily but not necessarily in the western part of the county of Essex, through the provision of specialist palliative care services based on need as far as resources allow.'

It is the Trustees' principal aim that St Clare provides a Hospice which is a centre of excellence in the delivery of specialist palliative care and support by such charitable means as the Trustees see fit. Within this principal aim, the Trustees have specific aims, which are to provide:

- Continuity of care in the management of physical and non-physical symptoms of advanced disease with the purpose of maintaining optimal quality of life for the patient.
- Appropriate and accessible support to patients enabling them to remain in their own homes for as long as both desirable and possible.
- A sensitive response to ethnic, cultural and spiritual wishes, which recognises and cares for the individual needs of patients, their families and carers.
- Assistance to the patient and family to retain their independence for as long as possible by providing easy access to information that will enable them to make choices about the form of help and support they wish to receive.
- Skilled counselling and support to the bereaved.
- Continuing education and training of staff and volunteers.

All objectives, strategies and activities are constantly monitored and reviewed. The strategy is formally reviewed every three months and a report prepared by the Chief Executive Officer is shared with the Board of Trustees. The Directors and Management Team are responsible for the delivery of activities and services in line with the Hospice strategy and overarching mission statement.

## **Public Benefit**

In reviewing the objectives and the activities for the year, the Trustees have satisfied themselves that both the objectives of the Charity and those activities that have been chosen continue to reflect the aims of the Charity. In carrying out their review the Trustees have considered the Charity Commission's general guidance on public benefit and its supplementary guidance on the advancement of health, especially as it relates to the relief of sickness, human suffering and palliative care.

The Trustees confirm that they comply with their duty under section 17 of the Charities Act 2011, to have due regard to the guidance in public benefit published by the Charity Commission.

The Charity is an important professional organisation that is proud of its local associations. It receives the bulk of its funding from local individuals and organisations

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(including local NHS commissioning groups). For this reason the beneficiaries tend to be predominantly, though not exclusively, from a catchment area covering West Essex and the borders of East Hertfordshire.

The Hospice provides a range of services to patients and families in the local community. These include Inpatient, Day Therapy, Community, Hospice at Home, Outpatients, Chaplaincy, and Bereavement services. It is intended that the Charity should maximise the benefit that it provides to the local community given the restraints of size and funds.

### **Volunteers and Community Support**

Volunteers play a vital role in many ways throughout the Hospice. They are an integral part of the workforce, giving over 100,000 hours of their time. St Clare benefits from the time freely given by over 530 volunteers each week and all the achievements would not be possible without their continued support. Volunteers complement the work of paid professionals and are able to increase significantly the scope and reach of the work that provides essential services to many local people.

St Clare continues to offer exciting and innovative volunteer opportunities and consistently receives a high volunteer interest. During the year there was an increase in volunteers across all departments, and also a new team of volunteer photographers were introduced to support the communications team, who can be seen out and about covering local events.

It has been encouraging to see an increasing number of young people offering their time. The Hospice is able to offer them volunteering opportunities that not only benefit patients and the services we provide to the wider community, but also provide them with character building experiences that will contribute towards their personal development. Engaging with young people in the local community is a major part of the Hospice volunteer strategy and during the year a youth volunteer initiative was introduced. As part of the initiative, 16 students were welcomed through the Duke of Edinburgh scheme, to volunteer in the retail function.

Building relationships with local schools is very important, and work experience placements continued to be offered to students. Further to this, a Young Ambassador Scheme was launched which offered the chance for young people interested in pursuing a career in medicine, healthcare or charity fundraising to gain a first-hand insight into the hospice sector by performing voluntary work alongside the experienced teams at St Clare.

Recognising the contribution volunteers make to the Hospice is essential and during National Volunteers Week, 'thank you' events were hosted in which presentations of long service awards were made to volunteers.

### **Strategic Report**

#### **Achievements and Performance**

As an organisation, St Clare Hospice is continually striving to ensure the provision of quality driven and individualised services to the local community. Quality is at the forefront of every aspect of operational and strategic work of the Hospice.

During 2015/16, the team has continued to develop the organisation. Staff at St Clare are forward thinking, responsive and flexible to the ever changing national and local

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health care landscape, and most importantly meeting the needs of patients and their families. The landscape for hospices is continuing to change at pace, with St Clare being seen as a crucial part of the new integrated commissioning agenda that is taking shape within West Essex. St Clare continues to be challenged to ensure there is a flexible approach to service development, allowing the Hospice to be fit and ready for the future changes which health care and indeed palliative care will bring.

The Hospice has continued to work collaboratively with a wide range of stakeholders in order to deliver the best quality services, sharing knowledge, experience and resources for the benefit of local people. Relationships with NHS commissioners have continued to positively develop, as has the Hospice's standing in the local community as the lead provider of specialist palliative care for West Essex. Most importantly, the Hospice actively works hard to engage the users of services, gaining an enormous amount of positive and constructive feedback on how services can be shaped and grown for the future.

The Inpatient Unit (IPU) has continued to provide high quality specialist palliative care and the clinical activity has remained high, with bed occupancy at 84%, compared to a national median of 78%. The care of patients and families becomes ever more complex and is delivered by a complete multidisciplinary team. A wide range of support and clinical training has been implemented to ensure our staff remain skilled, supported and challenged to deliver excellent individualised care to the patients and families who use the IPU service. Furthermore, skilled volunteers continue to be recruited to support the clinical delivery of care during the busy periods of evening and weekends. This continues to positively enhance the care provided to every patient and their family.

Following the success of the People's Millions campaign, the Inpatient Unit was able to benefit from the creation of a beautiful new family garden which was official opened in April 2015. The inspiration came from a relative, who commented on how valuable outside space is to patients and families. The design encourages peace and relaxation for all of those families visiting their relative or friend, creating another outside room for everyone to enjoy.

Day Therapy and Outpatients services continue to have high levels of clinical activity over the last year. The teams continue to develop a wide range of time-limited interventions and therapeutic groups to support patients, families and carers, ensuring individualised care to support, develop and enable patients with life limiting illnesses. The number of outpatient clinics has grown with more patients being supported, allowing them to receive the correct support and intervention whilst returning to their home. The Day Therapy and Outpatient team continually challenge how they are operating and must be recognised for their proactive work they undertake with the cohort of patients who suffer from a non cancer diagnosis. The team are continuing to establish and build effective partnership with other health care professionals to ensure excellent care for different cohorts of patients.

The Chaplaincy service has further developed during the last year being available to the whole organisation; patients, families, staff and volunteers. The Hospice Chaplain is developing further links into the whole community, raising awareness of the Hospice and strengthening multi faith links. There continues to be a growing focus on pastoral support for all staff and volunteers which is valuable and further strengthens organisational development.

There has been a large increase in the number of families being supported by the Bereavement service, which remains responsive to people's needs. Individualised care is provided, with the service receiving high levels of positive feedback from those using it. A team of specially trained volunteers, that were recruited, has allowed the service to

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further expand, with those specialist volunteers proving to be a real asset to the Hospice and community.

The Social Work service has grown in the past year with more patients, relatives and friends being supported with specifically tailored practical and emotional support. The team also run the befriending community friends service where an ever increasing number of volunteers befriend patients or their carers, who are experiencing feelings of isolation. Further support is also offered in a specific carers drop in service which offers support to those in need.

