



St Ann's Hospice

every day makes a difference



Annual Report and Financial Accounts **2019/20**

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01 Our purpose, values and aims



Our purpose and our values

St Ann's is one of the oldest and largest hospices outside of London, and we care for thousands of patients from across Greater Manchester every year. Our services are delivered from our three sites in Heald Green, Little Hulton, and The Neil Cliffe Centre in Wythenshawe Hospital, as well as via a range of community and outreach services.

Our core purpose is 'to provide excellent care and support to people living with, or affected by, life-limiting illnesses'

We believe everyone has the right to access the same high quality, specialist care at the end of their life as they do when they're born.



We're passionate about providing care that supports our patients right from the point of diagnosis, through treatment, and beyond.



Our patients and their loved ones are at the heart of everything we do, and always will be.



The care we provide is truly holistic. Our patients are individuals and our care addresses their unique needs, whatever they may be.

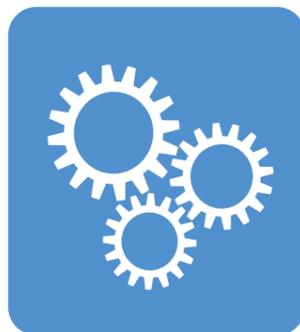


Our values

Our core values are embedded in all aspects of our work, and are at the heart of everything we do.



Inclusive



Professional



Compassionate



Respectful

Strategic aims

As St Ann's looks towards our 50th anniversary, it's important that we ensure the hospice remains able to meet the changing care needs of future generations.

There are certain things which make us different:

- We're a part of the broad health and social care environment but we're also an independent charity, able to determine our own future.
- Our clinical strategy is at the heart of everything we do.
- Our workforce is supported by a large number of volunteers.
- The majority of our funding comes directly from our supporters and local communities.
- We don't charge for our core service at the point of delivery.
- Our reputation is the key to our future and the type and quality of service we provide is therefore directly linked to that reputation.
- We are a true local charity, serving our local communities.

Our strategic aims put patients and their carers first:

To provide world-class, innovative care:

- Delivery of excellent care, free of charge and equitably
- Care at a time that's right for each individual, including disadvantaged groups
- Seek and share best practices
- Integration of research, teaching and learning to improve patient care.



To be an organisation of choice:

- Ensure St Ann's remains a great place to work
- Foster development opportunities and engagement that leads to a skilled and engaged workforce
- Nurture staff and volunteer wellbeing
- Endeavour to offer competitive terms, conditions and benefits.



To continue to develop a values-based culture within which there are high-performing individuals and teams:

- Ensure inspired, inspirational and visionary leadership, contributing to a highly capable, flexible workforce at all levels
- Continuous evaluation of Board performance and membership to ensure effective governance
- Trustees, Executives and Senior Managers will lead by example, exhibiting our core values.



To develop appropriate environments and outreach services to facilitate world-class specialist palliative and end of life care:

- Deliver buildings and infrastructure we are proud of
- Ensure they are suitable, safe and facilitate effective performance
- Enable flexibility to develop and meet emerging demands.



To continue to be financially viable:

- Ensure effective financial governance at all times
- Increasing and sustaining engagement with statutory commissioners, NHS Trusts, and grant organisations to allow delivery of efficient, effective services
- Encourage innovative fundraising activity via sustainable, diverse income streams
- Develop a robust retail strategy to increase Trading Company income.



02

Highlights of 2019/20

“
St Ann's is the most beautiful, perfect,
special place. It is filled with respect,
dignity and love.
”
St Ann's Patient



St Ann's in numbers

Statistics are important to us at St Ann's, they help us demonstrate our impact and reach, but more often than not, they are interesting and insightful.

We need to raise around **£20,000** a day to keep our services running.

We supported **thousands** of patients and families, and embedded **7-day working** across hospital and community provision that is bespoke to the needs of individual patients



Our catering teams prepared

14,586

sandwiches, and

55,341

delicious meals for our patients



Our amazing volunteers gave a staggering

73,000

hours of their time in 2019/20.



The domestic services team cleaned

1.4million

square metres of floors and laundered **35,282** bedsheets to ensure our patients are comfortable and safe.



At the end of March the number of volunteers kindly supporting the hospice was

715

68

volunteers received a long service award for their support of the hospice, including **32** people for five years of service, **28** for ten years, **5** for twenty years, **1** for thirty years, and **2** for 40 years.

We couldn't possibly list everything we've achieved this year, but here are a few highlights...

April 2019

On 9th April, we celebrated 40 years since our Little Hulton hospice opened its doors to patients. The significant anniversary in our history was marked by a visit from His Royal Highness the Duke of Gloucester, and we also hosted a tea party which was attended by The Ceremonial Mayor of the City of Salford, Councillor Ronald H Wilson and Mayoress Pat Wilson.

This month also saw more than 1,000 fantastic supporters join us for the Manchester Midnight Walk - a spectacular 10km moonlit walk through the city.



May 2019

Our amazing Team St Ann's runners were out in force at the Great Manchester Run this month, raising money for our patients, and awareness of the hospice at this important event in the annual fundraising calendar.

Our Honorary Vice President, Neil Cliffe, was also presented with a lifetime achievement award at the first ever Pride of Manchester Awards this month.

June 2019

Our innovative approach to raising funds continued this month with our first ever drive-thru donation day. There was a fantastic response with around 200 bags and boxes of donations, as well as furniture and electrical goods which were kindly given to the hospice for us to sell in our shops.



July 2019

From one innovative idea to another...July saw an exciting new project launched by our teams to test the benefits of the use of virtual reality for our patients. One of our patients, Roy, was the first to try out the special VR headset, which enabled him to walk through a meadow from his bed. The project is continuing with details on the benefits of this technology on patient care being examined by our specialist staff.

August 2019

We relaunched our hospice lottery this month, increasing the weekly prize fund for players, and adding the chance to win up to £10,000 with our new rollover prize. The lottery launched more than 25 years ago and players have contributed more than £20million in that time to help our patients.



September 2019

We celebrated the achievements of our staff and volunteers with a special awards ceremony in Manchester City Centre.



October 2019

The European Doctors' Orchestra – an orchestra made up of doctors from right across Europe who come together to play in different countries each year – kindly chose St Ann's Hospice as the beneficiaries of their prestigious concert at The Bridgewater Hall.

We also launched our Leadership Exchange Network, which sees leaders from all areas of the hospice join together to encourage innovation, collaboration, empowerment and communication across the organisation.



November 2019

Preparations for Christmas were well underway in November, including our annual Christmas Fairs, which are a popular part of our festive fundraising calendar. We also spent the month preparing Christmas menus and activities for patients, to ensure we could go the extra mile to help them create special memories.

December 2019

Hundreds took part in our annual Light up a Life appeal and joined us at special services to celebrate and remember their loved ones.



January 2020

We added Instagram shopping to our online portfolio, offering supporters the chance to buy a range of new goods without leaving their house. The Instagram shop sits alongside the already established Amazon and eBay hospice shops, which raise thousands every year for the hospice – and have a range of exciting new and pre-loved goods for sale every week.



February 2020

Our brand new Homeless Palliative Care Coordinator, Niamh Brophy, joined the organisation, in an important, first of its kind role which has been funded for five years by the Big Lottery. Niamh spends time in and around Manchester, working in collaboration with other organisations to help improve support for homeless people with palliative and end of life care needs.



March 2020

A report about volunteering at the hospice showed we had an amazing 715 volunteers supporting us in the last year, achieving more than 73,000 hours of volunteering between them.

What an incredible year.

03

Chair and Chief Executive's statement

“

In order to fulfil our ambition to continue to deliver world-class care and remain relevant and viable we must build upon our ambitious agenda that addresses increasing imperatives for delivering specialist palliative and end-of-life care to match the current and emerging needs of the population. ”

Professor Jacqueline Oldham, Chair of the Board

Joint Statement from the Chair and Chief Executive

St Ann's Hospice opened its doors to our communities in May 1971. We have now entered our fiftieth year, and we are looking forward to celebrating our half-century anniversary in May 2021.

In order to fulfil our ambition to continue to deliver world-class care and remain relevant and viable we must build upon our ambitious agenda that addresses increasing imperatives for delivering specialist palliative and end-of-life care to match the current and emerging needs of the population.

The recent COVID-19 pandemic placed enormous stress on the whole healthcare system, putting into sharp relief the crucial role of independent hospices. Throughout the difficult time, our ultimate priority was to protect our clinical and supportive services. St Ann's staff responded exceptionally well to the

changing circumstances and the care of our patients and families remained exemplary.

Our Fundraising and Trading Company activity was affected considerably, and the teams worked hard to mitigate the effect on colleagues and the reduction in revenue.

Our strategy during this period was to ensure we were organisationally nimble, to react quickly and appropriately to the changing imperatives, whilst remaining focused on our 'business as usual' requirements and ambitions for future growth.

The complete redevelopment of our oldest site in Heald Green

remains a priority. Having worked with an impressive group of expert consultants, we were able to submit a planning application to Stockport Council. Whilst we cannot be

“
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certain of the outcome, we are optimistic that permission will be granted.

Should that be the case, and subject to any contemporaneous socio-economic considerations, we intend to reinvigorate our Capital Fundraising Campaign. The Trustees have approved the use of reserves to underpin this campaign to demonstrate commitment and viability and to maximise the potential to draw down funding from a variety of sources.

Meanwhile, we will continue to concentrate on strategic and operational activity that supports our financial and clinical objectives. We have reviewed and renewed our Clinical Strategy (2020-2025) and our overall organisational five-year strategy is due for review before 2022. This process will be interrogated during this coming year to reflect the changing demands, following the COVID-19 pandemic.

We also remain committed to our staff and volunteers and will continue with an annual celebration and award ceremony to recognise their invaluable contribution to St Ann's. We also celebrated our Chief Executive, Eamonn O'Neal's, appointment as the High Sheriff of Greater Manchester. This is a huge honour and testament to Eamonn's dedication to St Ann's and passionate commitment to connect and engage with

“
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charitable, voluntary, faith, ethnic, cultural, and business communities across the county.

In terms of commissioning of services, St Ann's has benefitted from the ongoing commitment by the Clinical Commissioning Group consortium, resulting in a 1.4% uplift for the coming period and our having a further one year of the three-year contract intact, with a further two-year option. This reflects and recognises the reputational standing of St Ann's Hospice, built over many years, relating to world-class service delivery and value for money.

At the time of writing, and like many organisations, we have experienced the financial impact of COVID-19. We have discussed any potential impact upon the funding of the St Ann's pension scheme with the pension's trustees. The actuary has confirmed that there is no pressing requirement to reassess the funding of the scheme in advance of the next actuarial valuation.

Ann's pension scheme with the pension's trustees. The actuary has confirmed that there is no pressing requirement to reassess the funding of the scheme in advance of the next actuarial valuation.

Finally, we continue to play a significant role in the strategic development of the Greater Manchester Hospices Group (GMH), particularly during the COVID-19 crisis. St Ann's has been the hub for the delivery and distribution of PPE to the majority of North West Hospices, including all those in Greater Manchester and Eastern Cheshire. Our senior team, led by the Deputy CEO and Director of Clinical Services has taken the lead on this initiative, facilitating the safe provision of essential resources across the region.

“

I would like to thank you from the bottom of my heart for your support, care and what I can only call pure love through my Mum's last few weeks, by a team of amazing, compassionate and selfless people.

”

Family Member

04

Trustees' report and financial statements



Trustees' Report including Strategic Report

The Trustees of St Ann's Hospice, who are also Directors of the company for the purposes of the Companies Act 2006, submit their annual report, together with the financial statements and auditor's report for the year ended 31st March 2020.

The financial statements comply with the Charities Act 2011, the Companies Act 2006 and the Charities Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102).

Constitution and governing documents

St Ann's Hospice is a company limited by guarantee (Company No 947220) and is registered as a charity under the Charities Act 1960 (Registered Charity No 258085). The company incorporated on 3rd February 1969 and is governed by a Memorandum and Articles of Association. A Board made up of Trustees (Directors) runs the company. Every Trustee undertakes to contribute to the assets of the company in the event of it being wound up during the time he/she is a Trustee or within one year afterwards. The amount that may be required will not exceed £1 (one pound) for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

Aims and objectives

The object of the charity, as set out in its Articles of Association, is to promote the relief of illness or suffering by:

- The expert care and support of people with palliative and end of life needs;
- The provision of services to promote health and wellbeing for patients and carers;
- The care and support of family and friends who have been bereaved; and
- The advancement of high quality and end of life care throughout the community.

