

# **St Raphael's Hospice**

**Annual Report and Financial Statements  
For the year ended 31st March 2025**

## **Company Limited by Guarantee**

Company Registration Number; 11732567 (England and Wales)

Charity Registration Number: 1182636

**St Raphael's Hospice  
Annual Report and Financial Statements  
For the year ended 31st March 2025**

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**St Raphael's Hospice**  
**Annual Report and Financial Statements**  
**For the year ended 31st March 2025**

**Reference and administrative details of the Charity and its Trustees**

<b>Trustees</b>	Mr Norman McWhinney Mr Alan Cogbill Sister Veronica Hagen Mr Paul Holmes Sister Kathleen O'Reilly Mr Bernard Marley Mr Grahame Darnell Ms Manjit Lall Dr Carrie Chill Mr Stephen Chambers (appointed June 2024)	Chair; HR, CQ&G Vice Chair; F&R, CQ&G, IGC IGC HR, F&R F&R CQ&G, IGC IGC HR CQ&G F&R
<b>Committee Members</b>	Ms Hazel Borthwick Mr Ed Cook	HR F&R
<b>Clerk to the Trustees</b>	Ms Anna Machin	
<b>Executive Team</b>	Mr Nick Stevens Ms Rebecca Trower Ms Sara Jane Harris Ms Kate Billingham Wilson Dr Naomi Collins Mr John Groom Mr Alex Rudkin	Joint CEO and Finance Director Joint CEO and Clinical Director Commercial Director Director of Fundraising and Communication Specialist Palliative Care Consultant Director of IT and Estates Director of Quality and Governance
<b>Company registration number</b>	11732567	
<b>Charity registration number</b>	1182636	
<b>Registered office</b>	St Raphael's Hospice, London Road, Cheam, SM3 9DX	
<b>Telephone</b>	020 8099 7777	
<b>Email</b>	<a href="mailto:enquiries@straphaels.org.uk">enquiries@straphaels.org.uk</a>	
<b>Website</b>	<a href="http://www.straphaels.org.uk">www.straphaels.org.uk</a>	
<b>Auditor</b>	Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW	
<b>Principal bankers</b>	National Westminster Bank plc, 93 Central Road Worcester Park, Surrey, KT4 8DZ	
<b>Investment Managers</b>	Sarasin & Partners LLP, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU	
<b>Committees</b>	Clinical Quality and Governance Committee (CQ&G) Finance and Resources Committee (F&R) Income Generation and Communications Committee (IGC) Human Resources Committee (HR)	

## St Raphael's Hospice Trustees' Report for the year ended 31st March 2025

### Joint Chair and CEO Report

The year ending 31st March 2025 has been a very turbulent one for the charity. As noted in our Report last year, inflationary pressures which were not matched by increases in NHS ICB, or other funding, meant that the Board had to take the hugely difficult decision to reduce our cost base by £1m on an annualised basis. This resulted in eleven redundancies and nineteen other reductions to hours and changes to roles and affected all areas of our work. Nine of the redundancies were for clinical roles and included ceasing our Hospice at Home service and reducing our Specialist Community Palliative Care team by 20%. As a result of this exercise, we lost over 120 years of expert experience.

We are grateful to the whole team for how they have responded throughout this difficult time in order to accommodate the changes. They have maintained the high standard of care achieved in the previous years and continued to support more than one in every four people who died in Merton and Sutton boroughs with our specialist clinical care free of charge. We also served family members and other loved ones through our Counselling Service, Social Work, Wellbeing Centre and Hospice Neighbours teams alongside the advice and guidance from our Community Specialist Nursing, Medical and In-Patient teams. In all, we supported 20% more people with these services (1,769) than in the previous year (1,470) and we are very proud of our team's positive contribution to our community. One user said:

*"I will be forever grateful to St Raphael's and the community nurses for the care given to my husband and myself. Thank you to all the nurses we never met who were there on the phone at anytime to help with care and advice with such patience and compassion. Special thanks for the support with his pain relief and comfort - it gave me the courage to enable him to remain at home and die with the family nearby."*

In August 2024, the Board were pleased to announce that our Clinical Director, Becca Trower, would step up into a new joint-CEO role whilst retaining her clinical responsibilities. Becca led on the publicity that arose locally and nationally as St Raphael's, along with 20% of hospices in the UK, wrestled with the impact of inflation by reducing costs. She was interviewed as the hospice featured on BBC London and BBC Morning news along with Channel 5 news. These TV reports included powerful interviews with patients and volunteers which helped to raise the profile of the Hospice and the sector.

We are grateful to Hospice UK for championing these issues which ultimately led to £100m of capital grant being awarded by the Government for the hospice sector. Whilst this does not address the underlying operating cost increase, it is a recognition that hospices provide a vital local service that is fully integrated into the health system and that it is an historic anomaly that so little of the cost is funded from the Treasury. Working in unity with our local hospice colleagues we will continue to press for enhanced funding at local and national level.

Following the media publicity and through the excellent work of our Income Generation teams, Communications and many others, we saw an improvement in donations in the second half of the year with twice the amount raised as in the first half. We are encouraged that this trend has continued into the new financial year. We also saw our retail recovery maintained whilst our investment in lottery recruitment yielded 2,000 new plays to bring the total to 8,500 per week.

Throughout the year our IT team and others have worked hard to move our IT infrastructure from a Citrix based 'on premise' format to a Microsoft based 'cloud' format. This vast project has been undertaken in the midst of our many changes and has been achieved with almost no interruption to business as usual. This work has been done in response to the "ransomware attack" which occurred in October 2023. Whilst this attack was managed smoothly and our systems restored overnight, a great achievement, we recognised that locally held data has vulnerabilities that are addressed more fully when held in the 'cloud'. These actions support our assurances to the Information Commissioners Office made following the attack.

As we have come to the end of our 2019-24 strategy of 'EVE' (seeking excellence, raising visibility and taking every opportunity to engage with our community in order to raise the funds we need) we can look back on an extraordinary period with the pandemic giving way to unexpected war and with a challenging economic backdrop of inflation and a cost of living crisis. We have an aging population with ever more complex needs both medically and psychologically. We are now developing our strategy for the coming period around four priorities: Our Care, Our Community, Our People and Our Income.

We know that the future continues to be challenging, costs have risen by a further £350,000 despite not giving our non-clinical staff a pay-rise in 2025 and our ICB is only providing an extra £88,000 towards this, but we face this with renewed vigour and determination to continue to provide excellent specialist end-of-life and palliative care services for the people of Merton and Sutton long into the future.

Norman McWhinney, Chair

Nick Stevens and Becca Trower, Joint-CEOs

## St Raphael's Hospice

### Trustees' Report for the year ended 31st March 2025, continued

The Trustees, who are also the directors of the charitable company for the purposes of company law, present their report and the financial statements of St Raphael's Hospice for the year ended 31 March 2025. This constitutes the Strategic Report for the purposes of company law.

The financial statements are presented in accordance with the accounting policies set out on pages 19 to 22 therein and comply with the Memorandum and Articles of Association of St Raphael's Hospice and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and 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).

### Achievements for the year

**In our report for last year there were three major strands to the plan for 2024-25:**

1. Reduce cost and maintain service
2. Maximise the impact of increased profile by engagement with our community
3. Review the Strategy for 2025-2030

#### **1. Reduce cost and maintain service**

- After consulting with staff over the plan and options which would reduce our annual cost-base by c£1m with effect from April 2025 we implemented the adjusted plan. The aim was to minimise redundancies and also minimise the impact on service delivery, service quality and service levels. Fewer roles were made redundant than were initially proposed (11 roles compared to 12-15 proposed). In addition to the redundancies, nineteen staff reduced their hours or changed their roles to enable service to continue to be delivered with this reduced resource level. This included members of the Exec team which reduced by 0.8FTE.
- Despite the reductions to staff resource, particularly in our Community team, the number of referrals increased 8% compared with the previous year and across our services (IPU, Community, Wellbeing, Social Work and Psychological Support) we supported 20% more people.
- Our retail team focussed on cost control and income growth whilst pausing the plans for growing the number of shops. This yielded a 15% increase in income with a 4% reduction in costs. Having achieved a strong contribution towards the cost of running the charity we will resume the plans to grow the estate.

#### **2. Maximise the impact of increased profile by engagement with our community**

- In line with the strategy of EVE, we looked to maximise the impact of the news that we are needed to reduce costs in response to inflation-driven cost rises and with little additional funding from the NHS Commissioners. We completed a door-drop to all homes in our area (over 150,000 homes) and used social media and in-house communication to back up the exposure arising from TV and radio interviews. We saw a significant increase in donations in the second half of the year.
- Together with our neighbouring hospices, we continued to engage with our Commissioners, SWL ICB, in an effort to achieve a higher level of financial support. We were grateful to be afforded a 10% increase in our core grant, seeing it rise by £167,000 to £1.8M.
- We undertook a large recruitment drive in the Autumn and Winter to grow the number of players for our lottery by re-engaging Britevox agency to run a campaign. This was successful in raising 2,000 new plays each week to bring the total to 8,530.

#### **3. Review the Strategy for 2025-2030**

- Whilst continuing with existing plans to grow our profile and income, we began the process of developing a new strategy for the context of the coming years. Following conversation and observation of other hospices and charities we felt that a 2 year horizon, with the ability to roll forward, better suited the current fast-changing environment.
- A staff survey was undertaken to help hone the context for the review and this, among other things helped hone the outline strategy to a focus on four key priorities: Our Care, Our Community, Our People, Our Income. These elements are being woven into our operating plans and the strategy will be published in the Summer of 2025.

#### **Financial review**

Overall the charity had a surplus of £334k for the year compared with a shortfall of £1,198k last year.

## St Raphael's Hospice

### Trustees' Report for the year ended 31st March 2025, continued

#### *Financial review, continued*

Total Income rose by 27% to £9.58m (2023-24: £7.52m). Donation income rose by 74% to £2.9m (2023-24: £1.67m) while legacies were level at £1.6m from (2023-24: £1.6m). Commercial income (retail and lottery) grew by 14% to reach £2.37m (2023-24: £2.08m). Income from Charitable Activities grew 16% to £1.96m (2022-23: £1.70m), half of the growth related to the increase in core contract funding with half arising from Continuing Care payments and one-off contracts.