The Community service has continued to support the needs of highly complex cases, providing a responsive service to peoples needs. The team of specialist nurses working alongside the Inpatient, Hospice at Home, Outpatient and Day Therapy services over a 7 day period has been beneficial for patients, families and professionals alike. The Hospice team work hard to ensure every patient has individualised care from the right service at the right time.

The Doctors and Specialist Nurses attend end of life care critical incident analysis meetings, held in the local hospital, which help to support colleagues and shape patient care. These meetings enable improved quality of care through reflective thinking, improved co-ordination of services and an opportunity to work collaboratively with wider community health and social care colleagues, all for the benefit of patients and families.

The Hospice at Home service operates 24 hours a day and supported 479 patients and families during the year. These patients and families are receiving dedicated, individualised hospice care within their own homes. Care is provided by a team of Registered Nurses and Nursing Assistants, which is supportive to all involved. The team work closely alongside the patient's GP, Specialist Nurses and the District Nurse team, and in many situations work hard to try and avoid an emergency hospital admission for patients who would like to be cared for, and ultimately die in their own home. The NHS Clinical Commissioning Group in West Essex supported the expansion of this service during the year, which demonstrates a positive commitment to collaborative working for the benefit of local people, and importantly is a testament to the quality of the care that is provided to patients and families on a daily basis.

Collaborative working with the hospital, community and the voluntary sector colleagues continues to be an area of focus and development. This has allowed further development of services, streamlined working processes and enhanced clinical knowledge, expertise and relationships for the benefit of patients and families. All clinical areas have strong links with many local colleagues and providers allowing patients and families to be signposted to other areas of support and care as appropriate, or supported and cared for in a much more robust way. The contribution from the User Involvement Forum and feedback from service users is excellent. Feedback continually praises service delivery, yet gives constructive ideas of service development, a true partnership approach to future development of the Hospice.

Staff and volunteers have a wide range of opportunities for training and development and there is an open culture of ensuring knowledge and skills gained from courses, events and seminars are shared within the organisation. The Head of Education and Training has been developing a range of educational opportunities to meet all mandatory requirements and staff development requests during the year. This is complemented by the work of the Head of Quality and Audit who supports development across the whole organisation by promoting best practice, learning from experience, and by using valuable data analysis to improve services.

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Staff support remains a crucial aspect of the Hospice ethos with clinical staff being supported through a model of clinical supervision. Quarterly breakfast meetings take place for all staff to attend where they have an opportunity to meet, support each other and ask questions, whilst at the same time enjoying and taking part in a range of presentation topics focused around service delivery and development. A bi-monthly news bulletin is also published for all staff, so everyone can keep up to date with the latest developments and ideas.

The staff forum has also continued to operate and it is planned for review over the coming year to ensure more ideas are shared and positive engagement with staff is developed to a higher level. The volunteer steering group continues to glean the views and ideas from volunteers ensuring they are shared within the organisation and used to develop processes and activities.

All staff have support from their line managers, with each Director leading their team management meetings on a regular basis. Directors continue to meet weekly, with clear agendas in place for discussing risk management, contractual performance, service development, and information exchange. During the year, policies and procedures of the Hospice continued to be reviewed, developed and enhanced, to ensure safe and best practice for all.

It has been an exciting year for the development of the Hospice site. Construction works commenced in October, for a new building towards the rear of the main Hospice site. The building, named 'the Taylor Centre', was completed and officially opened early in the new financial year. The vision for the project has been supported wholeheartedly by Weston Homes, and has been personally driven by Bob Weston, for which St Clare is especially grateful.

The Taylor Centre has provided an administration and meeting space for our support services at the Hospice, and has future proofed the Hospice in terms of its non clinical infrastructure. The head office retail team moved back from rented office accommodation onto the Hospice site, and support teams have been brought together for improved cohesive working. Effective storage space has been created for the provision of vital clinical equipment as well as for fundraising and retail resources to help generate income.

The new building has also enabled for much needed space in the main Hospice building to be freed up, for the development and growth of clinical teams and services. As the Hospice strategy is being refreshed, it is exciting to see the opportunities arising from the additional space and how it allows for improved ways of working. St Clare is sincerely grateful for the continued and heartfelt support of Bob Weston, the many contractors who contributed their time and resources toward the project, and the whole Weston Homes team.

It has been inspiring to see the growth of St Clare Hospice services over the past 12 months, with new challenges and opportunities for development being considered all the time. Clinical and non clinical teams have risen to the many challenges they have met along the way in a rapidly changing world. The hard work of every member of staff enables the Hospice to continue to deliver high quality patient care which is at the heart of all that St Clare does.

### **Financial Review**

The outcome for the year was a surplus of £12k. This financial result was achieved mainly due to growth in key income streams, in addition to the ongoing focus on controlling and managing expenditure in all areas across the Hospice.

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The Hospice continued to expand and improve patient services, which led to a 10% increase in patient care expenditure in 2015/16. The cost of raising funds also increased, this was principally due to investment in the retail and lottery operations.

NHS income represented 43% of expenditure in 2015/16, which was up from the prior year. This reflected the funding received from NHS West Essex Clinical Commissioning Group to support expansion of the Hospice at Home service. Over the next year, the aim will be to grow both statutory and voluntary income streams, to enable funds to be committed to developing services for patients and their families.

St Clare held net assets of £5.88m at 31 March 2016. Of this £2.39m had been invested in land, buildings and equipment, leaving current assets of £3.49m.

### **Fundraising Performance**

Fundraising income generated in 2015/16 was £1,392k compared to a prior year figure of £1,354k. It was encouraging to see an overall increase despite changes and restructure within the fundraising team.

Individual donations reported a significant increase, up 44% on the prior year, and in particular where 'in memory' donations were concerned. The Hospice benefitted from the generosity of several families who continued to fundraise throughout the year in honour of their loved ones. There was also a sharp increase in large restricted donations from individuals, who decided to contribute towards the new building project.

The uplift in donations from individuals was partially offset by shortfalls in some other fundraising areas. Income from charitable trusts saw a decrease, where large one-off grants had been received in the previous financial year. Corporate fundraising also fell, mainly due to staff vacancies in this area for a large part of the year. However, the Hospice continued to benefit from the loyal support of Weston Homes, who raised over half of the corporate fundraising total for 2015/16.

With the development of Community services and the expansion of the Hospice at Home service, it is reasonable to expect that donations and fundraising income from patients and families who experience these services will increase further in the coming year.

Income generated from fundraising events and community related fundraising were in line with 2014/15.

The Hospice received £256k from Gifts in Wills during the year, which was lower than previous years but this reflects the uncertain nature of this income stream.

### **Retail and Lottery Performance**

St Clare Hospice shops had a marked reduction in trading figures with a net contribution of £382k compared to £458k for the previous year. This decline was due to combination of falling sales and increased expenditure.

Shop sales were affected by increased competition from other retailers, and customer numbers fell by 6%. In addition, there was a decrease in the price achieved for recycling goods, due to stagnation in the global textile recycling market.

Retail expenditure saw an increase, due to costs associated with two large one-off items. Firstly, there was the implementation of an electronic till system across all the

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shops. This will enable sales data to be captured and analysed in a detailed way, and also should result in an increase in income through the retail Gift Aid scheme. Secondly, there was a refurbishment of the shop in Harlow. This shop is the largest and most profitable in our portfolio, and it is hoped that the new store layout will see sales increase further.

The contribution from lottery activities was down from £230k to £203k. This decrease was a result of there being two Spring Raffles in the previous financial year, due to the later timing of Easter 2014.