St Ann's Hospice provides holistic care to patients with life-limiting illnesses - comprising inpatient care, day therapy and supportive outpatient services -

from its sites at St Ann's Road North, Heald Green, Stockport; Meadowsweet Lane, off Peel Lane, Little Hulton, Salford; and The Neil Cliffe Centre at Wythenshawe Hospital, Manchester. The teams at the hospice also provide a range of community and outreach services to patients, including care in the place they call home via a Hospice at Home service available in Salford and Trafford. The hospice's Community Specialist Palliative Care Team also supports patients in Salford, and a 24-hour telephone advice line is available to patients, carers and healthcare professionals in Salford, Manchester, Trafford and Stockport.

Public benefit statement

In setting our objectives and planning our services, the Trustees of St Ann's Hospice have carefully considered the Charity Commission's general guidance on public benefit. St Ann's Hospice provides hospice services free of charge to those individuals aged over 18 years with life-limiting illness living in the Greater Manchester, Lancashire and Cheshire areas. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.



Governance

The Trustees are Directors of the company for the purposes of the Companies Act. The Articles of Association state there shall be a Board of Trustees (also referred to as the Board of Directors) which shall consist of not less than five members.

Trustees are appointed following advertisement and interview by a panel of existing Trustees. References and Disclosure and Barring Service checks are taken up before a formal recommendation is made to the Board by the Chair that the individual is appointed. Trustees have an annual appraisal, conducted by the Chair.

Trustee Induction



All new Trustees participate in an induction programme (reviewed and revised 2017/18) aimed at building knowledge and understanding of both the role and responsibilities of a Trustee and the work of the hospice. It includes attendance at the hospice's organisational induction training attended by all new staff.

Section 172(1) statement



Trustees have a duty to promote the success of the Charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

- The likely consequences of any decision in the long term,
- The interests of the charity's employees,
- The need to foster the Charity's relationships with third-party stakeholders which, in the case of St Ann's Hospice include people affected by, or living with life-limiting illnesses,

- The impact of the charity's operations on the community and the environment,
- The desirability of the charity maintaining a reputation for high standards of business conduct, and
- The need to act fairly as between members of the charity.

Organisation



The Board administers the charity and meets a minimum of four times each year. The hospice ensures good governance through an effective committee structure. Each committee meets in between Board meetings and supports the Board with its work. The current structure allows the Board to focus on strategic and big picture issues by delegating responsibility and empowering each committee to examine the detail and provide the precise level of scrutiny that is necessary. By employing this structure, it allows the committees to provide assurance to the Board and supports the flow of solutions, recommendations, and ideas.

Delegated Decision Making



A Scheme of Delegation approved by the Board is in place that sets out in detail the matters and powers delegated to the Chief Executive. The Chief Executive is ultimately accountable to the Board for ensuring that the hospice meets its obligation to perform its functions within the available financial and other resources.

Internal Control and Risk Management



The Audit Committee exists to advise on the effectiveness of the hospice's internal control and management systems and to ensure all activities undertaken are subject to a continuous review for economy, effectiveness, and efficiency. The committee also has oversight of financial control, governance and risk-management across all facets of the organisation. The management of individual risks is delegated to relevant sub-committees of the Board.

The Audit Committee receives reports from the internal auditor on both financial and non-financial matters. Clinical audit responsibilities are discharged to the Clinical Quality and Performance Committee. It also receives reports from the Executive Team and relevant sub-committees on the identification and management of strategic and operational risks. The Audit Committee also meets the external auditors.

Engaging Stakeholders



Through regular engagement with key stakeholders, we maintain an understanding of their needs that informs how we define our organisational objectives, policies and strategy. The Board of Trustee's decision making process considers the long term impact of potential decisions on relevant stakeholders, and obtains assurance that proper consideration is given by its Committees to stakeholder interests through regular reports from each Committee.

Our Beneficiaries



We are keen to learn from our beneficiaries' experiences at St Ann's and actively seek feedback and suggestions that help us make positive changes. Our teams engage with numerous patients and their families on a day-to-day basis through the many services we provide. Our Trustees and Executive team carry out a monthly walk around on the

IPUs (inpatient units) and listen to patients' experiences. Our Executive team and Heads of Department regularly spend time with patients and help them complete a structured questionnaire that provides us with quantitative and qualitative data to inform our long term decision making and help us make continuous improvements..

Our Supporters



We engage with our supporters about our fundraising activities in a number of ways. For those who have agreed to receive communications from us, we send them 'Friends', our quarterly newsletter. The circular helps keep our supporters up-to-date with recent news, events, and stories from across the hospice. We also have invested effort in working on our donor journey to ensure our supporters understanding the importance their support provides and enables them to see first-hand the impact it has. We also have a significant presence online and across the social media platforms that we invest significant effort in, creating interactive content and telling stories.

Our Staff & Volunteers



We are proud that we have such a wonderful team of highly professional, caring staff at the hospice, who are passionate about what they do, and we recognise the importance of engaging with, and listening to them. Our weekly Chief

Executive's brief goes out to all staff and volunteers and once a month our Executive team hold a Director's Drop-in. We have a number of working groups where membership includes various staff roles across the hospice. We use these groups to consult staff on new initiatives, ask them to participate in long term decision-making, and constructively provide feedback on policy and procedures. We also hold regular Schwartz rounds for staff and volunteers to share their experiences of working in what sometimes is a difficult and challenging environment..

Our Suppliers



St Ann's Hospice works with key suppliers to ensure the delivery of high-quality services to its staff and beneficiaries through regular contract reviews and monitoring of quality. The supply of major services to the hospice are regularly tendered to ensure high levels of service are maintained and delivered cost effectively.

Environmental Sustainability



We are remain committed to move our organisation to more sustainable practices through continually reviewing and developing our working environments. Our aim is that informed and engaged employees work in low-carbon, efficient environments, using minimum resources, producing minimum waste and travelling only when necessary. Activities in this area range from, the

development of a new modern hospice facility, efficiency projects for our existing estate, and changing staff culture and behaviour.

Carbon Dioxide Emissions (CO2e)



Tonnes of CO2e generated by St Ann's from Gas, Fuel for Transport and Electricity for fuel and/or transport:

- Gas = 263.89 tonnesCO2e
- Electricity = 136.28 tonnes CO2e
- Business Transport = 34.15 tonnes CO2e
- Total CO2e generated by St Ann's Hospice during 2019/20 = 434.32

Energy Consumed



The aggregate of the annual quantity of energy consumed from activities for which the charity is responsible, in kWh is:

- 2,144,518.18kWh

Methodology



Energy consumption data was generated from billing information. Business travel information was obtained from staff mileage claims for the period. As retrieving car type, fuel type etc. was not possible, aggregated conversion factors were used for petrol & diesel cars, based on an "average" car in the government guidance. Ambulances and vans applied

the category of "Managed Vans; Average; Diesel" for their conversion factor. Data on distance was taken from fuel invoice information with vehicle mpg information drawn from a number of online sources noted in supporting documentation (ESOS calculation spreadsheet). Current government guidance on all conversion factors was used throughout. The ratio below is based on operational hours, for St Ann's this equals:

- 8,760 per annum.
- A ratio expressing annual emissions in relation to a quantifiable factor i:
- 48.48 kgCO2e/operational hour

Energy Efficiency



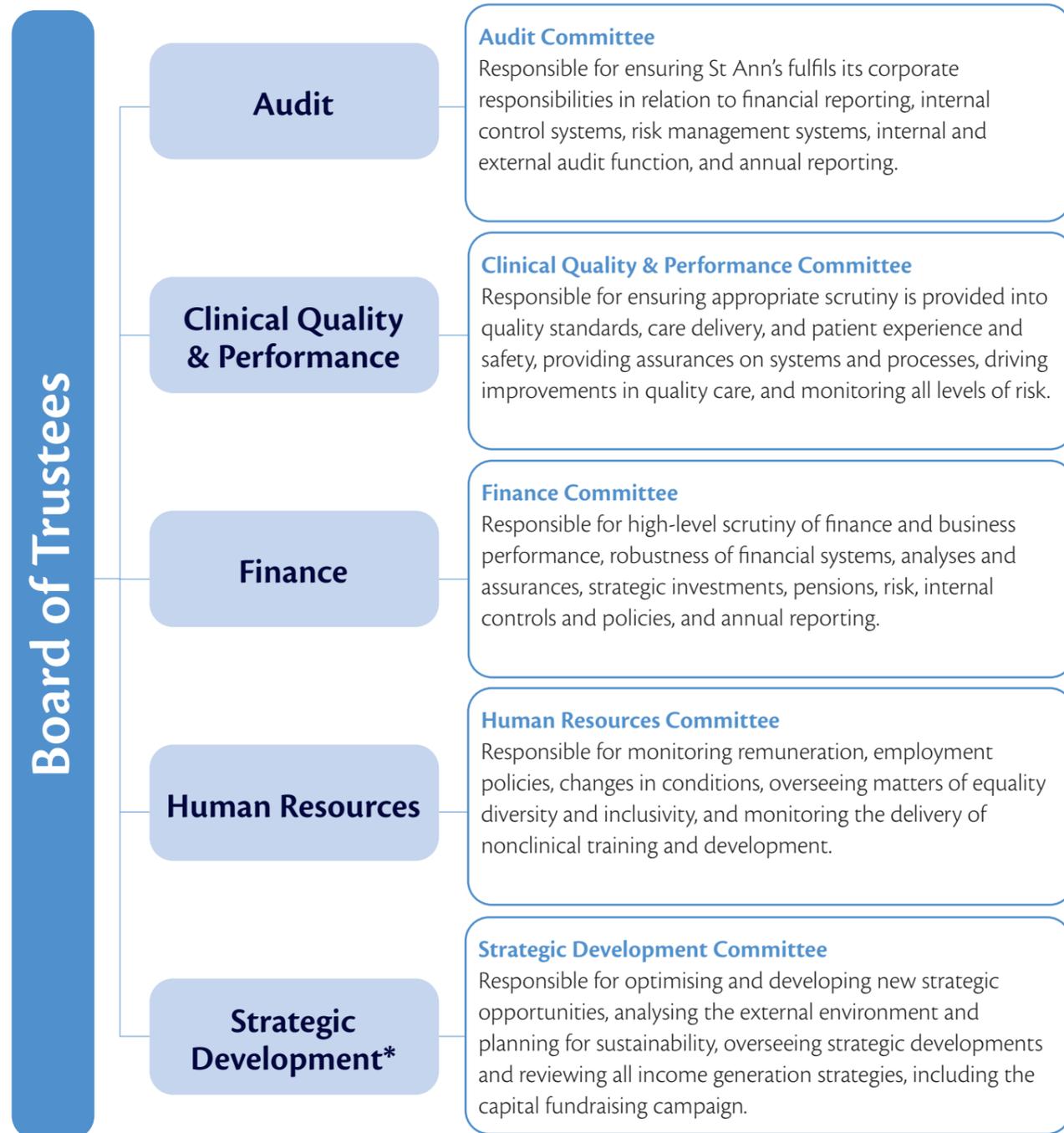
The following measures were taken to increase energy efficiency in the reporting period:

- Drafting and ratification of SAH's inaugural Sustainability Policy
- DEC's at both sites (Display Energy Certificates).
- Energy Efficiency reports for both sites.
- Development of video conferencing and remote working infrastructure and support.
- Appeals to staff to reduce business travel where possible (including proposals to lift-share cross-site)
- Development of capital proposal to update controls on heating system at Little Hulton.

- Replacing with LED across estate when reactive work requires.
- Analysis of proposal to refurbish LH with LED throughout.
- Input into HG new-build design – requesting M&E achieve net saving on current energy expenditure in what will be a significantly larger site.
- ICT strategy includes energy consumption as a key consideration regarding server upgrade v cloud-based computing.

Committees of the Board

Each Board committee is chaired by a Trustee who reports to the Board at each meeting on the matters considered by each committee. Membership of a committee varies, with each containing at least three Trustees, two or more Directors, and a handful of department heads.