Clinical costs stayed approximately level at £5.84m (2023-24 £5.74m), with increases in the first half offset by savings in the second half. The fundraising team and costs (part of our Income Generation costs) rose £60k to £969k (2023-24: £909k). Lottery costs were up £100k as we increased investment in a campaign to increase players. Underlying retail costs, excluding a £110k one-off provision for dilapidations, fell marginally over last year. Overall total costs were £9.2m which amounts to an 4% increase over the previous year (2023-24: £8.86m).

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the balance sheet.

The charity's cash balance at the end of the year amounted to £2.0m (2023-24: £1.6m) of which £1.4m related to the deferred income creditor (2023-24: £1.4m). In addition the charity held liquid investments valued at £1.7m (2023-24: £1.7m).

#### *Reserves*

Total funds at 31 March 2025 amounted to £4.6m (2023-24: £4.28m) including designated funds of £0.98m (2023-24: £1.18m). The designated fund is represented by the net book value of tangible fixed assets which are used in the day to day work of the Hospice and amounts set aside for fixed asset acquisitions in the next twelve months, and hence, the fund is not available for working capital commitments.

Free reserves are that element of unrestricted funds which are available for future spending and are therefore calculated by taking the total unrestricted funds of the charity and deducting any balances not available for future spending, including designated funds which have been set aside by the Trustees for a particular purpose. The Trustees have decided that the required level of free reserves should be between three- and six-months' operating expenditure which is between £2.3m and £4.6m.

The free reserves at the end of the year amounted to £3.6m (2023-24: £3m) and therefore the Trustees are happy that this is sufficient for the charity's foreseeable needs.

#### *Investments*

The Trustees have an Investment Policy which meets the Charity's obligations under the Charities SORP FRS102 to ensure an effective system for the investment of cash, the transmitting of timely and reliable cash flow forecasts to the Trustees and ensuring the compliance with relevant statutory and regulatory requirements. The Policy is fully compliant with the requirements set out in 'CC14: Charities and investment matters: a guide for trustees' published by the Charity Commission.

The Trustee Board holds overarching oversight of, and accountability for, the charity's approach to cash management, investment and reserves. The Finance & Resources Committee is responsible for reviewing and monitoring the charity's cash in hand, cashflow forecasts, approach to investments and related performance on a regular basis. St Raphael's Hospice employs the services of investment managers, (currently Sarasin & Partners LLP), who provide updates on the performance of St Raphael's Hospice's investments and advice on how returns can be achieved in line with the charity's overarching approach.

In accordance with the constitutional objects of the charity, the Trustees have instructed the investment manager to be sensitive to the ethics and religious principles of the Catholic Church. They are instructed to try to avoid any investments in contravention of these and to highlight areas of potential sensitivity. The investment managers are also encouraged to engage actively with the underlying companies on these issues. Particular concern will be attached to issues related to the protection of human life and human rights, as well as discrimination against any sectors of society.

#### *Going Concern*

The Board and the Finance and Resources Committee regularly review the short- and medium-term financial forecasts and consider various scenarios and assumptions. The overall surplus of £334k represented an improvement of £800k over the budget and this was largely due to improved Income Generation results (costs below budget and income above budget). These improved results followed the exercise of cost reduction which was designed to ensure that our cost base is maintained at a manageable level.

The strategy of "EVE" was designed to ensure Excellence in all that we do, raising our Visibility across Merton and Sutton and taking every opportunity for Engagement with our community, in order to raise the funds that we need. It included plans to recruit a larger and experienced team of fundraisers and it created a focussed Director role, in order to achieve this. In 2024-25 we have begun to see the fruit of this with much improved results and we continue to see this into 2025-26 (Q1 being 50% above budget).

## **St Raphael's Hospice**

### **Trustees' Report for the year ended 31st March 2025, continued**

#### ***Going Concern, continued***

Investment in growing the base of Lottery players has been successful and this will increase income and contribution over the coming years. We are also planning to increase the number of retail outlets, whilst keeping a close control over costs, so that retail contribution also grows. These measures, coupled with the cost reductions undertaken in 2024, are projected to provide the charity with a sustainable surplus from 2027-28.

The Trustees, therefore, remain satisfied that the Hospice's financial projections, which indicate a sustainable future, are reasonable and that there are sufficient funds in place to continue operating and to meet liabilities as they fall due for the foreseeable future and that the balance sheet is sufficiently robust to allow the Hospice time to respond effectively if income projections deteriorate significantly.

#### **Plans for 2025-26**

##### ***1. Develop and Publish the Strategy for 2025-27 and beyond***

- We will develop our new strategy around these four priorities:
  - Our Care: Maximising our Impact and Quality
  - Our Community: Championing our Vital Role
  - Our People: Empowering our Staff and Volunteers to Excel
  - Our Funding: Securing a Sustainable Future
- We will publish our strategy and ensure our plans and actions align with these objectives and review our Mission and Values Statements.

##### ***2. Refresh the Brand and renew our Website***

- We will refresh our branding and update brand guidelines to provide eye-catching and professional templates to support all our work including presentations, information booklets, posters and banners and, in due course, all our literature.
- We will create a new website for the hospice which provides an accessible gateway for patient information, professional support, staff and volunteer sections and also enhance our fundraising, retail and lottery exposure. The website will incorporate our new branding to bring it bang up to date for the late 2020s.

##### ***3. Upgrade our Hospice Facilities under the Government Capital Grant Scheme***

- We will create a new Multi-Faith Space for our patients, families, staff and volunteers to use. This will sit alongside and compliment our Chapel facility and the Reflective Space housing our Book of Remembrance.
- We will upgrade our Medical Supply Room to current audit and security standards; refresh our staff changing facilities and improve patient room functionality; We plan to enhance our Garden Spaces to facilitate multiple uses.
- We will review our storage capacity in order to free up clinical space and also aim to bring our Supporter Care and Finance teams onto the Hospice site.

##### ***4. Bring Lottery development under our in-house Fundraising team***

- We will work hard to nurture the relationships with our Lottery players alongside all other St Raphael supporters, to keep them informed and engaged and to minimise attrition of this important group.
- We will recruit a team to seek new Lottery players with a consistent recruitment campaign all through the year. We will aim to add volunteer recruiters to this group and to cross-sell other means of support such as regular donations and leaving a legacy.

#### **Structure, governance and management**

##### ***Constitution***

St Raphael's Hospice is a charitable company limited by guarantee (11732567) incorporated on 18 December 2018 in England and Wales. It is registered as a charity with the Charity Commission (1182636). Its governing document is its Memorandum and Articles of Association.

##### ***Charitable objects***

The object of the charity is the relief of illness and suffering in accordance with the teaching, rites and practices of the Catholic Church, by:

1. The provision of palliative care, treatment or relief of people of all ages with active, progressive or advanced illness on the basis of need regardless of their religious, cultural or ethnic background;
2. The provision of care and support to those who have experienced loss and bereavement, in particular families, friends and carers;

## **St Raphael's Hospice**

### **Trustees' Report for the year ended 31st March 2025, continued**

#### ***Charitable objects, continued***

3. Conducting, promoting or commissioning research into the care, treatment and relief of people suffering from advanced, active and progressive illness and by providing for the dissemination of the results of such research; and
4. The provision of education and training for professionals and volunteers engaged in palliative care.

#### ***Public benefit***

The Trustees give careful consideration to the Charity Commission's guidance on public benefit when setting the Hospice's aims and objectives and planning activities. St Raphael's Hospice contracts with South West London Clinical Commissioning Groups (SWL CCG) to provide support to people whose GP practice is based within the London Boroughs of Merton and Sutton, a population of around 420,000. We support more than one person out of every four who die each year in these boroughs and access to our services is on the basis of need and open to anyone via referral from a healthcare professional, or, in the case of bereavement support and the new Living Well programme, self-referral. There is no charge to patients or their families for any of our care services. In addition to the direct benefit there is an indirect benefit to all residents who can be reassured that the Hospice will be there for them or for their loved ones, should they ever need it.

Referrals for hospice services are accepted for people with a life limiting condition who are entering the last twelve months of life and who require specialist palliative and end of life care. For instance, they may need help with:

- Symptom control
- Psychological or spiritual issues
- Terminal care
- Difficult decisions, advanced care planning, or conversations about managing end of life care
- Support for family or friends
- Clinical and nursing care provided by the Community team alongside practical and companionship support provided by Hospice at Home or by our volunteer Hospice Neighbours in their home
- Wellbeing and Living well services for patients and other self-referred community members together with their carers

The Hospice supports adults in Merton and Sutton who have been referred to the Hospice and have agreed to that referral. If they do not have the mental capacity to do so we will consider how we can help meet their best interests within the context of legislation such as the Mental Capacity Act, Mental Health Act and Deprivation of Liberty guidance.

Families, carers or those close to a patient accepted for hospice services can be referred or access certain services in their own right, when they are affected by the patient's illness or death. These include bereavement support and counselling, attendance at the Men's Den, Living Well and other sessions held in the Wellbeing Centre.

#### ***The Trustees***

The Board of Trustees (which constitutes the Board of Directors for the purposes of the Companies Act) comprises a minimum of five and a maximum of twelve Trustees, of whom a majority must be Catholic. They should meet as a Board at least five times per year. The Board is guided in its governance by an independent, qualified Clerk who performs Company Secretarial. The Board delegates powers and responsibilities to the following committees: Clinical Quality and Governance; Finance and Resources; Income Generation and Communications and Human Resources (which is also the Remuneration Committee). Terms of reference define responsibilities and delegated authority and are reviewed regularly by the Board.

The membership of committees is made up of Trustees, independent advisors who are selected for their specialist expertise and senior managers of the charity. Minutes of committee meetings are circulated to the Board and Committee Chairs provide a report to the Board on major issues and decisions.

#### ***Environmental, Social and Corporate Governance***

There is a framework for Board self-review and skills audit which draws upon the Charity Governance Code for smaller charities and the outcomes of the self-evaluation are used to inform plans for Board and Committee agendas, training opportunities, and further recruitment. There is a formal process for the recruitment of new Trustees and/or Committee Members who are needed to fill skills gaps and vacancies as they arise. External advertising in suitable media is employed with a formal interview process taking place before a candidate is proposed to the Board. A simple majority decision of the Board is required under the constitution in order for an appointment to proceed.