Income from the weekly draw increased, with pleasing and significant growth in the number of players. There were over 9,000 players in the draw by the end of financial year, which represented an increase of almost 50% from the commencement of 2015/16.

Face to face sales continue to be the main method of player recruitment. In addition, there was a successful telephone canvassing campaign in the year. An online sign up facility is planned for 2016/17, to encourage further growth in players.

### **Investment**

The Trustees' investment policy is governed by the Company's Memorandum of Association which allows the Trustees to invest its funds in such stocks, funds, shares, securities or other investments of whatever nature they think fit, subject to any conditions imposed by law. However, in practice, the organisation currently does not hold any investments other than cash.

Beyond a small working balance, all of St Clare's cash is held in interest bearing accounts. That cash which is not required in the short term is invested in immediate, notice or fixed term deposits to secure the highest rate of interest available, which is consistent with the security of the investment.

The current policy set by the Trustees for investment of cash, limits the amount which can be invested within a financial institution and also prohibits investment in any financial product except term deposits in pounds sterling.

### **Reserves Policy and Objectives**

There are a number of levels of financial targets towards which the Trustees aspire:

**Level 1** – raising sufficient cash to build and equip the Hospice (this would include repayment of borrowings).

**Level 2** – generation of sufficient income to run St Clare from day to day in cash terms (including elimination of past deficits).

**Level 3** – generation of enough income to run St Clare from day to day, and cover aggregate depreciation of assets, so enabling replacement of wasting assets.

**Level 4** – generation of enough excess income to build a number of specific and broadly quantifiable reserves to cover:

- six months' operating costs as a buffer to allow time to address any major income crisis;
- specific projects to enable St Clare to expand or improve its range of activities;

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- liabilities that might arise on an unexpected curtailment of activities.

**Level 5** – creation of an endowment reserve or fund with the capacity to generate perhaps 20% or 25% of the Hospice's income. This fund would be available to supplement shortfalls in the Hospice's income or to provide the means of financing major capital developments.

Whilst these targets build naturally and logically one upon another, and might be seen as staging posts on a journey to full security, they are simply a framework of intent. They should not be allowed to inhibit exploitation of opportunities to begin building specifically towards targets beyond those immediately ahead. For example, before reaching the state of equilibrium of Level 3, a large gift might present an opportunity to establish a reserve towards the cost of a new capital project (Level 4) or perhaps even to set up an endowment fund (Level 5), without jeopardising fundamental progress towards Level 3. In such circumstances, the opportunity could be taken.

Currently, the Trustees are working towards achieving the Level 4 target and are building good reserves for the expansion and improvement of St Clare Hospice services.

A clear and positive strategy framework enables the Trustees to make longer-term financial judgements and decisions without damaging the integrity of the fundamental strategy.

Of St Clare's net assets of £5.88m at 31 March 2016, £2.39m had been invested in land, buildings and equipment, leaving current assets of £3.49m. After deducting restricted funds, £3.23m is available to the Trustees as free reserves. The table below illustrates progress towards the Trustees' reserves targets as follows:

	As at 01/04/2015	Movement during year	Progress towards target 31/03/2016	Level 4 Target
	£	£	£	£
Six months operating costs	2,300,000	300,000	2,600,000	2,600,000
Unexpected curtailment of activities	970,253	(341,662)	628,591	1,100,000
Unrestricted funds	3,270,253	(41,662)	3,228,591	3,700,000
Restricted funds	93,326	164,876	258,202	-
Net current assets	<u>3,363,579</u>	<u>123,214</u>	<u>3,486,793</u>	<u>3,700,000</u>

At the start of the financial year the Trustees' had accumulated free reserves totalling £3.27m, against the Level 4 target of £3.40m. At 31 March 2016, the Level 4 target had been increased to £3.70m to reflect increased operating costs of the Hospice.

Free reserves at the beginning of the year were 96% of the target at 1 April 2015, which the Trustees considered prudent for the security of the Hospice. Available unrestricted funds decreased by £42k during the year, this represented 87% of the revised Level 4 target.

At the beginning of the year, St Clare held free reserves to cover 6 months of operating costs and 88% of the costs of the unexpected curtailment of activities. By the end of the financial year, the decreased level of free reserves represented 6 months of operating costs and 57% of the costs towards unexpected curtailment of activities.

## **Risk Management**

The Directors team, which meets weekly under the chairmanship of the Chief Executive Officer, monitors, records, and manages risk on an operational and strategic basis. The Directors team reports to the Governance Committee where risks are concerned. All areas of risk are monitored by the relevant Director and ultimately the Chief Executive Officer. Insurance cover for insurable risks is co-ordinated by the Director of Finance and Resources, and reported to the Board of Trustees. In short, risks are identified through the management structures and mitigated, managed and / or insured as appropriate.

The following general principles are applied in addressing St Clare's exposure to any identified risks:

- All professional and other Codes of Practice applying to St Clare's activities must be observed at all times.
- All statutory requirements must be complied with at all times.
- All manufacturers' operational advice, instructions and servicing requirements must be assiduously observed.
- Appropriate records of compliance with the above requirements must be maintained.
- Insurance cover is taken out where appropriate.
- Suitable review procedures including records of incidents (and their subsequent resolution) must be in place to ensure that risks are, and continue to be, properly identified and managed.
- Implementation and compliance with a full range of internal policies and procedures.

The Directors team has responsibility for the ongoing identification, monitoring and management of risk within their respective spheres of interest. Where risks are so remote that it is impracticable, uneconomic or impossible to eliminate or avoid them (e.g. acts of war, force majeure, 'plane crash etc) they are accepted.

St Clare believes that a high quality service is one that should have minimal risks to the organisation, patients and staff. Where operational risks are identified through complaints, incidents or risk assessments and reviews, they are added to the risk register and actions are agreed to ensure that either the risk is removed or reduced to as low a level as reasonably possible.

The highest organisational risk for the Hospice is its financial dependence on voluntary income. This is closely related to the reputation of the organisation. Without sufficient funds it would not be possible to run the extent of hospice services that are currently provided.

There is currently a dedicated team of fundraising and retail staff, who supported by volunteers and the wider base of Hospice staff, work tirelessly to ensure that the Hospice continues to receive donations and support from its local community and maintain a good reputation locally. Income and expenditure is closely monitored by the Hospice management team and the Income Generation committee. Robust and detailed plans are created for the fundraising, lottery and retail functions on an annual basis. Activity against these plans is regularly monitored through line management processes in place.

## **Commentary on Last Year's Plans for 2015/16**

- A detailed plan for a children's bereavement service has been prepared and trust funding opportunities identified, with the launch date for this new service planned for April 2017.
- Day Therapy and Outpatients services have developed a number of new clinics to care for the cohort of patients with a non cancer diagnosis.
- A full rebrand project was undertaken and delivered successfully. This enhanced awareness of the Hospice, and is helping break down barriers and negative perceptions of hospice care.
- A new and improved website was launched, with activity on the site continuing to increase with more people seeking information about the Hospice and its services.
- A young ambassadors scheme was introduced which offers the chance for young people interested in pursuing a career in medicine, healthcare or charity fundraising to gain a first-hand insight into the hospice sector by performing voluntary work alongside the experienced teams at St Clare.

## **Future Plans**

The Hospice plans for the coming financial year of 2016/17 are as follows:

- Undertake a full scoping exercise developing day services to meet the ever changing needs of our local population.
- Implement a new electronic patient records system to promote and enhance seamless patient care in the Hospice and the community.
- Develop a full staff engagement strategy ensuring positive ideas from staff are developed throughout the Hospice.
- Review and develop the user involvement forum.
- Undertake a full training needs analysis across all staff groups to ensure they have access to the right training and learning support.