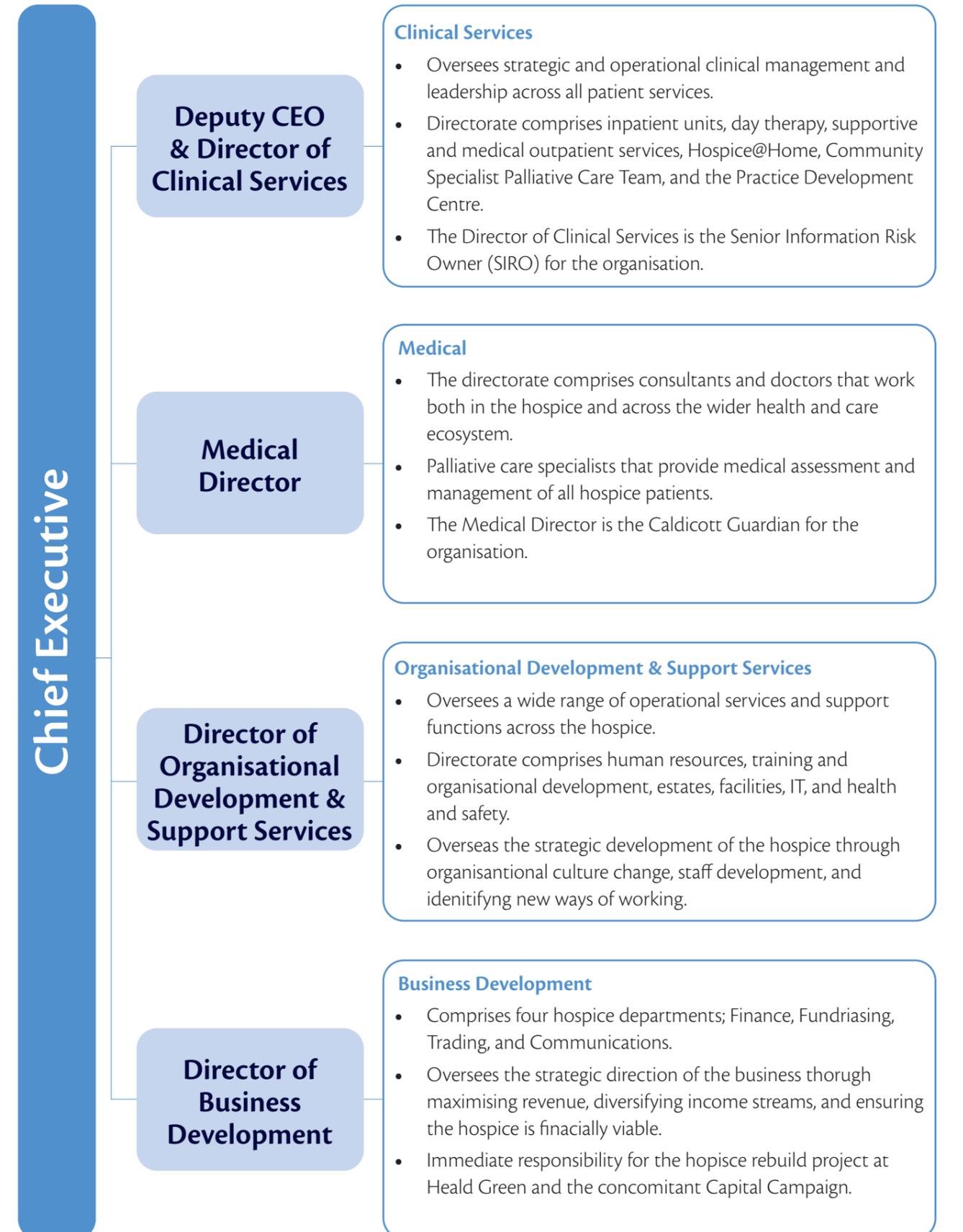


*Assumed responsibility for the Capital Fundraising Appeal Committee (dissolved October 2019)

“ We have now entered our fiftieth year, and we are looking forward to celebrating our half-century anniversary in 2021. Professor Jacqueline Oldham, Chair of the Board ”

St Ann's Directorates

Our activities are organised under the following directorates:



Our reach

St Ann's is one of the oldest and largest hospices in the UK and our services span Greater Manchester and parts of Bolton, Wigan and East Cheshire.

We care for thousands of patients from across the area every year and provide support for their loved ones too.



We have to raise around **£20,000** a day to keep our services across Greater Manchester running.

Achievements and Performance

Clinical and Medical Services:

Clinical Services



Our clinical services continue to be busy delivering person centred care to patients and their loved ones. Both inpatient units have seen a continuing flow of patients with increasing dependency, acuity, and complex needs throughout the patient pathway from referral to discharge or death.

The average monthly occupancy rate has been **~81%** and the average length of stay has been **22** days calculated within the month. There has been a decrease in the number of admissions to **558** from **610** in 2018/19. This is impacted by the longer length of stay. We have had several patients with highly complex needs and therefore it has been difficult to transfer their care to an appropriate setting causing a longer than average length of stay which can further impact on the number of admissions. There has been a slight decrease in deaths to **~63%** compared to last year's figure of **69%** and the number of discharges has remained reasonably static at **~32%**.

The inpatient units have each successfully recruited a trainee Advanced Nurse Practitioner to complement the existing clinical teams concentrating on patient flow, education, audit, and research.

The reporting of clinical data is improving in accuracy and evolving as part of a project to inform our strategy. St Ann's has been working alongside other Greater Manchester Hospices to develop a standardised data set which will enable accurate benchmarking and contribute to the wider health and social care economy. This is a huge task and is ongoing.

There have not been any inspections from the Care Quality Commission (CQC) during this period.

However, due to the changes in 2018 of how hospices are being inspected currently and in the future – that being in the hospital directorate - St Ann's has continued to engage with the relationship owner/lead inspector at the CQC in what is proving to be a positive relationship in preparation for the next inspection which may happen next year.

The Hospice has conducted the Patient Led Assessment of the Care Environment (PLACE) at the Heald Green and Little Hulton sites. The assessments were carried out in 2019 and both sites either were above or matched the national average for cleanliness and food and hydration. Heald Green was below the national average for privacy, dementia, disability, and condition, appearance and maintenance. Little Hulton scored below the national average for condition, appearance, and maintenance. A lot of work has been completed following the assessment to bring the Heald Green building up to and above the standard of the PLACE report. It is important to highlight that at the time of writing, St Ann's has a validated planning application in progress with Stockport Council for a new state-of-the-art facility at Heald Green. The new build will help the organisation move forward with modernising its estate and safeguard our future sustainability.

St Ann's has recently completed a study to identify adaptations to improve the environment and plans are in place to undertake these changes soon. In addition, a new analytic nurse call system has been installed at Little Hulton; enabling managers to pinpoint areas of staff shift shortages, review the reaction time of staff to patient calls, and provide litigation evidence should this be required. A new CCTV system has been installed at Little Hulton which provides a much clearer image and ensures a more secure environment for staff. A gated entrance to the hospice at Little Hulton has also been installed to provide additional security for staff and visitors.



The Being You Centre



The hospice clinical leaders have reviewed, revised, and reshaped the day services including outpatient services to ensure that what we offer is sustainable, bespoke, and individual for those people who need to access those services. It is far more integrated with living well and has a rehabilitative focus to support people affected by progressive life-limiting illnesses at home.

St Ann's works closely with the NHS Clinical Commissioning Groups (CCGs). A small proportion of this income was conditional on achieving quality improvement and innovation goals through the Commissioning for Quality and Innovation Payment Framework (CQUIN). The two CQUINs, OACC (Outcome assessment complexity and collaborative) and staff health and wellbeing were achieved.

Quality Accounts

The hospice published the Quality Accounts for this reporting period in line with national guidance.

Medical workforce



St. Ann's medical workforce continues to comprise a spectrum of posts including Consultants, an Associate Specialist and Specialist Doctor roles, as well as supporting rotational medical posts within the hospice sites.



We have been able to maintain and recruit successfully to our medical posts over the past year. These posts provide ongoing support for patients and their families within the inpatient units, The Being You Centres, and community.

A proportion of the medical workforce are also part of specialist palliative care teams within the acute hospital and community settings, geographically linked to the hospice, providing strong links between these teams and the hospice.

As well as working to support patients and families, the medical team are also continuing to support education and training of others, quality improvement, as well as strategic developments for the hospice.

All doctors who work within the hospice are part of an annual appraisal and revalidation process.

There is currently a pilot underway to provide proactive senior medical face-to-face reviews within the inpatient units at a weekend and on bank holidays; this will be evaluated in the autumn of 2020.

Consultants from St Ann's have also supported a Macmillan 7-day working pilot, providing consultant face-to-face support over weekends to the Salford Royal NHS Foundation Trust and Salford community. This finished in March 2020 and was evaluated with a positive outcome.

St Ann's continues to maintain its links with the Tiltas Trust and Lithuania.



Community services



Both the Hospice @ Home service and the Community Specialist Palliative Care Team (CSPCT) have had a busy year. There has been an increase in the total number of referrals to the community teams.

| | Referrals | Deaths | Discharges |
|---|-------------|------------|------------|
| Hospice @ Home Trafford | 108 | 42 | 41 |
| Hospice @ Home Salford | 291 | 123 | 86 |
| Hospice @ Home Total | 399 | 165 | 127 |
| Community Specialist Palliative Care Team | 989 | 311 | 214 |
| TOTAL | 1388 | 476 | 341 |

The Community Specialist Palliative Care Team has been a key player in the Macmillan 7-day specialist palliative care programme to enhance the hospital and community provision. This has been a fantastic opportunity to develop, empower and progress the service and the workforce to deliver access and provide a 7-day service including the nursing and medical workforce. This model of care is now business as usual.

Hospice@Home service increased the number of referrals in Trafford for people affected by dementia. The team is also working with Trafford CCG to identify those people who meet the criteria for accessing personal health budgets. Dementia Café is held every month (at Heald Green only as of pre covid). It is an opportunity for people living with dementia and their carers to receive advice and support. The café is led by the Stockport Pennine Trust Dementia Team and there are hospice staff available, including a Nurse, Chaplain, Creative Therapist, Complementary Therapist and Volunteers.

Practice Development Centre



The Practice Development Centre (PDC) continues to provide bespoke training and development opportunities for both internal and external staff. During this period the PDC have broadened the usage of our online learning platform, 'Moodle', to include videos, access to the 'Royal Marsden', and a wide range of specific clinical information that acts to enhance and support face-to-face clinical training. They have educated our own staff to deliver basic life support training allowing all staff, both clinical and non-clinical, to access the training.

The PDC have enabled all volunteers to access face-to-face training sessions including Communication Skills, Manual Handling, Understanding End of Life Care, and Safeguarding Adults and Children.

This year we have been continuing to work hard to increase our reach so that even more people from our local communities can access hospice care when they need it. That could be via our hardworking community and Hospice@Home teams, or through innovative projects such as our Palliative Care Coordinator role for homeless people; our outreach services, or clinics held in collaboration with other organisations. In January 2020, the Homeless Palliative Care Coordinator started in their role. The post is peripatetic across Greater Manchester, working with Urban Village Medical Practice, Manchester City Council, MLCO and key hostels across Manchester. The evaluation of the role will be written in collaboration with Manchester University in the hope that the post will be substantiated after five years.

The PDC have also worked alongside the organisational development and training manager to develop the apprenticeship programme for several departments. During the year the team have also successfully ran a series of lectures across Greater Manchester pertaining to ten vulnerable populations and their specific needs around palliative care. In collaboration with Health Education North West and Springhill Hospice, we produced a presentation to summarise the ten lectures for use by organisations across the North West.

Clinical Audit and Quality



We hold quarterly meetings where a rolling programme for clinical audit is agreed and reviewed. This includes clinical and medical staff from all services and departments. St Ann's also participates in, and contributes to, the North West Regional Audit Group (NWAG) which is led by one of our consultants.

Patient Experience and User Involvement



The comments scheme enables visitors, patients, volunteers, and staff to make suggestions for improvement or comments about our services. The Service Development Lead was responsible for managing the scheme and sending any comments received to the appropriate manager for consideration and ensuring a response if required. A total of 40 comments or suggestions were posted in 2019/2020.

Actions included:

- Review of the disabled parking facilities
- Training update for volunteers on fire alarm procedure
- Provision of battery operated candles for the chapels.



Patient and carer feedback

St Ann's is involved in a Greater Manchester hospice-wide involvement group that aims to share current best practice in collecting patient and carer feedback. We are also working towards developing a process for seeking feedback from a wider cohort across the seven Greater Manchester hospices when larger datasets are required.

We also conduct the Friends and Family Test. During this reporting period, we have received excellent feedback to the two questions and many positive comments.