New Trustees and Committee Members attend an induction evening to be briefed on the charity and meet colleagues and they are provided with Charity Commission guides. They are required to undertake mandatory training on a regular basis using the charity training portal, Duty of Candour and level 2 Safeguarding for Adults training is also available and encouraged with one Trustee required to undertake level 3 Safeguarding in order to serve as the Board's Safeguarding Lead.

## St Raphael's Hospice Trustees' Report for the year ended 31st March 2025, continued

### ***Environmental, Social and Corporate Governance, continued***

The Trustees recognise that St Raphael's Hospice serves the whole, diverse population of Merton and Sutton and are proactive in seeking to represent the whole community effectively. Training in EDI (equality, diversity and inclusion) took place in October 2024 and was open to Trustees and staff whilst a steering group ensures EDI has a platform across the whole organisation. We are engaging at senior level with leaders of different communities and faiths across our geography in order to learn and adjust our services accordingly. We are also developing our Community Engagement service through our Wellbeing Centre and the Compassionate Neighbours programme which is designed to increase our ability to connect with and to serve the whole of our diverse population.

The Trustees are also conscious of our broader responsibility to care for our community by caring for our environment. We were early adopters of professional quality battery operated gardening equipment which reduces noise and fumes for our patients and vibration risks for our team. They are also low maintenance and have lower running costs. In the same vein we have two all-electric vans for our Retail distribution and have a third for our facilities and OT teams (distributing equipment to patients in their homes). We have installed two electric charging points and operate a hybrid pool car for all staff to use on Hospice business. Our recent refresh has upgraded the Hospice lighting to digital technology and we are seeking funding to install additional solar panels to those we already have in order to contribute into the National Grid and save funds over time.

The charity has purchased insurance to protect itself from any loss arising from the neglect or default of its Trustees and Employees and to indemnify the Trustees or other Officers against the consequences of any neglect or default on their part. This forms part of the organisational insurance premium which amounted to £1,962 (2023-24 £1,732) and provides public and employer cover up to a maximum of £10m.

### ***Key Management Personnel***

Key management personnel comprise the trustees, and the Executive Team. The Board of Trustees is responsible for the running of the charity and delegates the operational activity to the Executive Team (which comprises Joint CEO/Clinical Director, Joint CEO/Finance Director, Commercial Director, Director of Fundraising and Communications, Director of Quality and Governance and the Director of IT and Estates)) whose pay is reviewed annually by the Remuneration Committee. Salary levels are set with regard to similar roles in other local charities, including other hospices, taking into account our scale and complexity. The Lead Consultant (on rotation) is also a member of the Executive Team but their pay follows the NHS pay formula.

### ***Limitation of liability***

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantors at 31 March 2025 was 10 (2024: 9). The trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

### ***Principal risks and uncertainties***

The management of risk remains a key priority for the Hospice. Risk assessments are undertaken for every aspect of its operation ranging from clinical risk assessments, which are undertaken on a continual basis, through health and safety assessments for everyday tasks to comprehensive assessments of all aspects of major fundraising events.

Staff continue to be dedicated to the prevention, identification and reporting of incidents, accidents and near misses. The Hospice has an effective feedback infrastructure including governance and clinical management meetings that review the actions and learning points identified in previous incidents to ensure that improvement remains continuous. The reporting system is supported by the electronic patient record which remains a corroborative source for the reporting of patient incidents. The Board of Trustees review the corporate level risk register, prepared by the Executive Team, on a regular basis and each Committee reviews the relevant risk register for that discipline. The principal risks facing the Hospice and the steps being taken to mitigate them are as follows:

**Income - insufficient income is raised to deliver our charitable activities: The Hospice needs to raise around 70% of the charitable running costs (Clinical Services and Fundraising) from voluntary sources, with the remaining 30% being granted by the NHS. There is a continual risk that insufficient income is generated to cover this gap and there is a particular reliance on high levels of legacy income which is outside the control of the charity.**

*The Trustees and the Executive team have set a target level of operating cash that is designed to enable it to manage the fluctuations of income year on year. It is diversifying its income streams and is pro-active in seeking new ways to raise additional regular income. In addition to this level of reserve, the Hospice also has a deferred income balance of £1.4m (which is represented by cash at bank) which is intended to offset the forecast shortfalls arising over the next three years. The plans to increase income and achieve a sustainable level of regular funding that does not rely upon exceptional legacy levels (which is currently assumed to be annual total legacies in excess of £1.4m) is designed to be actualised by 2027.*

## St Raphael's Hospice Trustees' Report for the year ended 31st March 2025, continued

### ***Principal risks and uncertainties, continued***

**People - inability to recruit and retain specialist staff against a backdrop of an aging staff profile and widespread shortage of qualified staff.**

*The Trustees and the Executive team monitor morale, staff benefits, remuneration and engagement through staff surveys, exit interviews, regular Heads of Department meetings and aim for open communication throughout the team. Internal training and development opportunities are designed to maximise work satisfaction and flexibility in working hours is facilitated wherever possible. We aim to ensure that work-life balance is positive, working environment is improving, our staff/patient ratio remains low and all clinical staff receive supervision. We match NHS Agenda for Change salary levels and have improved other terms and conditions. We recognise that the impact of the cost-reduction exercise will have impacted morale and adds to the risks around staff retention and recruitment.*

**IT and Data - The Hospice is reliant upon its IT infrastructure, systems, data management and web connectivity in delivering its service. All these systems are at risk of failure or interruption through malicious or accidental intervention, putting patient services and data at risk.**

*A robust back-up system is in place with a 2-3 hour turnaround for critical patient information. Our experienced and expert team are supplemented by a 24/7 support service with an expert consultancy that was involved with the installation and configuration of our systems. Risk is spread by the use of multiple servers and a failover power source. Anti-virus & anti-malware software is used on all servers & computers, updated in real-time. Firewalls control unauthorised entry from the internet and web-filtering software prevents users from accessing unsafe websites. Staff are educated to avoid risks from phishing attacks backed up by regular simulations to ensure compliance. Mandatory training includes cyber security for all staff. Our systems are largely held in the cloud which affords additional levels of security. We have embarked on specific disaster recovery planning for the eventuality of a Cyber incident that causes access to be restricted.*

### ***Clinical Quality Assurance***

The Hospice's Clinical Quality and Governance Committee takes responsibility for providing assurance to the Hospice Board that the organisation has a robust framework for clinical governance that supports the delivery of safe and effective care and the management of clinical systems and processes. To achieve this, the Committee ensures that quality is integral to the work of the Hospice and the systems and services that support that work, and that there is a robust programme that supports the monitoring of clinical performance across all clinical services. Committee members contribute expertise, human resource capacity, and their professional perspectives to the development and successful operation of the Hospice's clinical governance

The Committee receives the minutes of the following Hospice committees and questions the relevant senior staff:

- The Infection Prevention & Control Committee steers the Hospice's approach to infection prevention and control. Chaired by a Consultant Microbiologist from the local acute Trust, it meets between two and four times each year. Standing items for the Committee include sharps injury and bodily fluids exposure; alert organisms surveillance, water quality management, occupational health update, regulatory and best practice requirements.

The Medical Business Meeting supports the Hospice's approach to medical team matters. Chaired by a Consultant in Palliative Medicine, it meets every month. Its membership includes all members of the medical team. Standing items for this meeting include Team Wellbeing, Rota and Staffing, Clinical Challenges, Medicines Issues and Budget, Infection Control, Education, Incidents, Audit & Research and Deep Dives.

- The Drugs and Therapeutics Committee focusses on all medicine issues. Standing items for this Committee include Safe CD prescribing & administration, Guideline/Policy updates, Therapeutic Governance including cost trending, Medication Incident Review, Non-Medical Prescribing and MHRA Drug & Device Alerts. Each meeting is attended by an independent pharmacist who also audits all aspects of medicines management every fortnight. The Chief Pharmacists from Merton and Sutton Places are invited to attend or send representatives, and receive the minutes of the committee's meetings as routine. The minutes are included in the Merton and Sutton Medicines Management Committee. To inform the management of medicines the Accountable Officer (CD AO) attends the regional Accountable Officer Local Intelligence Network meetings; incidents involving controlled drugs are discussed within the committee.

The Prescribers' Meeting is a sub-committee of the Drugs & Therapeutics Committee and serves as the primary discussion, update and recommendation forum for the Hospice's prescribing practice. Its membership includes all Hospice prescribers.

- Health and Safety Committee (which includes Water Quality as a regular agenda item) receives reports from managers involved in health and safety matters across the range of Hospice activities and reviews incidents to ensure good practice evolves and improves on a continual basis.

### ***Care Quality Commission (CQC)***

The most recent inspection of the Hospice by the CQC was in November 2019. The subsequent report was published in April 2020. Whilst noting a number of areas of outstanding practice, the report also recommended that the carpet in the IPU be replaced and that the navigation of the electronic notes system be improved. Actions to comply with these recommendations have been taken and the flooring was renewed as part of a wider IPU refresh in late summer 2021. The complete text is available from the CQC website or via the CQC "widget" on the Hospice website's homepage

We are pleased that the quality of care was recognised as being "Good" in all of the 5 domains of care; namely that our services are safe, effective, caring, responsive to people's needs and well-led.

**St Raphael's Hospice**  
**Trustees' Report for the year ended 31st March 2025, continued**

**Complaints**

All complaints or comments about the service provided are taken very seriously by the Hospice. Complaints are dealt with in line with the Complaints Policy and are fully investigated and reflecting on complaints is one of the ways we seek to maintain standards and improve practices. All complaints are reported to the CQ&G Committee and onwards to the Board of Trustees. Our incident reporting system, Datix, was launched in 2021 and successfully transferred to the cloud in 2024. This has provided a simple and transparent mechanism for recording incidents across all parts of the charity, monitoring measures taken to address them and changes implemented to reduce risks of recurrence.

**Employees**

St. Raphael's Hospice is an Equal Opportunities Employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, marital status, sexual orientation or disability.

Selection criteria and procedures are constantly reviewed to ensure that individuals are selected, promoted and treated on the basis of their relevant merits and abilities. All employees will be given equal opportunity and where appropriate and possible, special training to enable them to progress both within and outside the organisation. St. Raphael's Hospice is committed to a programme of action to make this policy effective and to ensure that it is brought to the attention of all employees.