## **Statement of Trustees' Responsibilities for Financial Statements**

The Trustees (who are also directors of St Clare West Essex Hospice Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming / outgoing resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice;
- make judgements and estimates that are reasonable and prudent;

## St Clare West Essex Hospice Care Trust

- state whether applicable 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 charitable company will continue in business.

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

### **Auditors**

Kingston Smith LLP has always served the Charity well and indicated its willingness to continue in office. In accordance with the provisions of the Companies Act it is proposed that they be re-appointed auditors for the ensuing year.

### **Disclosure of information to auditors**

So far as the Trustees are aware, there is no relevant audit information of which the Company's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

### **People**

In my role as Chairman and on behalf of the Board of Trustees, I express our appreciation and thanks to the executives, staff and volunteers who have all made such a significant contribution to St Clare. They continue to demonstrate tremendous commitment, professionalism and enthusiasm which is so necessary to ensure the smooth running of the Hospice.

The Directors team have continued to work hard together on the delivery of our strategy and have seen some changes in personnel over the year. I would like to thank Beth Burton, Director of Patient Care and Elizabeth Palfreman, Director of Fundraising for their contribution to the Charity over the years and wish them both well in their new ventures.

It has been a pleasure to welcome Philip Ball, Director of Patient Care to the team. Philip brings with him significant experience in palliative care, which will help us to further support the growth and development of our clinical teams and services.

We also welcome Graham Randall, and Gita Mehta to the Board of Trustees. Graham joins us with wide-ranging financial knowledge gained from a successful career in audit and accountancy, and Gita joins us with a wealth of clinical experience. I look forward to working with them both to further strengthen the expertise of the Board.

At the AGM in December, one of our Vice Chairmen, John Frazer retired from the Board after over 9 years of dedicated service to St Clare. The Hospice benefitted from John's significant experience in charity governance, and his contribution to St Clare has been valued and appreciated so greatly by us all over the years.

## St Clare West Essex Hospice Care Trust

Finally I would like to offer my thanks to my colleagues on the Board of Trustees for their continuing support which has been incredibly valuable. I look forward to working with all my colleagues over the coming months and years, seeing the continued growth, development and success of St Clare. The experience of the Board not only enables for us to meet our responsibilities regarding the organisation's governance, but encourages and facilitates the development of such a valuable resource for local people. I am thankful to all involved and am very proud to be part of St Clare.

This Trustees' Report and Strategic Report were approved by the Board of Trustees and authorised for issue on 21 July 2016.

A handwritten signature in black ink, appearing to read 'Patrick Foster', with a long horizontal stroke extending to the right.

**Patrick Foster**  
Chairman

## **Independent Auditors' Report to the Members and Trustees of St Clare West Essex Hospice Care Trust**

We have audited the financial statements of St Clare West Essex Hospice Care Trust for the year ended 31 March 2016 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland'.

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 and trustees those matters which we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of Trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on the financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2016 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

## St Clare West Essex Hospice Care Trust

- 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.

### **Opinion on other matters prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which we are required to report by exception**

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

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.



**David Benton**  
Senior Statutory Auditor  
for and on behalf of  
Kingston Smith LLP, Statutory Auditor

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

**21 July 2016**

**Group Statement of Financial Activities  
(incorporating an Income and Expenditure Account)  
for the year ended 31 March 2016**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
<b>Income:</b>					
Donations and gifts	4	1,365,469	198,685	<b>1,564,154</b>	1,529,537
Legacies	5	255,816	-	<b>255,816</b>	442,783
Other trading activities					
Fundraising events & similar income		150,059	-	<b>150,059</b>	150,977
Friends of St Clare branches	6	9,725	-	<b>9,725</b>	13,578
Trading Company turnover	7	1,291,178	-	<b>1,291,178</b>	1,292,828
		<u>1,450,962</u>	<u>-</u>	<u><b>1,450,962</b></u>	<u>1,457,383</u>
Income from charitable activities	8	1,795,081	56,756	<b>1,851,837</b>	1,353,985
Investment income and interest		21,965	-	<b>21,965</b>	23,400
Other income		20,944	-	<b>20,944</b>	18,078
<b>Total income</b>		<u><u>4,910,237</u></u>	<u><u>255,441</u></u>	<u><u><b>5,165,678</b></u></u>	<u><u>4,825,166</u></u>
<b>Expenditure:</b>					
Raising funds					
Fundraising expenditure	9	534,605	-	<b>534,605</b>	497,110
Friends of St Clare branches	6	120	-	<b>120</b>	262
Trading Company expenses	7	1,038,669	-	<b>1,038,669</b>	944,962
		<u>1,573,394</u>	<u>-</u>	<u><b>1,573,394</b></u>	<u>1,442,334</u>
Charitable activities					
Patient care	10	3,489,586	77,789	<b>3,567,375</b>	3,242,337
Education and research		-	12,776	<b>12,776</b>	8,521
		<u>3,489,586</u>	<u>90,565</u>	<u><b>3,580,151</b></u>	<u>3,250,858</u>
<b>Total expenditure</b>	12	<u><u>5,062,980</u></u>	<u><u>90,565</u></u>	<u><u><b>5,153,545</b></u></u>	<u><u>4,693,192</u></u>
<b>Net income for year</b>		<u><u>(152,743)</u></u>	<u><u>164,876</u></u>	<u><u><b>12,133</b></u></u>	<u><u>131,974</u></u>
<b>Net movement in funds</b>		<u><u>(152,743)</u></u>	<u><u>164,876</u></u>	<u><u><b>12,133</b></u></u>	<u><u>131,974</u></u>
<b>Reconciliation of funds:</b>					
Total funds brought forward at 1 April		5,770,641	93,326	<b>5,863,967</b>	5,731,993
<b>Total funds carried forward at 31 March</b>	22	<u><u>5,617,898</u></u>	<u><u>258,202</u></u>	<u><u><b>5,876,100</b></u></u>	<u><u>5,863,967</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities of the group.

The detailed comparative information for the statement of financial activities is included in note 26.

**Group and Charity Balance Sheets as at 31 March 2016**

	Notes	Group		Charity	
		2016	2015	2016	2015
		£	£	£	£
<b>Fixed assets</b>					
Intangible assets	14	28,482	-	28,482	-
Tangible assets	15	2,360,825	2,500,388	2,280,883	2,444,309
Investments	16	-	-	2	2
		<u>2,389,307</u>	<u>2,500,388</u>	<u>2,309,367</u>	<u>2,444,311</u>
<b>Current assets</b>					
Stocks		16,168	13,234	-	-
Debtors and prepayments	17	547,008	235,540	768,884	569,687
Bank deposits		3,133,401	3,290,996	2,931,553	3,000,123
Cash at bank and in hand		125,081	130,100	52,582	47,465
Friends branch funds	6	1,270	1,177	1,270	1,177
		<u>3,822,928</u>	<u>3,671,047</u>	<u>3,754,289</u>	<u>3,618,452</u>
<b>Creditors: amounts falling due within one year</b>	18	(336,135)	(307,468)	(196,312)	(207,552)
<b>Net current assets</b>		<u>3,486,793</u>	<u>3,363,579</u>	<u>3,557,977</u>	<u>3,410,900</u>
<b>Net assets</b>		<u>5,876,100</u>	<u>5,863,967</u>	<u>5,867,344</u>	<u>5,855,211</u>
<b>Funds:</b>					
Unrestricted funds	22	5,617,898	5,770,641	5,609,142	5,761,885
Restricted funds	22	258,202	93,326	258,202	93,326
<b>Total funds</b>		<u>5,876,100</u>	<u>5,863,967</u>	<u>5,867,344</u>	<u>5,855,211</u>