How likely are you to recommend St Ann's to friends and/or family members if they needed similar care or treatment?

| | IPU | Being You Centre | Community |
|----------------------------|-----|------------------|-----------|
| Extremely Likely | 175 | 244 | 192 |
| Likely | 11 | 1 | 5 |
| Neither likely or unlikely | 1 | 0 | 0 |
| Extremely unlikely | 1 | 0 | 0 |
| Don't Know | 0 | 0 | 0 |
| Total completed tests | 188 | 245 | 197 |

Volunteers have continued to conduct structured one-to-one interviews of ward patients and visitors on topics including hospice cleanliness, staff attitudes, the environment, privacy and dignity, and information. The results continue to give positive feedback on the services provided at St Ann's by both clinical and support services and suggestions are processed through the comments scheme. Actions that have been taken because of patient interviews are monitored through our monthly leadership walkrounds.

Incident Reporting and Near Misses



The hospice has a learning culture embedded in departments and encourages staff and volunteers to report and engage in the incident reporting system. This allows us to learn, improve, and prevent further incidents. Depending on the nature of the incident, they are discussed appropriately at the relevant committee to share learning across the organisation.

Organisational Development and Support Services

Organisational Development

Leadership Exchange Network



Communication and collaboration across the organisation is essential to ensure high performance and to promote this a Leadership Exchange Network (LEN) was created with the first event in October 2019. The aim is to establish a supportive leadership network across the hospice to encourage innovation, collaboration, empowerment, communication and commitment to achieving the strategic objectives.

Around 50 leaders attended the first event focusing on:

- objectives of the Leadership Exchange Network
- strategy development and why is it essential to a successful business
- a marketplace session hosted by the Executive Leadership Team who each gave an overview of their strategy followed by a question and answer session
- exploring suggestions for the hospice's new leadership behaviours
- decision making.

Health and Wellbeing Programme

The hospice launched a new Health Wellbeing Programme for staff. Wellbeing Drop-In sessions were held in January 2020 attended by 84 employees. The sessions aimed to give staff Health and Wellbeing tips, including complementary therapy, creative therapy, healthy food tasters and gym membership. Feedback was very positive including "treatments were lovely and nice to have experience of what patients receive" and "brilliant way to get us to look after ourselves and mental health".

Wellbeing Matters was also launched, a quarterly newsletter, to further promote health and wellbeing and signpost staff to various useful links. Alongside

the newsletter supportive blogs were introduced onto the Staff Hub.

Organisation Design



A feature of the Organisational Development Strategy is ensuring organisational design allows the flexibility to respond to changing needs and challenges alongside job roles that provide satisfaction, stimulation, challenge and development opportunities.

Introducing changes to the design of the staffing structure for the Inpatient Units, including the new roles of Nursing Associate and Ward Liaison has enabled the hospice to meet challenges posed by the national shortage of nurses and create development opportunities and career pathways whilst enhancing the care and support for patients.

Competency Framework

High performing individuals and teams are crucial to ensuring excellent care is provided to patients and their families as well as to meeting standards set by regulators. Defining and communicating performance standards contributes to achieving high performance and this year has seen the implementation of a Competency Framework for registered nurses. The framework sets out clear performance standards to underpin effective employee development and progression as well as positive employee engagement through focused feedback and coaching and recognition and reward.

Inspire Leadership Development Programme



The Inspire Leadership Development Programme was created in 2015 and is delivered annually to all leaders joining the hospice as well as anyone promoted to a leadership role. A review of the programme has been undertaken this year and content refreshed.

Feedback was collated from the last Inspire cohort to complete the programme to determine what

worked well, what helped, what hindered and what could be even better. This was used to redesign the programme together with input from an external consultant and the Training and OD Manager's experience from working with the Leaders in Greater Manchester programme.

Highlights of the original programme have been retained and new organisational development models have been introduced. The main change was introducing a module on emotional intelligence with a focus on self and social awareness. The hospice culture and success is steeped in its values and it is important the values of every leader are aligned to ensure they are inspirational, high performing and are able to motivate high performing teams.

Staff Awards

The hospice held its annual celebration event to celebrate staff and volunteers.

The event included awards in the following categories, as well as long service awards for employees and volunteers:

- Collaborative
- Innovative
- Initiative
- Together
- Team St Ann's
- Volunteer Special Recognition Award

Senior Staff Pay

We aim to ensure that our employees' salaries including our key management personnel reflect the level of responsibility expected of them, and that they are comparable with the salaries paid by other voluntary organisations. This is in line with the National Council for Voluntary Organisations' senior staff pay guidance that the aim of a charity's pay policy should be to offer fair pay to attract and retain appropriately qualified individuals to lead, support and deliver the charity's aims. By paying salaries that match similar roles at comparable organisations, we can attract and keep the highly skilled and committed staff the hospice requires. The salary structure and remuneration are considered in accordance with the Pay Policy and proposals are presented through the Finance Committee to the Board of Trustees.

Equality, Diversity and Inclusion

St Ann's Hospice is committed to equality, diversity and inclusion in volunteering, employment and workplace practices and to promoting equality, tackling discrimination and fostering good relationships between a diverse range of people, including service users. The hospice aims to create an organisation that fosters good relationships between diverse groups, values diversity and promotes equality regardless of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief or sexual orientation as well as tackle unlawful discrimination proactively through policies, practice and procedures.

At St Ann's Hospice recruitment, selection, induction training, other opportunities for training, remuneration, Performance and Development Reviews, promotion, disciplinary action, dismissal, organisational communication and working practices take account of equal opportunities.

Wherever possible the hospice will make reasonable adjustments to working practices and premises to support staff with a disability.

Staff Engagement

A variety of channels and forums have been developed to ensure effective communication and involvement including Staff Open Meetings, monthly Director Drop-Ins as well as a weekly Chief Executive Brief, staff intranet and departmental team meetings. In addition departmental representatives are invited to attend quarterly Involve meetings providing a channel for communication and consultation in relation to:

- developing our workplace culture and working practices
- ensuring safety, wellbeing and happiness at work
- safeguarding and promoting our values
- reward and recognition
- development and career progression
- sustaining our future

Support Services

Estates and Facilities Strategy

The hospice's first Estates and Facilities Strategy has been developed which supports the ambitions of the organisation's overall strategy. It recognises the important role the hospice's estates and facilities play in ensuring world-class, innovative care, and remain an organisation of choice for patients, families, employees, volunteers and supporters. The strategy is underpinned by six strategic themes:

- Enhancing our care and workplace environments
- Service delivery
- Ensuring compliance
- Building financial sustainability
- Delivering environmental sustainability
- Improving and maximising our digital capability

Redevelopments at Little Hulton

Work has been carried out in consultation with staff and architects to develop a strategy for the space and the needs of service users and staff at the Little Hulton site. The focus is on a reconfiguration of rooms to enhance the existing building to support the provision of world-class care and to redevelop the site's Coffee Shop.

Improvements to Patient Areas and Facilities

Throughout the year it has been possible to make a number of improvements including:

- Installation of a new Nurse Station at Heald Green
- Refurbishment of the Pharmacy at Heald Green
- Replacement of conservatory roof at Heald Green
- Landscaping of gardens at Little Hulton
- Upgrade of Nursecall system at Little Hulton
- Installation of 24 flatscreen televisions for patient bedrooms at Little Hulton
- Upgrade of CCTV at both Heald Green and Little Hulton sites



Business Development

The Business Development directorate expanded this year with the inclusion of the Communications department. This was a strategic decision to enable better cross-departmental working and collaboration as we gear up for the 50th birthday year and the Capital Campaign.

Good progress continues in all areas of the directorate, particularly in digital transformation and cross-departmental working. Both Fundraising and Trading have delivered a growth in income; a good result in the current subdued fundraising and trading conditions.

We will continue to develop the individual departmental and overall directorate strategies to deliver both long-term income growth and efficiency savings. This will help the hospice to continue to be finally viable.

Fundraising

Income from donations and legacies to the 31st March 2020 was £4,935,048 against the previous year of £4,773,658 (2018/19), an increase of 3.4%. We report good progress against the five areas of the fundraising strategy:

1. To increase Income to ensure the charity remains financially viable and that revenue income plans dovetail with the public phase of the capital campaign.

Income grew in financial year 2019/20. In particular, growth was found in community based fundraising – reflecting the investment of time and focus in growing our relationships with schools, and introducing an ongoing programme of bucket collections in venues across the area. Our stewardship programme for 'in aid of' fundraising resulted in increased average gift and overall income from this area of work. A two-year partnership with the Trafford Centre was established.

Major Gifts and Trusts has also seen growth due to the introduction of a member of staff focussing specifically on this area of work and developing relationships with philanthropic individuals and foundations.

Legacies and in-memoriam giving are a vital source of income to the hospice. To strengthen our commitment to developing these vital sources of income, we appointed a Legacy and Individual Giving Fundraiser in early 2019. Since then we have worked on a legacy strategy, developed a number of new fundraising initiatives in this area, and started to engage with staff throughout the

organisation to be part of a fundraising culture. We approached a number of external consultants in relation to our planned Grateful Patient Philanthropy programme and invited them to tender for the work. Unfortunately due to the COVID-19 pandemic and the nature of the training sessions, this piece of work has been paused until we are able to welcome external training consultants into the hospice, especially the clinical areas.

One event to highlight was the Manchester to Barcelona fundraising challenge undertaken by seven individuals in memory of a patient. The event received significant publicity and funded a new ambulance for Little Hulton at a cost of £40k. The money raised was also able to add a significant contribution toward a second ambulance at Heald Green.



2. To grow our volunteer network by recruiting and training money-generating volunteers.

We have recruited a number of new volunteers to increase the capacity of the fundraising team specifically in office administration, community based fundraising, and corporate fundraising. We have recruited a corporate committee to support our corporate networking and business development work.

3. To recruit and retain highly skilled individuals, investing in training and development opportunities.

Team members have undertaken training as required and in addition, we have led the way in demonstrating and sharing our skills with members of staff giving presentations at local, regional, and national training sessions and conferences.

4. To design and implement our donor journey to increase the retention of supporters.

We have improved our donor journey with a more personalised approach to thanking. We now send a monthly e-newsletter to all our supporters. We have undertaken analysis of our donor profiles in order to communicate more effectively with existing and potential supporters and ensure that they receive the most appropriate communications.

We upgraded our Customer Relationship Management (CRM) system to a cloud-based version to enable this work and increase efficiency across the team

5. To ensure all our activities are underpinned with correct governance

Our fundraising activities have been assessed and data mapped in line with the charity's information Governance policies.

St Ann's Hospice and St Ann's Hospice Trading Company are a member of the Institute of Fundraising (IoF) and the Fundraising Regulator (FR). We continue to act ethically and responsibly, using best practice when communicating with our donors and supporters and adhere to The Code of Fundraising Practice and its associated Rulebooks for street and door fundraising that outline the standards expected of fundraising activity. In the Year 2019/20, we received no requests to cease communication through the Fundraising Preference Service. 2

complaints relating to Fundraising were received during the year, these were logged on our internal incident reporting register and actioned accordingly. No complaints we received relating to the Lottery.

We display the trusted logo of the Fundraising Regulator on all our fundraising communications. The fundraising team and Trading Company undertake safeguarding training in line with the charity's policy for protecting vulnerable people.

Finance

Following the restructure of the department in 2019/20, the team has been fully staffed for the year under review. Throughout this year, the focus has been on reviewing outdated manual processes, introducing new tools and digital solutions to bring efficiencies and cost-savings to the department and the wider organisation.

Some of the changes implemented in the year include a process to allow Fundraisers to accept credit/debit card donations over the telephone, a procedure for accepting verbal Gift Aid declarations, and installing a pension module to our payroll system to move away from manual records. These innovations along with many others have brought both time and cost-savings, greater accuracy in the data processed, and an improved donor experience.

We plan to continue to keep moving forward and making use of digital solutions to bring efficiencies. High on the agenda is a system to record legacy notifications digitally, making use of functionality included in the upgraded donor database, and introducing an electronic order and invoicing system.



Trading Company

Trading Company turnover to the 31st March 2020 was **£2,646,309** against the previous year of £2,299,876 (2018/19), an increase of 15%. Operating profit in the year was **£665,810** against the previous year of £512,881 (2018/19), an increase of 30%.

The increase in profit this year is good in the current climate. The key driver of this income growth can be attributed to the changes we made to the Lottery in the first half of the year. Despite the increased income from the Lottery, the decrease in income from our retail operations affected overall profit. The downturn in footfall coupled with permanent shop closures in the final quarter, as well as the COVID-19 pandemic were all contributing factors.