The workforce is predominantly female with women making up 82% of the total (2023-24: 81%). This ratio is maintained amongst the upper pay quartile where 82% are women (2023-24: 86%). The "mean pay" for women is 8% above the men (2023-24: women 11% above the men). The "median pay gap" is -21% (2023-24: -16%) arising because a higher proportion of men (41% of the total - 2023-24: 44%) work within the lowest pay quartile.

**Pay**

St Raphael's aligned clinical pay with AfC rates including the Outer London Weighting allowance with effect from October 2021. As a result the clinical pay is now on a par with our competitors in the market and is transparent and consistent across all clinical teams. This has enabled the charity to retain its experienced and specialist team and also recruit to vacancies when they arise, reducing the risk to our service delivery. Pay increases follow the NHS settlements. For other staff the Remuneration Committee reviews the levels in the light of the prevailing market conditions and balances affordability with the need to retain and recruit skilled staff who can deliver on the strategy of EVE.

The annual pay review was prepared by the Executive and agreed by the Remuneration Committee on 17 January 2025. It was ratified by the Board on 29 January 2025. Clinical staff are subject to NHS Agenda for Change increments (announced at 3.6% in May 2025 and paid in June 2025, backdated). It had been agreed that non-clinical staff would not be awarded a pay-increase as part of the cost-cutting measures. This was approved against a background wage inflation of 5% (2024: 7.7%) with CPI inflation at 3.2% (2024: 5%). As a result, the non-clinical aggregate amounted to 0% (2023-24: 5.2%).

The increase in minimum wages was reflected in our pay review. Permanent staff on the lowest wages of £12.19ph moved to the new minimum wage level of £12.21. It is disappointing that the small gap we had opened up over the National Minimum Wage has been lost as a result of our cost-reductions.

**Employee profile**

During the year the Hospice averaged 144 contracted employees (2023-24: 152) of whom 41 were full time and 103 part-time (2023-24: 53 and 99). The Hospice also has 38 active bank staff who do not want to commit to working specific regular hours and are offered work as and when the need arises (2023-24: 35).

The age profile of Hospice clinical staff is shown in the table below. There remain a high proportion who may choose to retire in the coming five years but the risk that this has posed is diminished as recruitment has become more reliable.

Clinical Staff By Age	under 33	33-42	43-52	53-62	63 and over
As at 31 March 2025	3	8	15	25	5
As at 31 March 2024	7	9	20	20	7
As at 31 March 2023	7	9	19	22	4
As at 31 March 2022	6	9	21	19	4
As at 31 March 2021	5	9	18	27	2

**St Raphael's Hospice**  
**Trustees' Report for the year ended 31st March 2025, continued**

**Volunteers**

St Raphael's Hospice relies on a large number of volunteers who freely contribute their time and expertise. They impact and add value to all areas of our work and this is hugely appreciated. Following the decline during the pandemic we are delighted that numbers and overall contribution has continued to increase and we are particularly heartened by the growth in the numbers of patient-facing, Hospice Neighbours and retail volunteers. We estimate 743 volunteer roles undertaken in the year amounting to 67,977 hours of given time (2023-24: 792 roles and 61,519 hours). This provides an estimated financial value of between £900,000 and £1,000,000 (2023-24: between £800,000 and £900,000), an extraordinary achievement.

The breakdown of volunteer roles for the Hospice activity the year was as follows:

Volunteer Numbers	2024-25	2023-24	2022-23	2021-22
Reception	42	42	41	38
Office and Administration	24	27	24	28
Ward and Patient-facing	43	36	24	10
Flowers and Gardens	20	27	20	12
Psychological Support	20	19	18	14
Hospice Neighbours and Biographers	46	44	24	21
Orangery Café	22	18	14	14
Trustees and Committees	12	13	15	14
Training and Mentoring	4	2	2	3
Wellness Volunteers	28	29	28	7
Occasional Volunteers	12	12	19	45
<b>Hospice Total</b>	<b>273</b>	<b>269</b>	<b>229</b>	<b>206</b>
Shops	305	246	208	167
Fundraising Administration	0	1	4	7
<b>Subtotal</b>	<b>578</b>	<b>516</b>	<b>441</b>	<b>380</b>
Supporter Groups and Events	165	276	294	289
<b>Total</b>	<b>743</b>	<b>792</b>	<b>735</b>	<b>669</b>

**Fundraising**

Income Generation arises from our commercial activity, including our charity shops and lottery, and through legacy and fundraising which is undertaken by our fundraising team. As part of our lottery activity we have two commercial contracts with third-party fundraisers. Sterling Lotteries administers and prepares reports on our weekly draw. At the end of this reporting year we had 8,530 weekly lottery plays (2023-24: 6,813). During the year end we also entered into a contract with Britevox Ltd to recruit players to our lottery. Britevox are licensed and regulated by the Gambling Commission.

There were no complaints received in the period to be reported to the Gambling Commission in our return (2023-24: none).

St Raphael's also benefits from the support of individual fundraisers who carry out activities in aid of the Hospice. At first point of contact they are asked to complete an online event form to ensure contact details are retained and intentions are made clear. A fundraising pack is sent which includes legal advice, e.g. gambling laws surrounding raffles. The office keeps in regular communication with these fundraisers and ensures funds raised are received by the Hospice as swiftly as possible.

We are signed up to the Institute of Fundraising and we follow its Code of Practice, whilst also complying with the Charity Commission guidance, "CC20: Charity Fundraising". During the period of this report there were no complaints or reported failures in compliance with the Fundraising Regulator or other regulatory bodies (2023-24: none).

We have continued to ensure that we protect vulnerable people from undue pressure to donate or support our charitable work we adhere to the following Fundraising Promise:

- We will always tell you about how you are making a difference to the lives of our patients, their families and friends
- We will always take action if others acting on our behalf fail to meet our high standards
- We will never phone you unless you have expressed an interest in our work
- We will always check first that you are happy to speak to us when we phone
- We will never sell your data to anyone else or share it without your permission
- If you tell us you don't want to hear from us again, or want to hear from us less, we will always respect that

We undertake a huge number of fundraising activities throughout the year to generate income to support the work of the hospice. In 2024-25 we produced our first appeal talking about the work of hospice called " Sponsor a Nurse" focussing on the fantastic work of our nursing teams on the ward and in the community.

## **St Raphael's Hospice**

### **Trustees' Report for the year ended 31st March 2025, continued**

#### ***Fundraising, continued***

We also changed how we fundraise across trusts, corporates and individuals, as well as improving our in memory programme to enable people to give in memory of those they love.

As noted in the Financial Review, our fundraising activity saw the hospice raise the most income in a financial year and the new year will be an opportunity to build on this success to enable sustained income in the coming years.

St Raphael's also raises funds through the sale of donated goods through our estate of 12 retail shops. 2024-25 was a successful year as noted in the Financial Review, although our Wimbledon Park shop continued to be a low performer and the decision was taken to close the shop early in 2025. The remaining rent has been provided for in these accounts amounting to £100,000. We are seeking an assignment of this lease to release us from this liability and are close to concluding this after much interest.

As part of our strategy to raise more income, the hospice is actively seeking new venues to open and this will help spread the fixed costs of the service and release additional income.

#### ***Auditors***

Following the resignation of the previous auditors Haysmacintyre LLP, the Trustees appointed Crowe U.K. LLP to the vacant office of auditor in accordance with section 485(3) of the Companies Act 2006. Crowe U.K. LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006, unless the company receives notice under section 488(1) of the Companies Act 2006.

#### ***Trustees' responsibilities statement***

The Trustees (who are also the directors of the charitable company 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 General Accepted Accounting Practice).

Company law requires the 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 of its income and expenditure for each 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 Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

#### ***Trustees' responsibilities statement, continued***

The Trustees confirm that:

- So far as they are aware, there is no relevant audit information of which the charitable company's auditor is unaware;
- They have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

#### ***Approved by the Board of Trustees and signed on its behalf by:***

Norman McWhinney: Chair

Date:

**St Raphael's Hospice**  
**Annual Report and Financial Statements**  
**For the year ended 31st March 2025**

## **This report has not yet been signed**

### **Independent auditor's report to the members of St Raphael's Hospice**

#### **Opinion**

We have audited the financial statements of St Raphael's Hospice for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of the 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 charity 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

#### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' 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' 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' Report have been prepared in accordance with applicable legal requirements.

**St Raphael's Hospice**  
**Annual Report and Financial Statements**  
**For the year ended 31st March 2025**

## **This report has not yet been signed**

### **Independent auditor's report to the members of St Raphael's Hospice, continued**

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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 charitable company; or
- the 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 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Care Quality Commission, Charity Commission, Gambling commission, Fundraising regulations, Employment law and GDPR, 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 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales 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 inappropriate journal entries to revenue, management bias in accounting estimates and the statement of opening balances. 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, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

**St Raphael's Hospice  
Annual Report and Financial Statements  
For the year ended 31st March 2025**

**Independent auditor's report to the members of St Raphael's Hospice, continued**

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

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.

**This report has not yet been signed**

Senior Statutory Auditor  
For and on behalf of Crowe U.K. LLP,  
55 Ludgate Hill  
London  
EC4M 7JW

Date:

**St Raphael's Hospice**  
**Annual Report and Financial Statements**  
**For the year ended 31st March 2025**

**Statement of Financial Activities including an income and expenditure account**

	Notes	Unrestricted			Total funds Year to 31 March <b>2025</b> £'000	Total funds Year to 31 March 2024 £'000
		General fund £'000	Designated fund £'000	Restricted funds £'000		
<b>Income and expenditure</b>						
<b>Income from:</b>						
Donations and legacies	2	4,442	-	408	<b>4,850</b>	3,575
Other trading activities	3	2,369	-	-	<b>2,369</b>	2,081
Investments		98	-	-	<b>98</b>	109
Charitable activities						
SWL Integrated Care Board	4	1,962	-	-	<b>1,962</b>	1,697
Hospice Capital Grant	4	-	-	132	<b>132</b>	-
Other income	4	107	-	-	<b>107</b>	54
<b>Total income</b>		<b>8,978</b>	<b>-</b>	<b>540</b>	<b>9,518</b>	<b>7,516</b>
<b>Expenditure on:</b>						
Raising funds	5	3,363	-	-	<b>3,363</b>	3,122
Charitable activities	6	5,349	-	489	<b>5,838</b>	5,738
<b>Total expenditure</b>		<b>8,712</b>	<b>-</b>	<b>489</b>	<b>9,201</b>	<b>8,860</b>
Net gains on investments	11	17	-	-	<b>17</b>	146
<b>Net income / (expenditure) before transfers</b>		<b>283</b>	<b>-</b>	<b>51</b>	<b>334</b>	<b>(1,198)</b>
Transfers between funds	15-16	333	(201)	(132)	-	-
<b>Net movement in funds</b>		<b>616</b>	<b>(201)</b>	<b>(81)</b>	<b>334</b>	<b>(1,198)</b>
<b>Reconciliation of funds:</b>						
Fund balances brought forward at 1 April 2024		3,002	1,184	92	<b>4,278</b>	5,476
Fund balances carried forward at 31 March 2025	15-17	3,618	983	11	<b>4,612</b>	4,278

All of the charity's activities during the above two financial periods derived from continuing operations. A full comparative statement of financial activities is shown at note 23 to the financial statements.