Approved by the Board of Trustees and authorised for issue on 21 July 2016  
and signed on its behalf by:



**Patrick Foster**  
Chair of Board of Trustees



**David Thomson**  
Chair of Finance Committee

**Group Cash Flow Statement for the year ended 31 March 2016**

	2016 £	2016 £	2015 £	2015 £
<b>Cash flows from operating activities:</b>				
Net cash (outflow) / inflow from operating activities (note 1 below)		(75,966)		589,187
<b>Cash flows from investing activities:</b>				
Interest received	21,965		23,400	
Acquisition of intangible fixed assets	(29,720)		-	
Purchase of tangible fixed assets	<u>(78,800)</u>		<u>(131,563)</u>	
Net cash outflow from investing activities		(86,555)		(108,163)
(Decrease) / increase in cash and cash equivalents in the year		<u>(162,521)</u>		<u>481,024</u>
<b>Analysis of changes in cash and cash equivalents during the year:</b>				
Total as at 1 April		3,422,273		2,941,249
(Decrease) / increase in cash and cash equivalents in the year		(162,521)		481,024
<b>Total as at 31 March (note 2 below)</b>		<u><u>3,259,752</u></u>		<u><u>3,422,273</u></u>

**Notes to the Group Cash Flow Statement**

<b>1 Reconciliation of net income to net cash flow from operating activities</b>	<b>2016 £</b>	<b>2015 £</b>
Net income (as per statement of financial activities)	12,133	131,974
<b>Adjustments for:</b>		
Interest received	(21,965)	(23,400)
Amortisation of intangible fixed assets	1,238	-
Depreciation of tangible fixed assets	218,363	208,085
Increase in stocks	(2,934)	(3,084)
(Increase) / decrease in debtors	(311,468)	266,241
Increase in creditors	28,667	9,371
Net cash (outflow) / inflow from operating activities	<u>(75,966)</u>	<u>589,187</u>
<b>2 Analysis of cash and cash equivalents</b>	<b>2016 £</b>	<b>2015 £</b>
Bank deposits	3,133,401	3,290,996
Cash at bank and in hand	125,081	130,100
Friends branch funds	1,270	1,177
<b>Total as at 31 March</b>	<u><u>3,259,752</u></u>	<u><u>3,422,273</u></u>

## Notes forming part of the financial statements for the year ended 31 March 2016

### 1 Accounting policies

#### (a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), Charities SORP (FRS 102), Companies Act 2006 and Charities Act 2011.

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

#### (b) Reconciliation with previous Generally Accepted Accounting Practice

This is the first set of financial statements prepared in accordance with FRS 102. The date of transition to FRS 102 is 1 April 2014. In preparing these accounts, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required.

No restatements were required.

#### (c) Company status

The Charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales, and its registered office is St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX.

In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per Member of the Charity. The Members of the Charity are the Trustees named on page 2.

#### (d) Going concern

The Trustees have at the time of approving the financial statements, a reasonable expectation that the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

#### (e) Group financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary, St Clare Hospice Trading Company Limited, on a line by line basis.

No separate statement of financial activities has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006.

#### (f) Fund accounting

Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds are those earmarked by the Trustees for a particular purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes.

Investment income and gains are allocated to the unrestricted or restricted fund as appropriate.

#### (g) Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the statement of financial activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Income from Gift Aid tax reclaims for any donations with relevant Gift Aid certificates is recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and as accrued income in debtors.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

## **Notes forming part of the financial statements for the year ended 31 March 2016**

For legacies, entitlement is taken on a case by case basis. Usually, the Charity would not recognise any legacy income if there has been no communication from the Executor of the estate. For pecuniary legacies, the Charity would usually recognise the income once communication has been received from the Executor that there are sufficient net assets available to pay the legacy. For residual legacies, the Charity would usually only recognise once the estate accounts have been approved, or after other communication has been received from the Executor confirming entitlement and amount due.

Income received in advance for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Retail sales income is recognised on point of sale for both donated and purchased goods.

Funds raised by Friends branches are consolidated within the Charity's accounts.

### **(h) Donated goods and services**

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the Charity when received, based on the amount that the Charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the Charity with the other entry being capitalised in fixed assets.

### **(i) Expenditure**

Expenditure is included in the statement of financial activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Fundraising expenditure includes costs directed to raising funds to finance the charitable objects and to promote the activities of the Charity.

Charitable activities include expenditure associated with providing Hospice care services to patients, their carers, families and friends and include both the direct and support costs relating to those activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources e.g. allocating premises costs by floor area, staff costs by time spent, and other costs by their usage.

### **(j) Volunteers services**

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the Trustees' annual report.

### **(k) Pension costs**

The Charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The pension costs charged in the Financial Statements represent the contributions payable by the Charity during the year, in accordance with Financial Reporting Standard 17.

A number of employees are members of the National Health Service Pension Scheme. This is a defined benefits scheme, the assets of which are held independently of the Charity. The assets relating to the Charity's employees cannot be separately identified and, in accordance with FRS 17, are not included in the Balance Sheet. Employees who are not eligible to join the NHS Pension Scheme are able to join one of two Group Personal Plans, which are both defined contribution schemes.

For all schemes, the Charity has no liability beyond making its contributions and paying across deductions for the employees' contributions.

Where employees' salaries are allocated to unrestricted and restricted funds, the pension costs related to those employees, are allocated to the same funds.

## Notes forming part of the financial statements for the year ended 31 March 2016

### (l) Intangible fixed assets and amortisation

Intangible fixed assets costing more than £1,000 are capitalised.

Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Computer software	over 4 years
-------------------	--------------

### (m) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Freehold land	Nil
Freehold buildings	over 50 years
Freehold building adaptations	over 10 years
Furniture, equipment and medical equipment	over 5 years
Telephones	over 5 years
Computer equipment	over 4 years
Motor vehicles	over 4 years

### (n) Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold, because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the Charity which far outweighs the benefits.

### (o) Financial instruments

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

### (p) Operating leases

Operating leases are recognised over the period of which the lease falls due.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

## 2 Judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 15 for the carrying amount of the tangible fixed assets and note 1 for the useful economic lives for each class of asset.

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**3 Financial activities of the Charity**

The financial activities shown in the consolidated statement includes those of the Charity's wholly owned subsidiary, St Clare Hospice Trading Company Limited.