Turnover to 31st March 2020
£2,646,309
 a 15% increase on 2018/19

Operating profit to 31st March 2020
£665,810
 a 30% increase on 2018/19

Shops

Poor high street conditions continued this year, which led to the closure of two non-performing shops; Walkden in February, and Northenden in March.

Despite this, online shopping continued to go from strength to strength and produced a 31% increase in turnover and 26% growth in profit year on year. The Ebay shop became the largest in the North West, with more listings of products for sale than any other charity.

The Bridal wear offering was expanded at the Cheadle shop which attracted press coverage from the Manchester Evening News and radio coverage by the BBC.

Lottery

The lottery underwent a huge transformation in August 2019 with the introduction of additional prizes, a rollover prize of **£1,000** per week rising to a

17,235
 Lottery
 Members

maximum of **£10,000**, all funded by an increase in ticket price from **£1** to **£2**. Tickets also became available to purchase in shops and online.

As a result of this transformation, profit for the lottery in the year was **£977,605**, an increase of **£110,649** (12.7%). Lottery membership at the end of March 2020 was **17,235** with an average of 80% of members playing each week.

We continue to attract new lottery members via the lottery website at an average of 4 new plays each week and a total of 212 in the 2019/20 financial year. Online marketing will increase in 2020/21 to encourage online sign ups.

Since COVID-19 plans have been put in place to switch lottery recruitment from door-to-door recruitment to telephone campaigns. If proven successful, we will continue to do both methods to maximise player growth.

New initiatives

New goods were introduced online via Amazon, eBay, and also promoted on Instagram.

A donation drive-thru was introduced at the distribution centre in Reddish. The initiative was so successful that it has become a monthly feature.

Newspapers and magazines were introduced to all shops to encourage more regular customers.

A discount shop was launched in September to offload unwanted stock and increase sales in store.



Communications

In a year of continued innovation and an exciting period of change in the organisation's history, we have continued to ensure a range of strategic communications activity is in place to keep service users, donors and the wider community engaged and informed about our work.

We have successfully increased activity across all elements of the marketing and communications mix, leading to growth in both the number of people reached and their engagement. In this period we have:

- Generated **1,436** pieces of press coverage (compared with 1,131 in 2018/19), reaching 106,228,591 people (compared with 67,349,294 people in 2018/19)

1,436
 pieces of press coverage

- Our Facebook and Twitter posts reached **3,133,698** people (compared with 2,132,089 in 2018/19)
- Multiplatform content creation has helped further engage audiences and dispel myths around hospice care, reaching out to communities across Greater Manchester and beyond. This includes a diverse range of blogs, news stories, photography, video content, web propositions and social media campaigns, as well as offline activity such as printed materials, speaking opportunities, award entries and face to face engagement.
- At the end of March, social media followers across Twitter, Facebook, Instagram, LinkedIn and YouTube totalled **26,242** people

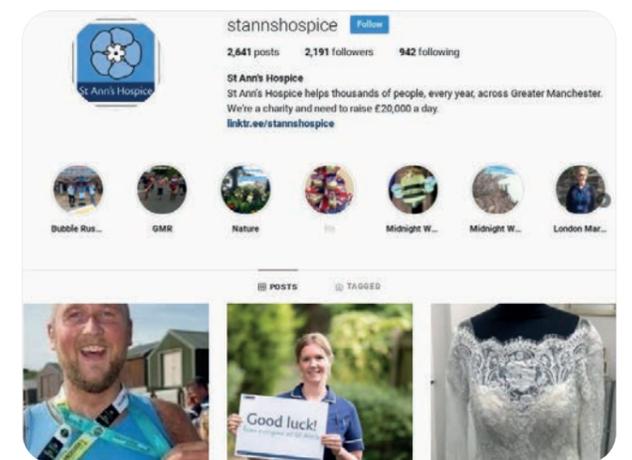
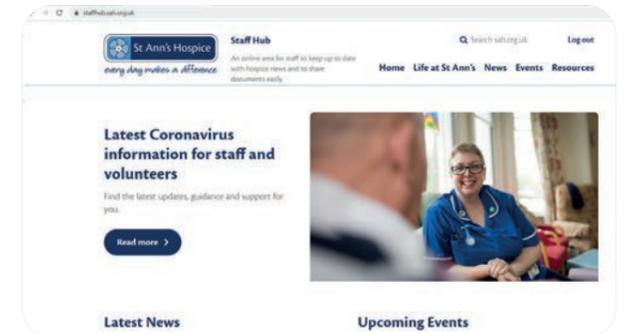
26,242

- Average number of visitors to the hospice website in this period was **9,403** per month (compared with 8,589 in 2018/19)

9,403 website visitors a month



- Our internal communications also remain a vital part of our work, ensuring that our staff and volunteers have access to the most up to date information, whilst also supporting them with their health and wellbeing. The Staff Hub intranet site continues to play an important part in ensuring all staff and volunteers remain connected, wherever they are based and whatever their role within the organisation.



Our priorities for 2020-2021

Our Five-Year Strategy 2017-2022 outlines what we hope to achieve as an organisation over a five-year period. As you would expect, at the heart of that strategy are our patients and their families. Everything we do at St Ann's is aimed at ensuring they have the best possible levels of care.

Our priorities for the coming year define and determine our areas of focus so that we can maximise our impact and ensure we remain on track to deliver what we set out to in 2017. The priorities below are not a comprehensive list of everything we will do this year, it sets out where we will focus our efforts whilst retaining the flexibility to address new priorities and respond to emerging issues.



Develop our clinical and medical ambitions to further enhance our patient and family services



- All band 5 staff nurses will have a live competency framework document and they will demonstrate either full completion or areas for development and achievement.
- All band 2 -8a clinical patient facing staff will be able to demonstrate they have competent communication skills appropriate for their role.
- Patients who need to access inpatient unit beds at weekends will be able to do so in a timely manner.
- Patients on the Inpatient units will have a senior medical review at weekends if appropriate
- St Ann's will adopt and embed a culture of rehabilitative palliative care ensuring it is focused on personal priorities and goals.
- The new build and any future refurbishments will have consideration to innovative technology to deliver care, training, education, research, and audit.

Ensure the organisation maintains its resilience and sustainability beyond the COVID-19 pandemic



- The COVID-19 pandemic has presented a number of immediate and long-term challenges to our organisation.
- Through the discipline of Business Continuity, St Ann's is well prepared and has the ability to absorb and adapt to survive and prosper.
- We will focus our attention on areas of the organisation where change is required for long-term growth and sustainability.
- We will ensure our senior management team are supported and empowered to make, and implement, rapid strategic decisions.
- We will collaborate, learn, and share best practice with our stakeholders and industry partners.

Drive a culture of continuous improvement through high performing, resilient, and efficient teams and individuals



- Ensuring effective organisational design will allow the flexibility to respond to changing needs and job roles that provide satisfaction, stimulation,

challenge and development opportunities.

- Building development opportunities, career pathways and succession planning will ensure we can retain talented staff.
- Designing and implementing continuous improvement models to achieve world-class, innovative care and high performance.
- Promoting health and wellbeing, including initiatives to build resilience and support attendance at work.
- We'll continue to review our pay structure to keep pace with the NHS and ensure staff engagement and recognition.

Obtain successful planning permission for our new world-class hospice facility at Heald Green



- In March 2020, we submitted a planning application to Stockport Council for our new hospice at Heald Green.
- Due to the COVID-19 pandemic, the validation of the planning application was paused which resulted in a three month delay.
- We will work with our expert consultants to widen the support for our scheme through engaging with local politicians, council officers, and our immediate neighbours.

- The Planning and Highways Committee will meet in October 2020 to vote on our application; we are optimistic the decision will be a favourable one.

Launch our ambitious capital fundraising campaign alongside our 50th year celebrations



- St Ann's Hospice will be 50 years old in May 2021, a milestone only few hospices have achieved.
- We will use our 50th birthday to promote and intensify our fundraising with a number of high-profile events and activities that will

help increase awareness and support.

- Alongside our 50th birthday, we will launch our Capital Campaign to raise vital funds for our new hospice.
- We need to secure around £15m before we are able to start construction and aim to do this through charitable trusts and foundations, major donors, the public, the sale of our existing land, and by using a significant amount of our reserves.



Manchester's New Hospice

As one of the oldest hospices in the UK, we know just how important it is to adapt and continue to innovate to ensure our care remains fit for the future for our patients and their families.

St Ann's new hospice, Heald Green, will be a complete care facility for Greater Manchester that patients and families can come to from diagnosis of a life-limiting illness, through treatment and beyond.

The Current Challenges

Not only does the age of our Heald Green hospice necessitate timely and expensive maintenance, but its structure and layout are increasingly compromising our vision of future world-class care.

Our five key challenges are:

- Facilities for inpatients
- Facilities in The Being You Centre
- Facilities for family and friends

- Wellbeing of staff
- Sustainability

Improving the facilities in the inpatient unit and our Being You Centre will enable more patients to access care and support sooner and more efficiently. Increased capacity means that patients can access our services earlier in their diagnosis; this will enable us to better support them in managing their life-limiting illness, and ultimately will enable people to live at home for longer. Improved facilities will also help improve the wellbeing and retention of

our highly skilled workforce, and designing a building with the environment in mind will help us continue to deliver world-class care for many years to come.

Our Vision

Our vision is to create a new purpose-built hospice on a site adjacent to the current Heald Green hospice. This will enable us to:

- Go beyond the limitations of our current building to fulfil the transformational changes required to deliver world-class care



Architect's impression of the new hospice building

- Expand our capacity thanks to the increased flexibility of our spaces
- Ensure that there is no disruption to patient care in the current building, whilst the new facility is being developed

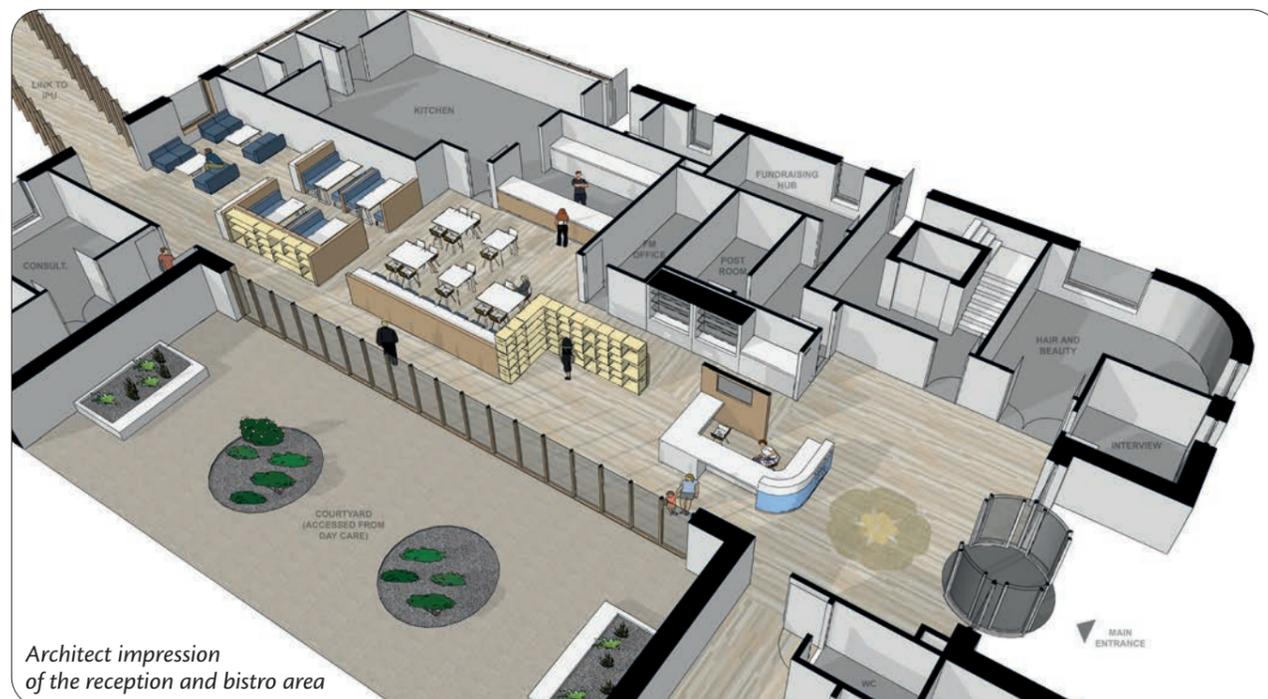
We have developed strong initial plans and have submitted our planning application, the outcome of which we feel confident about. We have also consulted our local community and stakeholders to ensure that our plans fully meet the needs of those we are here to serve. A business plan is in place that demonstrates clearly how we will sustain the new building, benefiting from the cost-savings of more efficient space as well as the increased income generation abilities it will bring.