**St Raphael's Hospice**  
**Annual Report and Financial Statements**  
**For the year ended 31st March 2025**

**Balance Sheet**

	Notes	2025 £'000	2025 £'000	2024 £'000	2024 £'000
Tangible assets	10		868		971
Fixed Asset Investments	11		1,735		1,672
			<b>2,603</b>		<b>2,643</b>
<b>Current assets</b>					
Debtors	12	2,099		2,058	
Cash at bank and in hand		2,039		1,619	
		<b>4,138</b>		<b>3,677</b>	
<b>Creditors: amounts falling due within one year</b>	13	<b>(1,326)</b>		<b>(1,139)</b>	
<b>Net current assets</b>			<b>2,812</b>		<b>2,538</b>
<b>Creditors: amounts falling due after more than one year</b>	13		<b>(803)</b>		<b>(903)</b>
<b>Total net assets</b>			<b>4,612</b>		<b>4,278</b>
<b>Represented by:</b>					
<b>Funds and reserves</b>					
Income funds					
Restricted funds	15		11		92
Unrestricted funds					
Designated funds	16		983		1,184
General fund	17		3,618		3,002
<b>Total funds</b>			<b>4,612</b>		<b>4,278</b>

Approved by the Board of Trustees on:

and signed on its behalf by Mr Norman McWhinney (Chair):

**St Raphael's Hospice**  
**Annual Report and Financial Statements**  
**For the year ended 31st March 2025**

<b>Statement of Cash Flows</b>	Notes	<b>Year to 31 March 2024 £'000</b>	Year to 31 March 2024 £'000
Net cash provided by operating activities	A	<b>533</b>	(2,301)
<b>Cash flows from investing activities:</b>			
Investment income		<b>52</b>	109
Purchase of tangible fixed assets		<b>(165)</b>	(312)
Purchase of investments		-	(59)
Disposal of investments		-	500
<b>Net cash provided by (used in) investing activities</b>		<b>(113)</b>	238
<b>Change in cash and cash equivalents in the year</b>	B	<b>420</b>	(2,063)
<b>Cash and cash equivalents at 1 April 2024</b>	B	<b>1,619</b>	3,682
<b>Cash and cash equivalents at 31 March 2025</b>	B	<b>2,039</b>	1,619

<b>A: Reconciliation of net movement in funds to net cash provided by operating activities</b>		<b>Year to 31 March 2024 £'000</b>	Year to 31 March 2024 £'000
<b>Net movement in funds (as per the statement of financial activities)</b>		<b>119</b>	(1,198)
<b>Adjustments for:</b>			
Depreciation charge / amounts written off		<b>200</b>	198
Investment income		<b>(98)</b>	(109)
Net (gain)/loss on investments		<b>(17)</b>	(146)
(Increase)/Decrease in debtors		<b>242</b>	(653)
(Decrease) in creditors		<b>87</b>	(393)
<b>Net cash provided by operating activities</b>	A	<b>533</b>	(2,301)

<b>B: Analysis of changes in net debt</b>	2024 £'000	Cash flows £'000	<b>2025 £'000</b>
Cash at bank and in hand	1,619	420	<b>2,039</b>
<b>Total</b>	<b>1,619</b>	<b>420</b>	<b>2,039</b>

**St Raphael's Hospice**  
**Annual Report and Financial Statements**  
**For the year ended 31st March 2025**

**Notes to the Financial Statements**

**1 Accounting Policies**

**General Information**

St Raphael's Hospice is a private company limited by guarantee in England and Wales (company number 11732567) and a charity registered in England and Wales (charity number 1182636). The registered office is St Raphael's Hospice, London Road, Cheam, SM3 9DX.

**Basis of accounting**

The financial statements have been prepared for the year ended 31 March 2025.

The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value, unless otherwise stated in the relevant accounting policy note.

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 United Kingdom and Republic of Ireland (Charities SORP FRS 102, updated 2019) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

St Raphael's Hospice is a charity which is a public benefit entity as defined in FRS 102.

**Critical accounting estimates and areas of judgement**

The most significant areas of adjustment and key assumptions that affect items in the financial statements are in respect of:

- the recognition and deferral of income;
- assessing the probability of receiving legacies of which the Charity has been notified;
- estimating the value of the gift in kind of properties occupied under a peppercorn rental agreement with the Congregation of the Daughters of the Cross of Liege;

**Assessment of going concern**

As stated in the Trustees' Report, the Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements and they have made this assessment in respect of a period one year from the date of the approval of these financial statements.

The Trustees have kept abreast of the actual and potential impact of economic and inflationary uncertainties on the Hospice's operations, with a particular focus on its effect on the Hospice's financial position including the Hospice's income, expenditure and reserves. They continue to seek additional income from the NHS Commissioners, SWL ICB, in order to offset the gap between funding and the increase in costs. Whilst an increase was agreed, it was insufficient and the Trustees took decisive action to lower operating costs by £1m on an annual basis in the year 2023-24. They also gratefully secured a grant of £1m, that year, from the Congregation of the Daughters of the Cross of Liege (DoC) in line with the Letter of Comfort which was provided to them as part of the transfer arrangements in 2020. This recognised risks to the strategic plan including "inflation assumption error".

The Hospice remains reliant upon the generosity of the community of Merton and Sutton even after having reduced cost and risk as described above. It is continuing with its endeavours to increase income across all avenues in order not to rely upon exceptional levels of legacy and on grants from the DoC. Notwithstanding the challenges that the Hospice continues to face, it is felt that it has sufficient cash resources and a realistic plan of action that will allow it to continue operations for the foreseeable future.

Therefore, the Trustees have concluded that there are no material uncertainties related to events or conditions that would cast significant doubt on the ability of St Raphael's Hospice to continue as a going concern. This is because they believe that they have sufficient reserves and resources to withstand any temporary drop in income or any additional unexpected liability.

**Income recognition**

Income comprises donations, legacies, gifts in kind for donated services and facilities, lottery income, income from retail sales, grants from South West London ICB and other organisations together with the release of the DoC grant from deferred income.

Income is recognised in the period in which the charity is entitled to receipt, the amount can be measured reliably and it is probable that the funds will be received.

**St Raphael's Hospice  
Annual Report and Financial Statements  
For the year ended 31st March 2025**

**Notes to the Financial Statements, continued**

**1 Accounting Policies, continued**

**Income recognition, continued**

Donations and transfers from other registered charities amounting to donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are included in the statement of financial activities when there has been a grant of probate, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity. The value used is discounted by 15% in order to recognise the risk that asset values realised may not reach the original valuation estimates.

Lottery income is recognised during the period in which the lottery draw is held.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Grants from government, other agencies and voluntary bodies have been included as income from charitable activities where these are akin to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Income from retail grants is credited to the statement of financial activities when the Charity is entitled to receive the funds and when the amount receivable can be quantified.

Shop income arises from the sales of donated goods at charity shops within the Surrey and Greater London areas. Donated goods are normally distributed very soon after receipt by the charity. Stocks held at the reporting date are immaterial. Under these circumstances, the cost of valuing all donated goods upon receipt by the charity outweighs the benefit to the users of the accounts of providing this information. Consequently, donated goods are included within income when sold or distributed and no value is placed on stock of such items at the year end.

In accordance with the Charities SORP FRS 102 no financial valuation of volunteer time is recognised in these financial statements, refer to the 'Volunteers' section of the Annual Report for further details.

Deferred income includes a cash grant given by the Congregation of Daughters of the Cross of Liège towards strategic investment in the new charity. This was granted as part of the transfer arrangements in order to bridge the anticipated funding gap that will arise over a period of five or more years as the charity invests in its strategy of "EVE" (excellence, visibility and engagement). The deferred income will be released to the Statement of Financial Activity in line with its use.

**Donated services and facilities**

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

The charity benefits from the use of the hospice buildings and grounds which are leased to it by the Congregation of the Daughters of the Cross of Liege at a peppercorn rent. The value of this gift in kind has been estimated by the Trustees following the receipt of professional valuations for the market rent of the administrative building (759 London Road) and the St Bede's Conference Centre and the capital value of the hospice building and grounds. A 5% rate of return on the capital value was used to estimate the annual rental value. The estimated value has subsequently been increased by reference to market indicators for similar properties in the region.

**Expenditure and the basis of apportioning costs**

Expenditure is recognised once there is a legal or constructive obligation to transfer resources to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

**St Raphael's Hospice**  
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**Notes to the Financial Statements, continued**

**1 Accounting Policies, continued**

**Expenditure and the basis of apportioning costs, continued**

All expenditure is accounted for on an accruals basis and includes any VAT that cannot be recovered under the s33c VAT refund scheme. This scheme is specific to charities which are wholly operating as Hospices and allows recovery of VAT incurred on the non-business activities (hospice service delivery and most fundraising) as well as the usual business activities (retail etc). In turn that allows for a high proportion recovery of VAT on "apportioned activity", that which serves to support the entire enterprise. VAT cannot be recovered on exempt activity (events, education and lottery).

Expenditure comprises the following:

- a. The cost of raising funds includes fundraising and publicity expenditure which comprises costs associated with fundraising and shop overheads, publicity, advertising and event staging. It also includes a share of support costs, including governance costs.
- b. The cost of charitable activities comprises all the costs of operating the Hospice, including all staff, supplies and property costs. It also includes a share of support costs, including governance costs.

**Tangible fixed assets**

Tangible fixed assets are shown on the balance sheet at cost, less accumulated depreciation.