A summary of the financial activities undertaken by the Charity is set out below:

	<b>2016</b>	<i>2015</i>
	<b>£</b>	<b>£</b>
Total income	4,127,009	3,880,204
Total expenditure	(4,114,876)	(3,748,230)
<b>Net income for year</b>	<b>12,133</b>	<b>131,974</b>
Total funds brought forward	5,855,211	5,723,237
<b>Total funds carried forward</b>	<b>5,867,344</b>	<b>5,855,211</b>
<b>Represented by:</b>		
Unrestricted income funds	5,609,142	5,761,885
Restricted income funds	258,202	93,326
	<b>5,867,344</b>	<b>5,855,211</b>

**4 Donations and gifts**

	Unrestricted Funds	Restricted Funds	<b>Total 2016</b>
	£	£	£
Individuals	533,169	98,825	<b>631,994</b>
Appeals	65,342	-	<b>65,342</b>
Charitable Trusts	86,414	99,860	<b>186,274</b>
Community	211,116	-	<b>211,116</b>
Corporate	137,336	-	<b>137,336</b>
Donations from retail Gift Aid scheme	265,669	-	<b>265,669</b>
Retail Gift Aid	66,423	-	<b>66,423</b>
	<b>1,365,469</b>	<b>198,685</b>	<b>1,564,154</b>
	Unrestricted Funds	Restricted Funds	<i>Total 2015</i>
	£	£	£
Individuals	439,470	350	439,820
Appeals	82,903	-	82,903
Charitable Trusts	91,054	192,832	283,886
Community	215,574	-	215,574
Corporate	167,177	-	167,177
Donations from retail Gift Aid scheme	272,134	-	272,134
Retail Gift Aid	68,043	-	68,043
	<b>1,336,355</b>	<b>193,182</b>	<b>1,529,537</b>

**5 Legacies**

In addition to legacies received during the year, the Charity is the beneficiary of further legacies which have not been included in the financial statements, as either entitlement of the legacies have not been established, it is not yet considered probable that they will be received or they cannot be reliably quantified.

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**6 Net income from Friends branches**

There are four Friends groups that raise funds for the Hospice. Their accounts are consolidated within the Charity's accounts.

	2016 £	2015 £
Income	9,725	13,578
Fundraising expenditure	<u>(120)</u>	<u>(262)</u>
Net income	<u>9,605</u>	<u>13,316</u>
Amount remitted to St Clare West Essex Hospice Care Trust	<u>9,512</u>	<u>13,254</u>
Decrease in retained funds	93	62
Friends branch funds brought forward	1,177	1,115
Balance at 31 March	<u><u>1,270</u></u>	<u><u>1,177</u></u>

**7 Net income from trading activities of subsidiary company**

The Charity has one wholly owned trading subsidiary, St Clare Hospice Trading Company Limited, which is registered in England and Wales, company number 2951374.

The principal activities of St Clare Hospice Trading Company Limited are the sale of purchased and donated goods in support of St Clare West Essex Hospice Care Trust through its shops, and the operation of a lottery.

<b>St Clare Hospice Trading Company Limited Profit and loss account</b>	2016 £	2015 £
Turnover	1,291,178	1,292,828
Cost of sales & administration expenses	<u>(1,038,669)</u>	<u>(944,962)</u>
Rent payable to St Clare West Essex Hospice Care Trust	<u>(5,000)</u>	<u>(5,000)</u>
Net profit	<u><u>247,509</u></u>	<u><u>342,866</u></u>
Amount gift-aided to the Charity	247,509	342,866
Retained in subsidiary	<u>-</u>	<u>-</u>
	<u><u>247,509</u></u>	<u><u>342,866</u></u>

The aggregate of the assets, liabilities and funds at 31 March was:

Assets	508,954	529,590
Liabilities	<u>(500,196)</u>	<u>(520,832)</u>
Funds	<u><u>8,758</u></u>	<u><u>8,758</u></u>

**8 Income from charitable activities**

	2016 £	2015 £
NHS West Essex - Clinical Commissioning Group Contract for patient care services	1,713,955	1,277,934
NHS East and North Hertfordshire - Clinical Commissioning Group Contract for patient care services	43,967	43,662
Reimbursement of medical consultant costs	37,159	21,707
Research & development (restricted income)	11,756	10,682
Patient care system contribution (restricted income)	<u>45,000</u>	<u>-</u>
	<u><u>1,851,837</u></u>	<u><u>1,353,985</u></u>

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**9 Costs of raising funds**

	Direct costs	Support costs (note 11)	<b>Total 2016</b>
	£	£	£
Fundraising expenditure	402,357	132,248	<b>534,605</b>
Friends of St Clare branches	120	-	<b>120</b>
Trading Company expenses	1,038,669	-	<b>1,038,669</b>
	<u>1,441,146</u>	<u>132,248</u>	<u><b>1,573,394</b></u>
	Direct costs	Support costs	Total
	£	(note 11)	2015
	£	£	£
Fundraising expenditure	372,721	124,389	497,110
Friends of St Clare branches	262	-	262
Trading Company expenses	944,962	-	944,962
	<u>1,317,945</u>	<u>124,389</u>	<u>1,442,334</u>

**10 Patient care costs**

	Direct costs	Support costs (note 11)	<b>Total 2016</b>
	£	£	£
Inpatient unit	1,053,277	671,825	<b>1,725,102</b>
Day Therapy and Outpatients	300,395	218,986	<b>519,381</b>
Community service	431,436	97,325	<b>528,761</b>
Hospice at Home	503,883	113,581	<b>617,464</b>
Patient and Family Support	139,954	36,713	<b>176,667</b>
	<u>2,428,945</u>	<u>1,138,430</u>	<u><b>3,567,375</b></u>
	Direct costs	Support costs	Total
	£	(note 11)	2015
	£	£	£
Inpatient unit	1,035,685	639,834	1,675,519
Day Therapy and Outpatients	288,959	221,472	510,431
Community service	442,453	87,394	529,847
Hospice at Home	310,617	78,950	389,567
Patient and Family Support	101,302	35,671	136,973
	<u>2,179,016</u>	<u>1,063,321</u>	<u>3,242,337</u>

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**11 Support costs**

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Basis of allocation	Total 2016 £
Management and HR	37,033	181,798	40,399	33,666	33,666	10,100	Staff Time	<b>336,662</b>
Insurance costs	913	12,226	3,285	548	913	365	Floor space	<b>18,250</b>
Volunteer services	4,113	12,747	19,329	-	4,113	823	Usage	<b>41,125</b>
Premises and facilities	16,010	214,533	57,636	9,606	16,010	6,404	Floor space	<b>320,199</b>
Catering and cleaning	5,742	99,046	28,709	2,871	2,871	4,306	Staff Time	<b>143,545</b>
Communications	24,024	38,437	24,024	14,414	14,414	4,805	Staff Time	<b>120,118</b>
I T	14,899	38,312	21,284	13,835	13,835	4,257	Staff Time	<b>106,422</b>
Office costs	27,576	70,665	22,406	20,682	25,853	5,171	Staff Time	<b>172,353</b>
Governance costs	502	3,155	1,219	1,004	1,076	215	Usage	<b>7,171</b>
Legal fees	1,436	906	695	699	830	267	Usage	<b>4,833</b>
<b>TOTALS</b>	<b>132,248</b>	<b>671,825</b>	<b>218,986</b>	<b>97,325</b>	<b>113,581</b>	<b>36,713</b>		<b>1,270,678</b>

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Basis of allocation	Total 2015 £
Management and HR	27,208	140,015	33,875	24,841	18,066	9,033	Staff Time	253,038
Insurance costs	647	8,978	2,460	246	369	246	Floor space	12,946
Volunteer services	4,072	12,828	19,792	-	3,299	733	Usage	40,724
Premises and facilities	14,728	204,278	55,967	5,597	8,395	5,597	Floor space	294,562
Catering and cleaning	5,740	99,180	28,927	2,755	2,755	4,132	Staff Time	143,489
Communications	26,220	46,147	27,269	15,732	10,488	5,244	Staff Time	131,100
I T	15,052	37,908	21,158	13,224	10,579	5,290	Staff Time	103,211
Office costs	28,264	72,071	25,437	19,785	19,785	4,240	Staff Time	169,582
Governance costs	2,368	18,429	6,587	5,214	5,214	1,156	Usage	38,968
Legal fees	90	-	-	-	-	-	Usage	90
<b>TOTALS</b>	<b>124,389</b>	<b>639,834</b>	<b>221,472</b>	<b>87,394</b>	<b>78,950</b>	<b>35,671</b>		<b>1,187,710</b>