Funding our future

The whole project including land purchase, design, construction, equipment, and professional fees

will cost us £20m. In 2018 the Trustees agreed to release £4.5m from reserves to kick-start the project. Most of these funds have been committed to the land purchase or spent on the design and planning process. We expect to raise a significant amount through our Capital Fundraising Campaign and hope to receive more than £2m from the sale of our existing site.

To show their continued commitment to the Heald Green redevelopment project, the Trustees are intending to designate further funds to the 'Property refurbishment and development fund'. Discussions have taken place during the 2020/21 financial year and a decision as to the value of the designation will be made prior to 31st March 2021.



Architect impression of the reception and bistro area

Financial Review

The accounts for the year have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019) and comply with all statutory requirements and the hospice's governing document. The accounts consolidate the results of the hospice and its trading subsidiary.

The Trustees report a net decrease to overall funds for the year of £1.2 million (2018/19: £0.2 million increase) and an overall funds balance of £13.6 million at 31st March 2020 (£14.8 million at 31st March 2019). The financial position of the group is set out in the balance sheet on page 49. The Reserves Policy relating to the funds held by the hospice is described in the Reserves Policy below.

Income and expenditure

The Statement of Financial Activities is set out on page 48 of these financial statements. From an operating point of view 2019/20 showed a deficit before investment (losses)/gains and pension liability movements of £257k (2018/19: £28k).

The hospice's principal sources of income are donations, legacies, NHS income and trading profits. Total income in 2019/20 was £12.5 million (2018/19: £11.8 million).

Income from donations is £2.3 million, a 1.6% increase compared to the previous year (2018/19: £2.2 million).

Legacy income has remained at similar levels of £2.5 million this year, recognised as received or as due under FRS102 (2018/19: £2.5 million).

Funding from NHS Clinical Commissioning Groups amounted to £4.8 million, an increase of 6% due to additional funding received for medical staffing. (2018/19: £4.5 million).

The turnover of the Trading Company has increased to £2.6 million compared to £2.3 million last year. Whilst there have been some additional cost pressures, overall profitability has increased. The amount gifted to the hospice is £0.6 million compared to £0.5 million in 2018/19.

Investment income and interest receivable in 2019/20 was £0.2 million, showing similar levels to 2018/19.

The cost of Charitable Activities increased slightly by £0.6 million from £9.4 million to £10 million.

The increase is largely due to salaries. We continue to review our cost base to ensure that we are providing our services as efficiently as possible.

The actuarial loss in the pension fund is £0.6 million (2018/19: £0.1 million gain) in the Statement of Financial Activities in 2019/20 leading to an increased liability of £3.9 million (2018/19: £3.2 million). The pension liability and its impact on the hospice's financial position is monitored closely by the Trustees of the St Ann's Pension Scheme. The major financial assumptions used to calculate the Pension Scheme Liability are shown in Note 22 to the Accounts.



Investment Performance, Policy and Management

At 31st March 2020 the value of the investment portfolio was £6.4 million (see note 14), a decrease of £0.2 million compared to 31st March 2019 balance of £6.6 million. During the year income earned on the portfolio was reinvested. On a total return basis (income plus capital change), the portfolio experienced a decrease of -3.42% compared to the benchmarks, the WMA Income index and Brewin Dolphin's benchmark, which experienced decreases of -9.72% and -5.04% respectively. Although down in absolute terms, the portfolio significantly outperformed the benchmarks. Our year end coincided almost with the lows in markets as a reaction to the COVID crisis. The fall in value in the year was a result of the COVID-19 pandemic's impact on the economy as at 31st March 2020. There is a non-adjusting post balance sheet event since the year end as the investment values have recovered to £7,025,179 as at 30th June 2020 with an increase in value of £640,425.

The investment managers have been given delegated responsibility to manage the investment portfolio, subject to agreed asset allocations. Funds are invested in a portfolio of UK and overseas equities, fixed interest investments, and alternative investments such as property and cash. The investment performance is reviewed at least bi-annually by the Finance Committee.

The investment policy is to seek the best financial return within an acceptable level of risk and the investment objectives are a balance between income and capital growth.

Investments made on behalf of the hospice are restricted in that no investments may be made directly in companies manufacturing tobacco related products.



Policy on Reserves

A Statement of Unrestricted Funds is shown in Note 20 to the Accounts.

The Charities SORP defines reserves as that part of a charity's funds that is freely available to spend. The Trustees have agreed that these free reserves should not normally exceed one year's running costs. The free reserves at 31st March 2020 are £5.0m (2018/19: £5.6 million) which represents between five and six months of normal running costs for the hospice (2018/19: between five and six months).

The Charities SORP specifically allows for funds held as "tangible fixed assets for charity use" to be excluded from free reserves. The Trustees therefore set aside a designated reserve of £4.3 million, equal to the net book value of tangible fixed assets (2018/19: £4.5 million).

In addition the Trustees have designated a reserve to be held for Property Refurbishment and Development which totals £4.1 million (2018/19: £4.5 million). This reserve relates mainly to the Heald Green site and reflects the requirement to set aside funds towards future refurbishment and/or rebuilding costs that are considered necessary to meet the increasingly complex clinical and care requirements of patients. St Ann's Hospice currently has a validated planning application under consideration at Stockport Metropolitan Borough Council for a brand new hospice facility at Heald Green with a decision expected in October 2020.



Strategic Risks

St Ann's Hospice recognises the risks associated with voluntary income from fundraising, particularly legacies, which is an income stream that fluctuates unpredictably. Changes to legislation, downturns in the economy and activity from other charitable organisations, whether within or outside the hospice sector may all impact on fundraising revenue.

In mitigation of the potential risks, the Trustees regularly review external influences and legislative implications. We take a proactive approach in encouraging supporters to consider legacies and a strategic approach to securing Trusts and grant awards for both restricted and unrestricted monies. The St Ann's Trading Company Board and management team monitor performance of the retail outlets and lottery against budget, forecasts and trends.

In April 2019 St Ann's Hospice renewed the contract with the Clinical Commission Group consortium. This contract has been renewed for 3 years with the option to extend for a further 2 years, we welcomed the 2.7% uplift in the contract value and the certainty the term of the contract brings.

St Ann's Hospice continues to work collaboratively with Greater Manchester hospices to measure the impact of the devolved Greater Manchester Health and Social Care Partnership, which is considering options in the commissioning structure. The hospice team has regular, strategic engagement with the CCGs regarding funding that may be allocated according to levels of clinical activity and service delivery.

The hospice has identified a number of projects to assist with achieving its business objectives and ensuring and protecting financial viability. Some projects may result in changes for the existing workforce and will require appropriate levels of effective leadership in order to achieve success.

The hospice manages this risk by utilising a range of methods to communicate and update staff, including HR and executive director surgeries and open meetings. The 'managing change' workshop continues to link with INSPIRE and ASPIRE development programmes.

Going Concern

The Trustees are satisfied that the hospice has considerable financial resources available to be financially viable for the next twelve months. The hospice's first quarter income from fundraising during the COVID-19 pandemic has outperformed budget and the financial support from various government schemes is a welcomed contribution whilst our shops were closed and our fundraising events cancelled. The hospice has also made significant savings in expenditure from a wide range of areas due to the changes in working practices. Consequently, the Trustees believe that, overall, the hospice is in a strong position to manage its business risks successfully. Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Financial Statements.



Trustees' Responsibility Statement

The trustees (who are also directors of St Ann's Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK 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 charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The Trustees report, including the Strategic Report, was approved by the Board and signed on its behalf

Jacqueline Oldham

Professor Jacqueline Oldham BSc (Hons) RGN PhD

Chair of St Ann's Hospice

Date: 21 September 2020



Consolidated statement of financial activities

(including consolidated income and expenditure account)

For the year ended 31st March 2020

| | Note | Unrestricted funds £ | Restricted funds £ | Total funds 2020 £ | Total funds 2019 £ |
|--|--------------|-------------------------|-----------------------|--------------------------|--------------------------|
| INCOME FROM: | | | | | |
| Voluntary income | | | | | |
| Donations and legacies | 3 | 4,755,048 | - | 4,755,048 | 4,773,658 |
| Charitable activities | 4 | 3,838,491 | 1,001,777 | 4,840,268 | 4,499,795 |
| Other trading activities | 5 | 2,714,547 | - | 2,714,547 | 2,362,212 |
| Investments | 6 | 186,871 | 1,497 | 188,368 | 198,297 |
| TOTAL INCOME | | 11,494,957 | 1,003,274 | 12,498,231 | 11,833,962 |
| EXPENDITURE ON: | | | | | |
| Raising funds | 7 | 2,756,035 | - | 2,756,035 | 2,446,288 |
| Charitable activities | 8 | 9,046,671 | 952,280 | 9,998,951 | 9,416,016 |
| TOTAL EXPENDITURE | | 11,802,706 | 952,280 | 12,754,986 | 11,862,304 |
| Net (expenditure)/income before investment (losses)/gains | | (307,749) | 50,994 | (256,755) | (28,342) |
| Net (Losses)/Gains on Investments | 14 | (352,060) | - | (352,060) | 146,648 |
| Net (expenditure)/income before tax | 10 | (659,809) | 50,994 | (608,815) | 118,306 |
| Taxation | 12 | (29,496) | - | (29,496) | (781) |
| Net (expenditure)/income for the year | | (689,305) | 50,994 | (638,311) | 117,525 |
| Transfer Between Funds | 20 | 77,590 | (77,590) | - | - |
| Other Recognised Gains/(Losses): | | | | | |
| Actuarial (Losses)/Gains on Defined Benefit Schemes | 22 | (560,000) | - | (560,000) | 123,000 |
| NET MOVEMENT IN FUNDS | | (1,171,715) | (26,596) | (1,198,311) | 240,525 |
| FUND BALANCES BROUGHT FORWARD AT | | | | | |
| 1st April | | 14,595,703 | 223,979 | 14,819,682 | 14,579,157 |
| FUND BALANCES CARRIED FORWARD AT | | | | | |
| 31st March | 20,21 | 13,423,988 | 197,383 | 13,621,371 | 14,819,682 |

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derives from continuing activities.

The (deficit)/surplus of the parent charity for the year for Companies Act purposes is (£1,198,311) (2019: £240,525).

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented in respect of the parent charity.

See note 19 for the comparative consolidated statement of financial activities analysed by funds.

BALANCE SHEET

31st March 2020

| | Note | Group 2020 £ | Group 2019 £ | Charity 2020 £ | Charity 2019 £ |
|--|---------------|--------------------|--------------------|----------------------|----------------------|
| FIXED ASSETS | | | | | |
| Tangible assets for use by the charity | 13 | 4,671,078 | 4,492,842 | 4,640,185 | 4,450,705 |
| Investments | 14 | 6,354,727 | 6,589,349 | 6,354,729 | 6,589,351 |
| | | 11,025,805 | 11,082,191 | 10,994,914 | 11,040,056 |
| CURRENT ASSETS | | | | | |
| Stocks | 15 | 56,965 | 55,873 | 546 | 3,265 |
| Debtors | 16 | 2,796,781 | 1,876,656 | 2,852,889 | 1,946,926 |
| Cash at bank and in hand | 17 | 4,907,400 | 6,027,486 | 4,565,580 | 5,620,008 |
| | | 7,761,146 | 7,960,015 | 7,419,015 | 7,570,199 |
| CREDITORS: amounts falling due within one year | 18 | (1,262,580) | (1,060,524) | (889,558) | (628,573) |
| NET CURRENT ASSETS | | 6,498,566 | 6,899,491 | 6,529,457 | 6,941,626 |
| NET ASSETS EXCLUDING PENSION LIABILITY | | | | | |
| | | 17,524,371 | 17,981,682 | 17,524,371 | 17,981,682 |
| PENSION LIABILITY | 22 | (3,903,000) | (3,162,000) | (3,903,000) | (3,162,000) |
| NET ASSETS INCLUDING PENSION LIABILITY | | | | | |
| | | 13,621,371 | 14,819,682 | 13,621,371 | 14,819,682 |
| FUNDS | | | | | |
| Unrestricted Funds | | 13,423,988 | 14,595,703 | 13,423,988 | 14,595,703 |
| Restricted funds | | 197,383 | 223,979 | 197,383 | 223,979 |
| TOTAL FUNDS | 20, 21 | 13,621,371 | 14,819,682 | 13,621,371 | 14,819,682 |