All assets which cost in excess of £5,000 and have an expected useful life exceeding one year are capitalised.

Depreciation is calculated at the following annual rates on a straight-line basis in order to write off each asset over its estimated useful life:

- |                                |             |
|--------------------------------|-------------|
| • Computer and other equipment | 20 - 33.33% |
| • Shop fixtures and fittings   | 33%         |
| • Motor vehicles               | 25%         |

Improvements to long leasehold property is depreciated evenly over the period of the lease.

**Fund accounting**

Any restricted funds are monies raised for, and their use restricted to, a specific purpose or are donations subject to donor-imposed conditions. The restricted reserve comprises the unspent element of all the individual restricted funds.

The designated funds are those which represent the net book value of tangible fixed assets which are used in the day to day work of the Hospice and amounts set aside for fixed asset acquisitions in the next twelve months, and hence, are unavailable for working capital commitments. Designated funds may also be set aside for a specific purpose designated by the Trustees. This designation can be changed by the Trustees and hence the designated fund is unrestricted.

The general fund represents free reserves are that element of unrestricted funds which are available for future spending and are therefore calculated by taking the total unrestricted funds of the charity and deducting any balances not available for future spending, including designated funds which have been set aside by the Trustees for a particular purpose.

**Leased assets**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease term.

**Debtors**

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount paid in advance. They have been discounted to the present value of the future cash receipt where such discounting is material.

**Cash**

Cash is held in bank accounts or in hand and money available on demand or term deposits with an expiry date within three months of the balance sheet date.

**St Raphael's Hospice**  
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**Notes to the Financial Statements, continued**

**1 Accounting Policies, continued**

**Creditors**

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount St Raphael's Hospice anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

**Pension Costs**

St Raphael's Hospice operates a defined contribution pension scheme. The amounts charged represent the employers' contributions payable to the scheme in the year.

St Raphael's Hospice also participates in the NHS pension scheme, a defined benefit scheme which is underwritten by the UK Treasury. The liabilities of the scheme are not calculated and there is no attribution of liability to the participant organisations, including the Hospice. Accordingly, the contributions are accounted for as if it were a defined contribution pension scheme.

**Employee Costs**

St Raphael's Hospice holiday year operates from April to March. A week's worth of holiday that is earned in one year but not utilised in that year can be carried over to the following year. The cost to the charity of that holiday carry-over is estimated and accrued in the financial statements.

St Raphael's Hospice values the loyal service of its staff and makes an award to staff who attain ten years of service. The award is repeated and enhanced at five year intervals thereafter. The potential cost to the charity is calculated for all staff who have reached the end of their fifth year of service in proportion to the time worked towards the next award milestone.

**St Raphael's Hospice**  
**Annual Report and Financial Statements**  
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**Notes to the accounts, continued**

**2 Donations and legacies**

	Unrestricted funds £'000	Restricted funds £'000	<b>Total 2025</b> £'000	<i>Unrestricted funds £'000</i>	<i>Restricted funds £'000</i>	<b>Total 2024</b> £'000
Donations	2,808	93	<b>2,901</b>	1,605	63	1,668
Gifts in kind	-	315	<b>315</b>	-	315	315
Legacies	1,633	-	<b>1,633</b>	1,592	-	1,592
<b>Total</b>	<b>4,441</b>	<b>408</b>	<b>4,849</b>	<b>3,197</b>	<b>378</b>	<b>3,575</b>

Gifts in Kind include a donation from the Congregation of the Daughters of the Cross of Liège which represents the estimated market value of the lease of the land and buildings used by the charity, provided by the Congregation at no cost to the charity. The market value of the rent for the property has been estimated at £315,000 for the year (2024 – £315,000). The estimated value has been recognised within income as a donation, and an equivalent charge included within support costs.

In addition, the Hospice enjoys the benefit of volunteers for help in the running of the Hospice, fundraising and the shops. In accordance with the accounting policy, the value of these benefits has not been reflected in the financial statements.

**3 Other trading activities**

	Unrestricted funds £'000	Restricted funds £'000	<b>Total 2025</b> £'000	<i>Unrestricted funds £'000</i>	<i>Restricted funds £'000</i>	<b>Total 2024</b> £'000
Lottery income	387	-	387	354	-	354
Retail sales and related income	1,982	-	1,982	1,727	-	1,727
	<b>2,369</b>	<b>-</b>	<b>2,369</b>	<b>2,081</b>	<b>-</b>	<b>2,081</b>

**4 Income from charitable activities**

	Unrestricted funds £'000	Restricted funds £'000	<b>Total 2025</b> £'000	<i>Unrestricted funds £'000</i>	<i>Restricted funds £'000</i>	<b>Total 2024</b> £'000
SWL ICB service funding	1,932	-	1,932	1,697	-	1,697
SWL ICB Grants	30	-	30	-	-	-
<b>Income from South West London Integrated Care Board (ICB)</b>	<b>1,962</b>	<b>-</b>	<b>1,962</b>	<b>1,697</b>	<b>-</b>	<b>1,697</b>
Hospice Capital Grant	-	132	132	-	-	-
<b>Other Income</b>	<b>-</b>	<b>132</b>	<b>132</b>	<b>-</b>	<b>-</b>	<b>-</b>

The Hospice was grateful to receive £132k from the UK Government Hospice Capital Grant Scheme which is administered by Hospice UK. These funds have been spent in the year on capital projects designed to enhance the physical estate of the hospice and to develop and improve our IT and digital capability.

Other	107	-	107	54	-	54
<b>Other Income</b>	<b>107</b>	<b>-</b>	<b>107</b>	<b>54</b>	<b>-</b>	<b>54</b>

**5 Expenditure on Raising Funds**

Year ended 31 March 2025	Staff Costs	Other Costs	Support Costs	Total £'000	of the total being	
	£'000	£'000	£'000		Unrestricted £'000	Restricted £'000
Fundraising	565	214	190	969	969	-
Lottery	25	305	14	344	344	-
Charity Shops	887	849	314	2,050	2,050	-
	<b>1,477</b>	<b>1,368</b>	<b>518</b>	<b>3,363</b>	<b>3,363</b>	<b>-</b>

**St Raphael's Hospice**  
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**Notes to the accounts, continued**

**5 Expenditure on Raising Funds, continued**

<b>Year ended 31 March 2024</b>	<b>Staff Costs</b>	<b>Other Costs</b>	<b>Support Costs</b>	<b>Total</b>	<b>of the total being</b>	
					<b>Unrestricted</b>	<b>Restricted</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<i>Fundraising</i>	525	218	166	909	909	-
<i>Lottery</i>	24	207	12	243	243	-
<i>Charity Shops</i>	890	802	278	1,970	1,970	-
	<b>1,439</b>	<b>1,227</b>	<b>456</b>	<b>3,122</b>	<b>3,122</b>	<b>-</b>

**6 Expenditure on Charitable activities**

<b>Year ended 31 March 2025</b>	<b>Staff Costs</b>	<b>Other Costs</b>	<b>Support Costs</b>	<b>Total</b>	<b>of the total being</b>	
					<b>Unrestricted</b>	<b>Restricted</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Hospice In-Patient Unit	1,913	640	493	3,046	2,817	229
Hospice Community team	1,505	108	271	1,884	1,794	90
Psychological Support team	207	29	38	274	230	44
Education	84	27	24	135	111	24
Orangery	32	99	30	161	120	41
Volunteers	70	22	25	117	109	8
Wellbeing Centre	119	58	44	221	168	53
	<b>3,930</b>	<b>983</b>	<b>925</b>	<b>5,838</b>	<b>5,349</b>	<b>489</b>

<b>Year ended 31 March 2024</b>	<b>Staff Costs</b>	<b>Other Costs</b>	<b>Support Costs</b>	<b>Total</b>	<b>of the total being</b>	
					<b>Unrestricted</b>	<b>Restricted</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<i>Hospice In-Patient Unit</i>	1,847	632	443	2,922	2,703	219
<i>"Hospice at Home" Community team</i>	1,483	106	239	1,828	1,736	92
<i>Psychological Support team</i>	264	30	34	328	287	41
<i>Education</i>	94	31	21	146	93	53
<i>Orangery</i>	27	105	29	161	121	40
<i>Volunteers</i>	68	28	22	118	110	8
<i>Wellbeing Centre</i>	133	62	40	235	203	32
	<b>3,916</b>	<b>994</b>	<b>828</b>	<b>5,738</b>	<b>5,253</b>	<b>485</b>

Net Income is stated after charging

Auditor's remuneration	
Statutory Audit	27
Staff costs	6,232
Lease rental costs	443
Depreciation	197

See note 7 for an analysis of Support Costs which are allocated across activities on the following basis:

- Facilities costs – based on hospice floorspace with a portion to income generating activity.
- Quality costs – based on hospice headcount with a portion to income generating activity.
- Other Support costs – based on the headcount of each activity.