**12 Total expenditure**

Net income is stated after charging:

	2016 £	2015 £
Amortisation of intangible fixed assets	<b>1,238</b>	-
Depreciation of tangible fixed assets	<b>218,363</b>	208,085
Auditors remuneration (including irrecoverable VAT)		
- Statutory audit	<b>16,350</b>	16,483
- Other services	<b>2,898</b>	-
Trustees indemnity insurance	<b>668</b>	1,500
Operating leases	<b>183,661</b>	182,456

As permitted by s.408 Companies Act 2006, the income and expenditure account of the Company is not presented in the Financial Statements.

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**13 Trustees' remuneration**

No Trustees received emoluments or were reimbursed expenses in the current or comparative year.

**14 Intangible fixed assets**

Intangible fixed assets acquired by the Charity represent computer software.

**Group**

	£
Cost	
At 1 April 2015	-
Additions	<u>29,720</u>
At 31 March 2016	<u>29,720</u>
Amortisation	
At 1 April 2015	-
Charge for year	<u>1,238</u>
At 31 March 2016	<u>1,238</u>
Carrying value at 31 March 2016	<u><u>28,482</u></u>
Carrying value at 31 March 2015	<u><u>-</u></u>

**Charity**

	£
Cost	
At 1 April 2015	-
Additions	<u>29,720</u>
At 31 March 2016	<u>29,720</u>
Amortisation	
At 1 April 2015	-
Charge for year	<u>1,238</u>
At 31 March 2016	<u>1,238</u>
Carrying value at 31 March 2016	<u><u>28,482</u></u>
Carrying value at 31 March 2015	<u><u>-</u></u>

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**15 Tangible fixed assets**

**Group**

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2015	3,357,964	564,949	<b>3,922,913</b>
Additions	-	78,800	<b>78,800</b>
Disposals	-	(19,228)	<b>(19,228)</b>
At 31 March 2016	<u>3,357,964</u>	<u>624,521</u>	<u><b>3,982,485</b></u>
Depreciation			
At 1 April 2015	1,048,970	373,555	<b>1,422,525</b>
Charge for year	146,970	71,393	<b>218,363</b>
Disposals	-	(19,228)	<b>(19,228)</b>
At 31 March 2016	<u>1,195,940</u>	<u>425,720</u>	<u><b>1,621,660</b></u>
Net book value at 31 March 2016	<u><u>2,162,024</u></u>	<u><u>198,801</u></u>	<u><u><b>2,360,825</b></u></u>
Net book value at 31 March 2015	<u><u>2,308,994</u></u>	<u><u>191,394</u></u>	<u><u><b>2,500,388</b></u></u>

**Charity**

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2015	3,357,964	434,634	<b>3,792,598</b>
Additions	-	40,177	<b>40,177</b>
Disposals	-	(19,228)	<b>(19,228)</b>
At 31 March 2016	<u>3,357,964</u>	<u>455,583</u>	<u><b>3,813,547</b></u>
Depreciation			
At 1 April 2015	1,048,970	299,319	<b>1,348,289</b>
Charge for year	146,970	56,633	<b>203,603</b>
Disposals	-	(19,228)	<b>(19,228)</b>
At 31 March 2016	<u>1,195,940</u>	<u>336,724</u>	<u><b>1,532,664</b></u>
Net book value at 31 March 2016	<u><u>2,162,024</u></u>	<u><u>118,859</u></u>	<u><u><b>2,280,883</b></u></u>
Net book value at 31 March 2015	<u><u>2,308,994</u></u>	<u><u>135,315</u></u>	<u><u><b>2,444,309</b></u></u>

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**16 Fixed asset investments**

	Charity	
	2016	2015
	£	£
<b>Shares in subsidiary company:</b>		
St Clare Hospice Trading Company Limited	<u>2</u>	<u>2</u>

The Charity owns the whole of the issued share capital of St Clare Hospice Trading Company Limited, a company incorporated in England and Wales. The company exists solely to raise funds for the work of the Charity by the sale of donated and purchased goods and the operation of a lottery.

The Charity has taken advantage of the exemption in FRS 8 from disclosing related party transactions.

**17 Debtors and prepayments**

	Group		Charity	
	2016	2015	2016	2015
	£	£	£	£
St Clare Hospice Trading Company Limited	-	-	360,373	420,916
HMRC - income tax recoverable	30,723	28,312	30,723	28,312
Accrued legacy income	216,573	25,406	216,573	25,406
Interest due	5,688	6,593	5,688	6,593
Prepayments and other debtors	294,024	175,229	155,527	88,460
	<u>547,008</u>	<u>235,540</u>	<u>768,884</u>	<u>569,687</u>

**18 Creditors: amounts falling due within one year**

	Group		Charity	
	2016	2015	2016	2015
	£	£	£	£
Interest free loans	2,500	2,500	2,500	2,500
Taxation and Social Security	67,289	67,758	67,289	67,758
Trade creditors	51,887	29,206	-	-
Other creditors	190,358	153,892	102,422	83,182
Accruals	24,101	53,612	24,101	53,612
Deferred income	-	500	-	500
	<u>336,135</u>	<u>307,468</u>	<u>196,312</u>	<u>207,552</u>

Included in other creditors are pension contributions amounting to £52,857 (2015: £42,139).

**Deferred income reconciliation:**

	Group		Charity	
	2016	2015	2016	2015
	£	£	£	£
Brought forward at 1 April	500	400	500	400
Released to the statement of financial activities	(500)	(400)	(500)	(400)
Deferred during the year	-	500	-	500
Carried forward at 31 March	<u>-</u>	<u>500</u>	<u>-</u>	<u>500</u>

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**19 Staff costs**

	<b>2016</b>	2015
	£	£
Salaries	<b>3,202,855</b>	2,813,974
Social security costs	<b>253,589</b>	223,785
Pension costs	<b>277,825</b>	256,409
	<b><u>3,734,269</u></b>	<b><u>3,294,168</u></b>

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

	<b>2016</b>	2015
£60,001 - £70,000	1	1
£90,001 - £100,000	-	1
£110,001 - £120,000	1	-
£120,001 - £130,000	1	1

During the year pension costs on behalf of these employees amounted to £31,160 (2015: £28,702).

The average number of employees during the year was:

	<b>2016</b>	2015
Full time	<b>75</b>	63
Part time	<b>53</b>	49
	<b><u>128</u></b>	<b><u>112</u></b>

The average number of full time equivalent employees in the year was 108.9 (2015: 93.8).

**20 Key management personnel**

The Charity considers that the key management personnel comprise the Trustees and the Directors team. The total employee benefits of the key management personnel of the Charity were £438,539 (2015: £403,075).