These financial statements of St Ann's Hospice, (registered number 947220), were approved by the Directors

These financial statements of St Ann's Hospice, (registered number 947220), were approved by the Directors and authorised for issue on 21 September 2020. They were signed on its behalf by:



Mr Darren Holt

Honorary Treasurer

CASH FLOW STATEMENT
For the year ended 31st March 2020

| | Group 2020 £ | Group 2019 £ |
|--|-----------------------------|-----------------------------|
| Net cash flow used in operating activities | (693,438) | (2,082,204) |
| Cash flows from investing activities: | | |
| Interest received | 38,928 | 41,587 |
| Investment movement | (117,438) | (119,806) |
| Investment income received | 149,440 | 156,710 |
| Proceeds from sale of equipment | 1,000 | - |
| Purchase of property, plant and equipment | (498,578) | (201,919) |
| Net cash flows used in investing activities | (426,648) | (123,428) |
| Net decrease in cash and cash equivalents | (1,120,086) | (2,205,632) |
| Cash and cash equivalent at beginning of year | 6,027,486 | 8,233,118 |
| Cash and cash equivalents at the end of the year | 4,907,400 | 6,027,486 |
| Reconciliation of net income and net cashflow from operating activities | Group 2020 £ | Group 2019 £ |
| Net expenditure before investment (losses)/gains | (256,755) | (28,342) |
| Adjustments for: | | |
| Investment income | (149,440) | (156,710) |
| Interest Receivable | (38,928) | (41,587) |
| Depreciation | 320,342 | 356,589 |
| Profit on sale of tangible fixed assets | (1,000) | - |
| | (125,781) | 129,950 |
| (Increase)/decrease in stock | (1,092) | 5,752 |
| Increase in debtors | (920,125) | (187,229) |
| Increase/(decrease) in creditors | 172,560 | (146,677) |
| Adjustment for pension funding | 181,000 | (1,884,000) |
| | (693,438) | (2,082,204) |

Notes to the financial statements

For the year ended 31st March 2020

1. ACCOUNTING POLICIES

Company and charitable status

St Ann's Hospice, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 11 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 81.

Basis of accounting

The financial statements are prepared under the historical cost convention, with the exception of investments which have been included at market value, and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective 1 January 2019; and the Companies Act 2006.

The principal accounting policies are set out below.

Preparation of financial statements - going concern basis

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report which also describes the financial position of the group including its cash, investments and reserves policies. The group forecasts and projections, taking account of reasonably possible changes in donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current level of reserves it has. After making enquiries, the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

Basis of consolidation

Group financial statements have been prepared in respect of the charity and its wholly owned subsidiary undertaking St. Ann's Hospice Trading Company Limited. These financial statements have been consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 14.

Cash flow statement

In accordance with FRS 102 the group is exempt from the requirement to present its parent charity cash flow statement.

Income

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

Donations and fundraising activities

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in the costs of raising funds. Cash collections to which the charity is entitled but which it has not received by the year end are included in income in the statement of financial activities and shown as debtors in the balance sheet.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

1. ACCOUNTING POLICIES (continued)

Income (continued)

Legacies

Legacies are accounted for when conditions for receipt have been met. Material legacies receivable at the year-end are included at their probate value.

Grants receivable

Income from grants is included in income when receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until pre-conditions for use have been met.
- When donors specify that grants, including capital grants are particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Trading activities

Income from trading activities includes fundraising revenue as well as sales recognised in the group's trading subsidiary. The trading subsidiary's turnover represents the net amount receivable from all activities, excluding value added tax. Turnover from the sale of goods is recognised upon exchange of goods for payment. Income from lottery ticket sales comprises income in relation to draws held in the period and is recognised upon completion of the draw. Receipts in advance of future draws are included in deferred income until the date of the draw.

Investment income

Investment income is accounted for when receivable.

Donated goods and services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the SORP 2019, general volunteer time is not recognised - refer to the Trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

1. ACCOUNTING POLICIES (continued)

Expenditure

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

The charity's operating costs include staff costs, premises costs, governance costs and other related costs. Such support costs are allocated between cost of raising funds and charitable expenditure. Staff costs are allocated according to the costs of staff working directly in the relevant activity and property costs are allocated according to the space used by each activity. Where costs are not directly attributable to any activity, they have been apportioned using an appropriate basis. Governance costs represent expenditure incurred in the management of the charity's assets, organisational administration, and compliance with constitutional and statutory requirements

Charitable expenditure

Costs of activities in furtherance of the charity's objects include all expenditure directly related to the objects of the charity.

Cost of raising funds

Cost of raising funds includes the following:

- *Fundraising and publicity*
This represents expenditure in relation to staff members who are directly engaged in fundraising, and related costs of the fundraising activity.
- *Lottery and raffle prizes and organisation costs*
This represents expenditure by the trading company in relation to costs directly involved in organising the lottery and raffle, including the purchase of prizes and prize money.
- *Other costs associated with trading activities*
This represents other costs incurred by the trading company for fundraising activities.

Fund accounting

The charity maintains various types of funds as follows.

Restricted funds

Restricted funds are funds subject to specific restrictions imposed by the funding authorities and donors. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the notes to the financial statements.

Unrestricted funds

- *General unrestricted funds*
General unrestricted funds represent funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.
- *Designated funds*
Designated funds are amounts which have been put aside at the discretion of the Trustees.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

1. ACCOUNTING POLICIES (continued)**Taxation**

The parent company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Current tax for the subsidiary company, comprising UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the trading company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax is measured on a nondiscounted basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

| | |
|-----------------------------------|---------------------|
| Freehold buildings | 50 years |
| Leasehold improvements | period of the lease |
| Leasehold buildings | period of the lease |
| Fixtures, furniture and equipment | 4 years |
| Motor vehicles | 4 years |

Investments

The fall in value in the year was a result of the COVID-19 pandemic's impact on the economy as at 31st March 2020. There is a non-adjusting post balance sheet event since the year end as the investment values have recovered to £7,025,179 as at 30th June 2020 with an increase in value of £640,425.

Investments are included in the financial statements at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Current investments represent monies invested in short-term liquid money market instruments.

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

In the parent charity balance sheet, investments in subsidiary undertakings are measured at cost less impairment.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

1. ACCOUNTING POLICIES (continued)**Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slowmoving or defective items where appropriate. Items donated for resale are not included in the financial statements until they are sold.

Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

Employee benefits

For defined benefit schemes the amounts charged to the Statement of Financial Activities are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs.

The net interest cost on the net defined benefit liability is charged to the Statement of Financial Activities and included within support costs. Remeasurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) is recognised immediately in the Statement of Financial Activities.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

Financial instruments

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

The charity and group only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

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

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCE OF ESTIMATION UNCERTAINTY

In the application of the group's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

3. ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES

| | 2020 £ | 2019 £ |
|-----------|------------------|------------------|
| Donations | 2,268,747 | 2,233,931 |
| Legacies | 2,486,301 | 2,539,727 |
| | <u>4,755,048</u> | <u>4,773,658</u> |

4. ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

| | 2020 £ | 2019 £ |
|---------------|------------------|------------------|
| NHS Contracts | 4,788,183 | 4,499,795 |
| Grants | 52,085 | - |
| | <u>4,840,268</u> | <u>4,499,795</u> |

5. ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

| | 2020 £ | 2019 £ |
|---|------------------|------------------|
| Fundraising activities | 68,238 | 62,336 |
| Lottery and raffle income from trading subsidiary | 1,405,902 | 1,237,170 |
| Other income from trading subsidiary | 1,240,407 | 1,062,706 |
| | <u>2,714,547</u> | <u>2,362,212</u> |

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

6. INVESTMENT INCOME

| | 2020 | 2019 |
|-----------------------|----------------|----------------|
| | £ | £ |
| UK listed investments | 149,440 | 156,710 |
| Bank Interest | 38,928 | 41,587 |
| | <u>188,368</u> | <u>198,297</u> |

7. ANALYSIS OF EXPENDITURE ON RAISING FUNDS

| | 2020 | 2019 |
|--|------------------|------------------|
| | Total | Total |
| | £ | £ |
| Employee costs | 495,965 | 419,234 |
| Office and sundry costs | 87,067 | 83,846 |
| Direct costs | 156,455 | 123,897 |
| Share of support costs | 74,049 | 70,316 |
| Lottery and raffle prizes and organisation costs | 428,297 | 370,214 |
| Other costs associated with trading activity | 1,514,202 | 1,378,781 |
| | <u>2,756,035</u> | <u>2,446,288</u> |

8. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

| | Activities undertaken directly | Support costs | 2020 Total |
|--------------------------------|--------------------------------|----------------|------------------|
| | £ | £ | £ |
| 2020 | | | |
| Provision of Hospice services: | | | |
| In-patient Care | 7,016,733 | 177,306 | 7,194,039 |
| Day Therapy | 999,819 | 25,514 | 1,025,333 |
| Community Specialist | 612,889 | 7,960 | 620,849 |
| Palliative Care Team | | | |
| Hospice at Home | 278,973 | 16,712 | 295,685 |
| Education | 322,800 | - | 322,800 |
| Out-patients | 533,610 | 6,635 | 540,245 |
| | <u>9,764,824</u> | <u>234,127</u> | <u>9,998,951</u> |

| | Activities undertaken directly | Support costs | 2019 Total |
|--------------------------------|--------------------------------|----------------|------------------|
| | £ | £ | £ |
| 2019 | | | |
| Provision of Hospice services: | | | |
| In-patient Care | 6,508,580 | 152,746 | 6,661,326 |
| Day Therapy | 940,160 | 22,072 | 962,232 |
| Community Specialist | 583,776 | 15,053 | 598,829 |
| Palliative Care Team | | | |
| Hospice at Home | 274,346 | 6,816 | 281,162 |
| Education | 340,735 | - | 340,735 |
| Out-patients | 565,651 | 6,081 | 571,732 |
| | <u>9,213,248</u> | <u>202,768</u> | <u>9,416,016</u> |

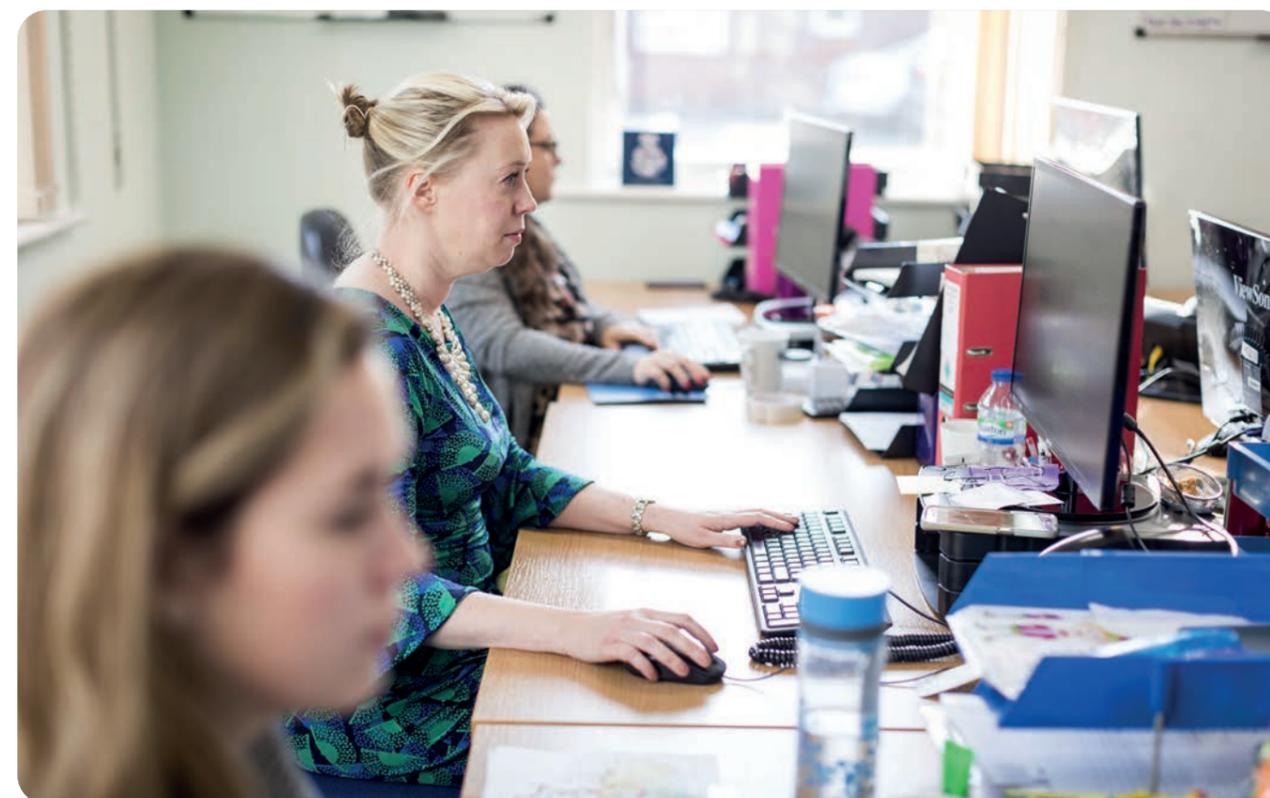
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