**7 Staff costs**

<b>Charitable Activities</b>	<b>Salaries</b>	<b>NIC</b>	<b>Pensions</b>	<b>Agency</b>	<b>Other</b>	<b>Total</b>
<b>Year ended 31 March 2025</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Hospice In-Patient Unit	1,634	154	86	39	-	1,913
"Hospice at Home" Community team	1,256	129	120	-	-	1,505
Psychological Support team	181	19	7	-	-	207
Education	74	7	2	-	-	83
Orangery	30	1	1	-	-	32
Volunteers	63	5	2	-	-	70
Wellbeing Centre	111	7	2	-	-	120
	<b>3,349</b>	<b>322</b>	<b>220</b>	<b>39</b>	<b>-</b>	<b>3,930</b>

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**Notes to the accounts, continued**

**7 Staff costs, continued**

<b>Income Generation</b>	<b>Salaries</b>	<b>NIC</b>	<b>Pensions</b>	<b>Agency</b>	<b>Other</b>	<b>Total</b>
<b>Year ended 31 March 2025</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Fundraising	497	48	20	-	-	565
Lottery	22	2	1	-	-	25
Retail Shops	805	64	18	-	-	887
	<u>1,324</u>	<u>114</u>	<u>39</u>	<u>-</u>	<u>-</u>	<u>1,477</u>

<b>Support Team</b>	<b>Salaries</b>	<b>NIC</b>	<b>Pensions</b>	<b>Total Staff Costs</b>	<b>Non-Staff Costs</b>	<b>Total Support Cost</b>
<b>Year ended 31 March 2025</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Executive Office and Communications	155	18	8	181	380	561
HR	126	10	3	139	25	164
IT and Facilities	273	29	10	312	180	492
Finance	83	8	5	96	30	126
Quality	83	9	5	97	3	100
	<u>720</u>	<u>74</u>	<u>31</u>	<u>825</u>	<u>618</u>	<u>1,443</u>

<b>Charitable Activities</b>	<b>Salaries</b>	<b>NIC</b>	<b>Pensions</b>	<b>Agency</b>	<b>Other</b>	<b>Total</b>
<b>Year ended 31 March 2024</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Hospice In-Patient Unit	1,524	148	93	83	-	1,848
"Hospice at Home" Community team	1,219	132	131	-	-	1,482
Psychological Support team	236	21	7	-	-	264
Education	83	9	3	-	-	95
Orangery	26	1	0	-	-	27
Volunteers	61	5	2	-	-	68
Wellbeing Centre	122	9	2	-	-	133
	<u>3,271</u>	<u>325</u>	<u>238</u>	<u>83</u>	<u>-</u>	<u>3,917</u>

<b>Income Generation</b>	<b>Salaries</b>	<b>NIC</b>	<b>Pensions</b>	<b>Agency</b>	<b>Other</b>	<b>Total</b>
<b>Year ended 31 March 2024</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Fundraising	465	47	13	-	-	525
Lottery	21	2	1	-	-	24
Retail Shops	809	61	20	-	-	890
	<u>1,295</u>	<u>110</u>	<u>34</u>	<u>-</u>	<u>-</u>	<u>1,439</u>

<b>Support Team</b>	<b>Salaries</b>	<b>NIC</b>	<b>Pensions</b>	<b>Total Staff Costs</b>	<b>Non-Staff Costs</b>	<b>Total Cost</b>
<b>Year ended 31 March 2024</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Executive Office and Communications	189	18	9	216	281	497
HR	104	11	3	118	52	170
IT and Facilities	251	25	9	285	105	390
Finance	86	8	5	99	33	132
Quality	77	9	5	91	4	95
	<u>707</u>	<u>71</u>	<u>31</u>	<u>809</u>	<u>475</u>	<u>1,284</u>

In common with other Hospices, St Raphael's employs experienced Specialty Doctors and Specialist Palliative Care Consultants on standard NHS rates of pay and this is reflected in the higher paid employees report. The Joint-CEOs are not the highest paid employees. Three senior nurses are now included in this listing after including overtime and unsocial hours payments in line with NHS Agenda for Change.

**St Raphael's Hospice**  
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**Notes to the accounts, continued**

**7 Staff costs, continued**

The number of employees who earned £60,000 per annum or more (including benefits, overtime and unsocial hours uplifts) during the year was as follows:

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
£60,001 - £70,000	7	2
£70,001 - £80,000	2	4
£80,001 - £90,000	1	3
£90,001 - £100,000	2	1
£100,001 - £110,000	1	1

During the year the charity undertook a process of cost reduction that included reduced hours and redundancies. Payments of £150k were made in respect of thirteen redundancies (2024: £8k, one) and £44k for three other agreements to settle the termination of employment (2024: £7k, two).

**Key management personnel**

Key management personnel comprised the Trustees, the Joint-CEO/Clinical Director, the Joint-CEO/Finance Director, the Director of Fundraising and Communications, the Commercial Director, Director of Quality and Governance and the Director of IT & Estates together with our three specialist palliative care consultants. One of the consultants takes the role of lead consultant on a rotational basis and is a member of the Executive Committee of the Hospice. They are not included in the key management personnel costs shown below.

None of the trustees received any remuneration in respect of their services during the year (2024: £nil). No out of pocket expenses were reimbursed to trustees during the year (2024: £nil).

The total employment cost (including taxable benefits and employer's pension and national insurance contributions) of the key management personnel of the charity were £544,204 (2024: £551,220).

**8 Staff numbers**

<b>Year ended 31 March 2025</b>	<b>Headcount</b>		<b>FTE</b>			<b>Headcount</b>		<b>FTE</b>	
	<b>2025</b>	<b>2025</b>	<b>2024</b>	<b>2024</b>		<b>2024</b>	<b>2024</b>		
Hospice In-Patient Unit	40	26	38	25		38	25		
"Hospice at Home" Community team	18	14	26	19		26	19		
Psychological Support team	5	3	5	3		5	3		
Education & Quality	4	3	4	3		4	3		
Volunteers	1	1	1	1		1	1		
Wellbeing Centre	4	2	5	3		5	3		
Housekeeping and Orangery	15	7	15	6		15	6		
Hospice administration	14	7	11	6		11	6		
Medical team	6	4	6	5		6	5		
<b>Charitable Activities</b>	<b>107</b>	<b>67</b>	<b>111</b>	<b>71</b>		<b>111</b>	<b>71</b>		
Fundraising	13	11	14	12		14	12		
Lottery	-	-	-	-		-	-		
Retail Shops	44	28	46	29		46	29		
<b>Income Generation</b>	<b>57</b>	<b>39</b>	<b>60</b>	<b>41</b>		<b>60</b>	<b>41</b>		
Support Services	13	10	12	10		12	10		
Executive and Finance	4	3	4	3		4	3		
<b>Support Services</b>	<b>17</b>	<b>13</b>	<b>16</b>	<b>13</b>		<b>16</b>	<b>13</b>		
<b>All Staff</b>	<b>181</b>	<b>119</b>	<b>187</b>	<b>125</b>		<b>187</b>	<b>125</b>		

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**Notes to the accounts, continued**

**8 Staff numbers, continued**

Year ended 31 March 2025	Headcount	FTE	Headcount	FTE
	2025	2025	2024	2024
Permanent full time	40	44	53	56
Permanent part time	103	62	99	58
"Bank" variable hours	38	13	35	11
	<b>181</b>	<b>119</b>	<b>187</b>	<b>125</b>

In addition to our paid staff, St Raphael's Hospice benefitted from the support volunteers who contributed their time to cover 743 roles (2024: 792). Volunteer time is not accounted for in these financial statements.

**9 Taxation**

St. Raphael's Hospice is a registered charity and therefore benefits from not being liable for income tax or corporation tax on income derived from its charitable activities. As a Hospice it has taken advantage of the s33c VAT allowances which enable it to reclaim a large portion of its VAT paid. At the end of the year a refund is due for £69,241 (2024: £51,000) and this is included within debtors.

**10 Tangible fixed assets**

	Site Leasehold Improvements	Computer and other Equipment	Shop Fixtures and Fittings	Motor Vehicles	Retail Leasehold Improvement	Assets under Construction	Total 2025
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost or valuation</b>							
At 1 April 2024	556	662	51	83	388	20	<b>1,760</b>
Transfer between classes	41	-	-	-	-	(41)	-
Additions	3	120	8	-	13	21	<b>165</b>
Disposals/Written-off	(3)	(198)	-	-	(46)	-	<b>(247)</b>
At 31 March 2025	<b>597</b>	<b>584</b>	<b>59</b>	<b>83</b>	<b>355</b>	-	<b>1,678</b>
<b>Depreciation</b>							
At 31 March 2024	41	496	45	54	153	-	789
Charge in year	23	87	2	14	71	-	197
Eliminated on disposal / write-off	-	(158)	-	-	(18)	-	(176)
At 31 March 2025	<b>64</b>	<b>425</b>	<b>47</b>	<b>68</b>	<b>206</b>	-	<b>810</b>
<b>Net book values</b>							
At 31 March 2025	<b>533</b>	<b>159</b>	<b>12</b>	<b>15</b>	<b>149</b>	-	<b>868</b>
At 31 March 2024	<b>515</b>	<b>166</b>	<b>6</b>	<b>29</b>	<b>235</b>	<b>20</b>	<b>971</b>

The land and buildings that are occupied by St Raphael's Hospice are owned by The Congregation of the Daughters of the Cross of Liège and are leased to the charity at a peppercorn rental. The value of the gift in kind is recognised in these financial statements, as described in the principal accounting policies at note 1.

**11 Investments**

	2025	2025	2024	2024
	£'000	Units 000's	£'000	Units 000's
<b>Marketable investments</b>				
<b>Sarasin Endowments Fund</b>				
Market value at start of year	1,671	1,352	1,952	1,705
Net additions at cost	-	-	59	50
Disposals at market value	-	-	(486)	(403)

Net gain/(loss) on revaluation/disposal  
Market value at 31 March

17	-	146	-
1,688	1,352	1,671	1,352

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**Notes to the accounts, continued**

**11 Investments, continued**

**Liquid Assets**

**ICS-Sterling Liquidity Fund**

Market value at start of year  
Investment Income  
Interest  
Net additions at cost  
Transfer to Cash Deposit  
Disposals at market value  
Market value at 31 March

2025	2025	2024	2024
£'000	Units 000's	£'000	Units 000's
1	-	14	-
45	-	59	-
1	-	1	-
-	-	485	-
-	-	(500)	-
-	-	(58)	-
47	-	1	-

Total investments

Cost at 31 March

**Marketable investments comprise**

Fixed Income  
Equities  
Property  
Alternative investments  
Short term deposits and cash

2025	2025	2024	2024
£'000	Units 000's	£'000	Units 000's
1,735	1,352	1,672	1,352
1,615	1,352	1,615	1,352
165		207	
1,159		1,224	
64		59	
167		115	
180		66	
1,735		1,671	

**12 Debtors**

Legacies receivable  
Prepayments  
VAT receivable  
Other Debtors

2025	2024
£'000	£'000
1,370	1,558
287	244
74	60
367	196
2,098	2,058

**13 Creditors**

**Amounts falling due within one year**

Trade creditors  
Social security and other taxes  
Other creditors and accruals  
Deferred income release of DoC grant  
Lottery deferred Income  
Other deferred Income

2025	2024
£'000	£'000
88	100
135	127
426	336
600	500
55	53
22	23
1,326	1,139

**Amounts falling due after more than one year**

Deferred income release of DoC grant

2025	2024
£'000	£'000
803	903
803	903

**14 Deferred Income**

Brought forward at 1 April 2024

2025	2025	2025	2024
DoC Grant	Other	Total	Total
£	£	£	£
1,403	75	1,479	1,983

Movement in the year	-	2	2	(504)
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Carried forward at 31 March 2025	1,403	77	1,481	1,479
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**14 Deferred Income, continued**

A cash grant of £3.6m was given by the Congregation of Daughters of the Cross of Liège (DoC) in 2020 towards the five year strategic plan for the charity and has been included in deferred income. This will be released to the Statement of Financial Activity (SOFA) in line with the conditions of its use, as stipulated in the transfer arrangement between the Congregation and the charity. As a surplus was generated, none was released to the SOFA in the current year (2024: £500k) and the release of a further £600k has been budgeted for the year to 31st March 2026 and is shown as "Creditors; amounts due in under one year" at note 13, above. The remaining balance of £0.8m is included under "Creditors; amounts due in more than one year" and is due to be released over the ensuing two to three years as the delayed plan progresses. Other deferred income balances includes lottery subscriptions made for future lottery draws and to challenge event income raised in advance of the challenge taking place.