**21 Analysis of net assets between funds**

	General Funds £	Designated Funds £	Restricted Funds £	<b>Total Funds £</b>
<b>Group fund balances at 31 March 2016:</b>				
Intangible fixed assets	-	28,482	-	<b>28,482</b>
Tangible fixed assets	-	2,360,825	-	<b>2,360,825</b>
Current assets	3,564,726	-	258,202	<b>3,822,928</b>
Current liabilities	(336,135)	-	-	<b>(336,135)</b>
Total net assets	<b><u>3,228,591</u></b>	<b><u>2,389,307</u></b>	<b><u>258,202</u></b>	<b><u>5,876,100</u></b>
	General Funds £	Designated Funds £	Restricted Funds £	<b>Total Funds £</b>
<b>Group fund balances at 31 March 2015:</b>				
Tangible fixed assets	-	2,500,388	-	<b>2,500,388</b>
Current assets	3,577,721	-	93,326	<b>3,671,047</b>
Current liabilities	(307,468)	-	-	<b>(307,468)</b>
Total net assets	<b><u>3,270,253</u></b>	<b><u>2,500,388</u></b>	<b><u>93,326</u></b>	<b><u>5,863,967</u></b>

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**21 Analysis of net assets between funds (continued)**

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
<b>Charity fund balances at 31 March 2016:</b>				
Intangible fixed assets	-	28,482	-	<b>28,482</b>
Tangible fixed assets	-	2,280,883	-	<b>2,280,883</b>
Investments	-	2	-	<b>2</b>
Current assets	3,496,087	-	258,202	<b>3,754,289</b>
Current liabilities	(196,312)	-	-	<b>(196,312)</b>
Total net assets	<u>3,299,775</u>	<u>2,309,367</u>	<u>258,202</u>	<u><b>5,867,344</b></u>
<b>Charity fund balances at 31 March 2015:</b>				
Tangible fixed assets	-	2,444,309	-	<b>2,444,309</b>
Investments	-	2	-	<b>2</b>
Current assets	3,525,126	-	93,326	<b>3,618,452</b>
Current liabilities	(207,552)	-	-	<b>(207,552)</b>
Total net assets	<u>3,317,574</u>	<u>2,444,311</u>	<u>93,326</u>	<u><b>5,855,211</b></u>

**22 Statement of funds**

	At 1 April 2015 £	Income £	Expenditure £	Transfers £	At 31 March 2016 £
<b>Unrestricted funds:</b>					
General funds	3,270,253	4,910,237	(4,843,379)	(108,520)	<b>3,228,591</b>
Designated funds	<u>2,500,388</u>	-	<u>(219,601)</u>	<u>108,520</u>	<u><b>2,389,307</b></u>
	<u>5,770,641</u>	<u>4,910,237</u>	<u>(5,062,980)</u>	-	<u><b>5,617,898</b></u>
<b>Restricted funds:</b>					
Community Service fund	22,575	90,000	(52,904)	-	<b>59,671</b>
Day Therapy and IPU fund	10,560	14,325	(24,885)	-	-
Taylor Centre fund	-	94,360	-	-	<b>94,360</b>
Clinical system fund	-	45,000	-	-	<b>45,000</b>
Education & Research fund	<u>60,191</u>	<u>11,756</u>	<u>(12,776)</u>	-	<u><b>59,171</b></u>
	<u>93,326</u>	<u>255,441</u>	<u>(90,565)</u>	-	<u><b>258,202</b></u>
Total funds	<u>5,863,967</u>	<u>5,165,678</u>	<u>(5,153,545)</u>	-	<u><b>5,876,100</b></u>

Designated funds represent the net book value of fixed assets held by the Charity as these are not free reserves.

*Restricted funds:*

The Community service fund represents funds given by a Trust which wishes to remain anonymous to develop the Hospice at Home service and the community palliative care service.

The Day Therapy and IPU fund represents funds given by Trusts and individuals to purchase equipment and fund other costs for these services.

The Taylor Centre fund represents funds given by Trusts and individuals to contribute towards costs for the new Taylor Centre building and associated equipment.

The clinical system fund represents funds given by a local healthcare organisation to purchase a new patient care records system for the Hospice.

The Education & Research fund represents funds for the further education of Doctors.

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**23 Related party transactions**

The Charity has taken advantage of the exemptions conferred by FRS102 not to disclose transactions with its wholly owned subsidiary. There were no other related party transactions in the current or comparative year which required

**24 Capital commitment**

During the year the Charity entered into an agreement with Weston Homes PLC to construct a new building, create additional parking spaces and construct an ambulance canopy.

The contract value was £407,677, representing 50% of the total construction project cost with the remaining amount being contributed by Weston Homes PLC. Any further donations made by sub-contractors was agreed to be deducted from the contract value.

The building, which has been named 'The Taylor Centre', was completed in early April and was officially opened on 19 April 2016 and brought into use shortly after.

On 27 April 2016 Weston Homes PLC issued an invoice to the Charity for £319,346 exclusive of VAT. The total project cost was £819,646 representing a significant gift in kind by Weston Homes PLC of £500,000 which will be accounted for in the period to 31 March 2017.

At 31 March 2016, the Charity was committed to contracted expenditure of £319,346.

**25 Commitments under operating leases**

At 31 March, the group had non-cancellable commitments under operating leases expiring as set out below:

	<b>2016</b>	<b>2016</b>	<i>2015</i>	<i>2015</i>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	<b>Other Land &amp; Building</b>		<i>Other</i>	<i>Land &amp; Building</i>
Operating leases which expire:				
under one year	<b>820</b>	<b>551</b>	-	6,500
in the second to fifth year	<b>9,955</b>	<b>301,477</b>	18,501	428,756
	<b><u>10,775</u></b>	<b><u>302,028</u></b>	<u>18,501</u>	<u>435,256</u>

**Notes forming part of the financial statements  
for the year ended 31 March 2016**

**26 Prior year group statement of financial activities**

	Unrestricted Funds £	Restricted Funds £	Total 2015 £
<b>Income:</b>			
Donations and gifts	1,336,355	193,182	1,529,537
Legacies	442,783	-	442,783
Other trading activities			
Fundraising events & similar income	150,977	-	150,977
Friends of St Clare branches	13,578	-	13,578
Trading Company turnover	1,292,828	-	1,292,828
	<u>1,457,383</u>	<u>-</u>	<u>1,457,383</u>
Income from charitable activities	1,343,303	10,682	1,353,985
Investment income and interest	23,400	-	23,400
Other income	18,078	-	18,078
<b>Total income</b>	<u>4,621,302</u>	<u>203,864</u>	<u>4,825,166</u>
<b>Expenditure:</b>			
Raising funds			
Fundraising expenditure	497,110	-	497,110
Friends of St Clare branches	262	-	262
Trading Company expenses	944,962	-	944,962
	<u>1,442,334</u>	<u>-</u>	<u>1,442,334</u>
Charitable activities			
Patient care	3,106,323	136,014	3,242,337
Education and research	-	8,521	8,521
	<u>3,106,323</u>	<u>144,535</u>	<u>3,250,858</u>
<b>Total expenditure</b>	<u>4,548,657</u>	<u>144,535</u>	<u>4,693,192</u>
<b>Net income for year</b>	<u>72,645</u>	<u>59,329</u>	<u>131,974</u>
Transfers between funds	50,000	(50,000)	-
<b>Net movement in funds</b>	<u>122,645</u>	<u>9,329</u>	<u>131,974</u>
<b>Reconciliation of funds:</b>			
Total funds brought forward at 1 April	5,647,996	83,997	5,731,993
<b>Total funds carried forward at 31 March</b>	<u>5,770,641</u>	<u>93,326</u>	<u>5,863,967</u>