**15 Restricted Funds**

The restricted funds are monies received for, and their use restricted to, the following:	At 31st March 2024	Income	Expenditure	Transfer between Funds	At 31st March 2025
	£'000	£'000	£'000	£'000	£'000
Bereavement support fund	-	35	(35)	-	-
DoC gift in kind	-	315	(315)	-	-
SWL ICB grants	54	-	(54)	-	-
Hospice Capital Grant	-	132	-	(132)	-
Other restricted donations	38	58	(85)	-	11
	92	540	(489)	(132)	11

  

	At 1st April 2023	Income	Expenditure	Transfer between Funds	At 31st March 2024
	£'000	£'000	£'000	£'000	£'000
<i>Bereavement support fund</i>	-	35	(35)	-	-
<i>DoC gift in kind</i>	-	315	(315)	-	-
<i>SWL ICB grants</i>	120	-	(66)	-	54
<i>Other restricted donations</i>	89	28	(69)	(10)	38
	209	378	(485)	(10)	92

The Bereavement support fund represents the funding of the Psychological Support team and related costs.

The DoC gift in kind relates to the provision of the land and buildings on a 20 year lease at a peppercorn rental. The Gift in Kind recognises the valuation placed upon the use of the properties by an independent surveyor in March 2020 adjusted periodically to reflect inflation.

The South West London Integrated Care Board (SWL ICB) Grants are provided to fund one additional Clinical Nurse Specialists for weekend and bank holiday cover. No new grant has been received since 2023 and the fund is now fully utilised. A new bid will be made in the new financial year.

The Hospice was grateful to receive £132k from the UK Government Hospice Capital Grant Scheme which is administered by Hospice UK. Of these funds, £39k was spent on equipment and the physical estate of the hospice, and £93k to develop and improve our IT and digital. Other restricted donations represent other smaller restricted donations and legacies donated to the Hospice for specific purposes.

**16 Designated Funds**

	At 1st April 2024	Expenditure	Transfer between Funds	At 31st March 2025
	£'000	£'000	£'000	£'000
Fixed Asset Fund				
Acquired	971	165	(268)	868
Committed	20	-	(20)	-
Budgeted within 12 months	193	-	(78)	115
	1,184	165	(366)	983

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**16 Designated Funds, continued**

	<i>At 1st April 2023</i>	<i>Expenditure</i>	<i>Transfer between Funds</i>	<b>At 31st March 2024</b>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<b>£'000</b>
<i>Fixed Asset Fund</i>				
<i>Acquired</i>	857	312	(198)	<b>971</b>
<i>Committed</i>	-	-	20	<b>20</b>
<i>Budgeted within 12 months</i>	395		(202)	<b>193</b>
	<b>1,252</b>	<b>312</b>	<b>(380)</b>	<b>1,184</b>

The unrestricted funds of the Hospice include the following designated funds which have been set aside by the trustees for specific purposes. The fixed asset fund represents the net book value of tangible fixed assets, which are used in the day-to-day work of the Hospice and hence is not available for working capital.

The transfer in the fixed assets "acquired" fund represents the net movement of additions, disposals and depreciation in fixed assets over the year. "Committed" expenditure relate to additions which the charity is contractually obliged to complete and "budgeted" relates to proposed additions that have been approved by the Board of Trustees (unless they are contingent upon new restricted funds budgeted to be received).

**17 Analysis of net assets between funds**

	<i>Restricted funds £'000</i>	<i>General Fund £'000</i>	<i>Designated fund £'000</i>	<b>Total 2025 £'000</b>
Fixed assets	-	1,735	868	<b>2,603</b>
Current assets	11	4,012	115	<b>4,138</b>
Creditors: amounts falling due within one year	-	(1,326)	-	<b>(1,326)</b>
Creditors: amounts falling due after more than one year	-	(803)	-	<b>(803)</b>
<b>Total net assets</b>	<b>11</b>	<b>3,618</b>	<b>983</b>	<b>4,612</b>

	<i>Restricted funds £'000</i>	<i>General Fund £'000</i>	<i>Designated fund £'000</i>	<b>Total 2024 £'000</b>
<i>Fixed assets</i>	-	1,672	971	<b>2,643</b>
<i>Current assets</i>	92	3,372	213	<b>3,677</b>
<i>Creditors: amounts falling due within one year</i>	-	(1,139)	-	<b>(1,139)</b>
<i>Creditors: amounts falling due after more than one year</i>	-	(903)	-	<b>(903)</b>
<b>Total net assets</b>	<b>92</b>	<b>3,002</b>	<b>1,184</b>	<b>4,278</b>

**18 Leasing commitments**

**Operating leases**

At 31 March 2025 the Hospice had total commitments under non-cancellable operating leases for retail shops and related office and warehouse buildings as follows:

	<b>Land and buildings 2025 £'000</b>	<b>Land and buildings 2024 £'000</b>
Commitments falling due:		
Within one year	320	409
Within one to two years	276	309
Within two to five years	289	538
Over five years	11	39
	<b>896</b>	<b>1,295</b>

The Wimbledon Park shop closed during the current financial year and is on the market in order to assign the lease. The full remaining commitment of £100k has been provided for in these financial statements.

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**19 Related party transactions**

St Raphael's Hospice was established as a work of The Congregation of the Daughters of the Cross of Liege ("DoC", charity number 1068661 and company number 3492921 ) in 1987 and its activities were reported as part of that entity. The activities and the operating assets and liabilities of the work were transferred into St Raphael's Hospice (charity number 1182636 and company number 11732567) on 31 October 2020 and from that point its activities are reported through this entity.

Two of the trustees of DoC are also trustees of St Raphael's Hospice (Sr Veronica Hagen and Sr Kathleen O'Reilly). One member of the Finance & Resources Committee is a paid adviser of the DoC (Mr Ed Cook).

The freehold of the land and buildings that comprise the St Raphael's Hospice site are owned by DoC. These have been leased to St Raphael's Hospice under three separate leases for the three plots (the Hospice, St Bede's and 759 London Road) each for twenty years and at a peppercorn rental of £100 per annum. A total of £300 was paid in the period in respect of these leases (2024: £300). The leases are valued at £315k per annum and a gift-in-kind is recognised in these financial statements for this amount (2024: £315k). The notional rental of £315k is also recognised in these financial statements (2024: £315k).

A grant of £1m was given in June 2024 to support the ongoing work of the charity as it reduced costs in the face of increased inflationary impact. No grants were received in the prior year.

During the previous financial year, services were provided at a market rate of £4,990 by Darnelle Consulting Ltd. Grahame Darnelle is a Trustee and also Director of Darnelle Consulting Ltd. None were provided in the current year.

There were no other related party transactions.

**20 Capital commitments**

As at 31 March 2025 there were no capital commitments. (2024: £20k).

**21 Pension commitments**

The Hospice makes contributions in respect of the current service of its employees to either the NHS pension scheme or Royal London.

The Royal London pension scheme is a defined contribution scheme, with contributions accounted for in the period in which they arise.

The contributions payable for the year were £130,676 (2024: £133,098).

The NHS pension scheme is a defined benefit scheme which is underwritten by the UK Treasury. The liabilities of the scheme are not calculated and there is no attribution of liability to the participant organisations, including the Hospice. Accordingly, it has accounted for its contributions as if it were a defined contribution scheme.

The contributions payable to the scheme for the year were £150,063 (2024: £158,576).

**22 Post Balance Sheet Events**

There have been no post balance sheet events in the current year (2024: cost reduction exercise)

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**23 Comparative Statement of Financial Activities for the year ended 31st March 2024**

	Notes	Unrestricted			Total funds Year to 31 March  2024 £'000	Total funds Year to 31 March  2023 £'000
		General fund £'000	Designated fund £'000	Restricted funds £'000		
<b>Income and expenditure</b>						
<b>Income from:</b>						
Donations and legacies	2	3,197	-	378	<b>3,575</b>	3,799
Other trading activities	3	2,081	-	-	<b>2,081</b>	1,787
Investments		109	-	-	<b>109</b>	96
Charitable activities						
Clinical Commissioning Groups	4	1,697	-	-	<b>1,697</b>	1,698
Other income	4	54	-	-	<b>54</b>	87
<b>Total income</b>		<b>7,138</b>	<b>-</b>	<b>378</b>	<b>7,516</b>	<b>7,467</b>
<b>Expenditure on:</b>						
Raising funds	5	3,122	-	-	<b>3,122</b>	2,500
Charitable activities	6	5,253	-	485	<b>5,738</b>	5,260
<b>Total expenditure</b>		<b>8,375</b>	<b>-</b>	<b>485</b>	<b>8,860</b>	<b>7,760</b>
<b>Net gains / (losses) on investments</b>	11	146	-	-	<b>146</b>	(103)
Net (expenditure) before transfers		(1,091)	-	(107)	<b>(1,198)</b>	(396)
Transfers between funds	15-16	78	(68)	(10)	-	-
<b>Net movement in funds</b>		<b>(1,013)</b>	<b>(68)</b>	<b>(117)</b>	<b>(1,198)</b>	<b>(396)</b>
Reconciliation of funds:						
<b>Fund balances brought forward at 1 April 2023</b>		4,015	1,252	209	<b>5,476</b>	5,872
Fund balances carried forward at 31 March 2024		3,002	1,184	92	<b>4,278</b>	5,476

All of the charity's activities during the above two financial periods derived from continuing operations. A full comparative statement of financial activities is shown at note 24 to the financial statements.