9. ANALYSIS OF SUPPORT COSTS

| | In-patient care | Day therapy | Community SPCT | Hospice at Home | Out-patients | Charitable Activities Total | Raising funds Total | 2020 Total |
|------------------------|-----------------|---------------|----------------|-----------------|--------------|-----------------------------|---------------------|----------------|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| 2020 | | | | | | | | |
| Governance | 90,724 | 13,151 | 4,337 | 9,106 | 3,409 | 120,727 | 38,183 | 158,910 |
| Finance | 44,046 | 6,289 | 1,843 | 3,869 | 1,641 | 57,688 | 18,245 | 75,933 |
| Information Technology | 16,366 | 2,337 | 685 | 1,438 | 610 | 21,436 | 6,780 | 28,216 |
| Human Resources | 18,985 | 2,711 | 794 | 1,668 | 707 | 24,865 | 7,864 | 32,729 |
| Communications | 7,185 | 1,026 | 301 | 631 | 268 | 9,411 | 2,977 | 12,388 |
| | <u>177,306</u> | <u>25,514</u> | <u>7,960</u> | <u>16,712</u> | <u>6,635</u> | <u>234,127</u> | <u>74,049</u> | <u>308,176</u> |

| | In-patient care | Day therapy | Community SPCT | Hospice at Home | Out-patients | Charitable Activities Total | Raising funds Total | 2019 Total |
|------------------------|-----------------|---------------|----------------|-----------------|--------------|-----------------------------|---------------------|----------------|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| 2019 | | | | | | | | |
| Governance | 81,115 | 11,795 | 8,531 | 3,863 | 3,239 | 108,543 | 37,640 | 146,183 |
| Finance | 28,667 | 4,113 | 2,610 | 1,182 | 1,137 | 37,709 | 13,077 | 50,786 |
| Information Technology | 18,166 | 2,606 | 1,654 | 749 | 721 | 23,896 | 8,287 | 32,183 |
| Human Resources | 18,882 | 2,709 | 1,719 | 778 | 749 | 24,837 | 8,613 | 33,450 |
| Communications | 5,916 | 849 | 539 | 244 | 235 | 7,783 | 2,699 | 10,482 |
| | <u>152,746</u> | <u>22,072</u> | <u>15,053</u> | <u>6,816</u> | <u>6,081</u> | <u>202,768</u> | <u>70,316</u> | <u>273,084</u> |



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

10. NET EXPENDITURE/INCOME FOR THE YEAR

| | 2020 £ | 2019 £ |
|---|-----------|-----------|
| Net (expenditure)/income is stated after charging: | | |
| Depreciation of owned asset | 201,901 | 249,018 |
| Depreciation of leased assets | 97,182 | 97,539 |
| Depreciation of motor vehicles | 21,259 | 10,032 |
| Rentals under operating leases | | |
| Land and buildings | 238,184 | 225,465 |
| Other | 23,870 | 18,345 |
| Auditor's remuneration | | |
| Fees payable to the charity's auditor for the audit of the charity's annual financial statements* | 13,400 | 12,730 |
| Fees payable to the charity's auditor for other services to the group | - | 7,148 |
| The audit of the charity's subsidiary | 5,700 | 5,450 |

* Note: Deloitte LLP provide the audit of the statutory accounts at a discounted rate as a means to support the charity. The amount disclosed is the fair value of the services provided, £13,400 (2019: £12,730) was recognised in the year as a gift-in-kind for the audit of the charity.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

11. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

| | Group | | Charity | |
|--|-------------|-------------|-------------|-------------|
| The average monthly number of employees was: | 2020 No. | 2019 No. | 2020 No. | 2019 No. |
| Charitable activity | 216 | 205 | 216 | 205 |
| Raising funds | 20 | 19 | 18 | 17 |
| Trading activities | 37 | 32 | - | - |
| Support | 61 | 53 | 61 | 53 |
| | <u>334</u> | <u>309</u> | <u>295</u> | <u>275</u> |

Their aggregate remuneration comprised:

| | Group | | Charity | |
|-----------------------|------------------|------------------|------------------|------------------|
| | 2020 £ | 2019 £ | 2020 £ | 2019 £ |
| Wages and salaries | 7,627,895 | 6,864,408 | 6,770,532 | 6,213,711 |
| Social security costs | 601,843 | 569,730 | 543,638 | 522,844 |
| Pension costs | 600,533 | 501,492 | 564,219 | 480,400 |
| | <u>8,830,271</u> | <u>7,935,630</u> | <u>7,878,389</u> | <u>7,216,955</u> |



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

11. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

| | 2020 No. | 2019 No. |
|---------------------|-------------|-------------|
| £60,001 - £70,000 | - | - |
| £70,001 - £80,000 | 2 | 1 |
| £80,001 - £90,000 | 1 | 2 |
| £90,001 - £100,000 | 1 | - |
| £100,001 - £110,000 | 1 | 1 |

Key Management Personnel

The key management personnel of the parent charity and group are the same and are listed on page 81. The total remuneration (including pension contributions and employer's national insurance costs) of the key management personnel of the charity and group for the year totalled £555,866 (2019: £493,109).

Trustees remuneration

No Trustees received any remuneration during the current or prior year. No travel and subsistence expenses were paid during the year (2019: £Nil)

12. TAX ON PROFIT ON ORDINARY ACTIVITIES OF TRADING SUBSIDIARY

The hospice is not liable to corporation tax. The tax charge, all of which arises in the trading subsidiary comprises:

| | 2020 £ | 2019 £ |
|---|---------------|------------|
| Current tax on profit on ordinary activities | | |
| UK corporation tax | 92,092 | 62,596 |
| Adjustments in respect of prior year | (62,596) | (61,815) |
| Total tax on profit on ordinary activities | 29,496 | 781 |

The standard rate of tax for the year, based on the UK standard rate of corporation tax is 19%. The actual tax charge for the year differs from the standard rate for the following reasons:

| | 2020 £ | 2019 £ |
|---|----------------|----------------|
| Profit on ordinary activities | 666,275 | 512,881 |
| Tax on profit on ordinary activities at the standard rate | 126,592 | 97,448 |
| Effects of: | | |
| Gift aid donations at 20% | (99,585) | (97,299) |
| Expenses not deductible for tax purposes | 2,741 | 2,000 |
| Capital allowances (in excess of)/less than depreciation | (252) | (1,368) |
| Other timing differences | 62,596 | 61,815 |
| Adjustments to tax charge in respect of previous periods | (62,596) | (61,815) |
| Total tax (credit)/charge for the year | 29,496 | 781 |

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

13 TANGIBLE FIXED ASSETS FOR USE BY THE CHARITY

| GROUP | Assets Under Construction £ | Freehold land and buildings £ | Expenditure on leasehold property £ | Leasehold buildings £ | Fixtures, furniture and equipment £ | Motor vehicles £ | Total £ |
|---------------------------------|--------------------------------------|--|--|-----------------------------|--|------------------------|------------|
| Cost | | | | | | | |
| At 1 April 2019 | - | 4,269,710 | 3,274,374 | 415,839 | 2,364,329 | 233,853 | 10,558,105 |
| Additions | 372,123 | 1,604 | - | - | 79,950 | 44,901 | 498,578 |
| Disposal | - | - | - | (8,782) | (40,159) | (44,008) | (92,949) |
| At 31 March 2020 | 372,123 | 4,271,314 | 3,274,374 | 407,057 | 2,404,120 | 234,746 | 10,963,734 |
| Accumulated depreciation | | | | | | | |
| At 1 April 2019 | - | 1,662,902 | 1,611,361 | 403,638 | 2,183,609 | 203,753 | 6,065,263 |
| Charge for the year | - | 84,585 | 92,390 | 4,792 | 117,316 | 21,259 | 320,342 |
| Disposal | - | - | - | (8,782) | (40,159) | (44,008) | (92,949) |
| At 31 March 2020 | - | 1,747,487 | 1,703,751 | 399,648 | 2,260,766 | 181,004 | 6,292,656 |
| Net book value | | | | | | | |
| At 31 March 2020 | 372,123 | 2,523,827 | 1,570,623 | 7,409 | 143,354 | 53,742 | 4,671,078 |
| At 31 March 2019 | - | 2,606,808 | 1,663,013 | 12,201 | 180,720 | 30,100 | 4,492,842 |
| CHARITY | | | | | | | |
| Cost | | | | | | | |
| At 1 April 2019 | - | 4,269,710 | 3,274,374 | - | 1,916,637 | 188,421 | 9,649,142 |
| Additions | 372,123 | 1,604 | - | - | 72,526 | 44,901 | 491,154 |
| Disposals | - | - | - | - | - | (44,008) | (44,008) |
| At 31 March 2020 | 372,123 | 4,271,314 | 3,274,374 | - | 1,989,163 | 189,314 | 10,096,288 |
| Accumulated depreciation | | | | | | | |
| At 1 April 2019 | - | 1,662,902 | 1,611,361 | - | 1,765,185 | 158,989 | 5,198,437 |
| Charge for the year | - | 84,585 | 92,390 | - | 103,663 | 21,036 | 301,674 |
| Disposals | - | - | - | - | - | (44,008) | (44,008) |
| At 31 March 2020 | - | 1,747,487 | 1,703,751 | - | 1,868,848 | 136,017 | 5,456,103 |
| Net book value | | | | | | | |
| At 31 March 2020 | 372,123 | 2,523,827 | 1,570,623 | - | 120,315 | 53,297 | 4,640,185 |
| At 31 March 2019 | - | 2,606,808 | 1,663,013 | - | 151,452 | 29,432 | 4,450,705 |

The St Ann's Hospice Pension Scheme had a 75% charge over the Freehold Land and Buildings which has been released in full on 17th April 2020

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

14 FIXED ASSET INVESTMENTS

| | Group & Charity | |
|--|------------------|------------------|
| | 2020 | 2019 |
| | £ | £ |
| Market value at 1 April 2019 | 6,589,339 | 6,322,885 |
| Additions | 2,084,760 | 1,857,400 |
| Disposals proceeds | (1,984,857) | (1,791,853) |
| Net Investment (Loss)/Gain | (352,060) | 146,648 |
| Movement in cash held by investment managers | 17,535 | 54,259 |
| Market value at 31 March 2020 | 6,354,717 | 6,589,339 |
| Cost at 31st March 2020 | 6,287,058 | 5,975,114 |
| Market value analysed between: | £ | £ |
| Investments | 6,214,999 | 6,467,155 |
| Cash held by investment managers | 139,718 | 122,184 |
| | 6,354,717 | 6,589,339 |
| Investment in Hospice Quality Partnership | 10 | 10 |
| Total Group Investment | 6,354,727 | 6,589,349 |
| Investment in Subsidiary Trading Company | 2 | 2 |
| Charity Investment | 6,354,729 | 6,589,351 |

The Hospice Quality Partnership Company is owned by Hospices and was formed to help hospices save money by improving procurement, reducing operating costs and sharing data for best practice.

The charity owns the entire issued ordinary share capital of St Ann's Hospice Trading Company Limited, a company incorporated and registered in England and Wales, whose principal activity is the management of the charity's trading activities.

The result of the charity's trading activities through its subsidiary underatking is detailed below. St Ann's Hospice Trading Company Limited's taxable profits are donated to the charity annually.



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

14 FIXED ASSET INVESTMENTS (continued)
RESULTS OF TRADING SUBSIDIARY

The results for St Ann's Hospice Trading Company Limited, a wholly owned subsidiary of St Ann's Hospice for the year ended 31 March 2020 are given below.

| | 2020 | 2019 |
|---|------------------|------------------|
| | £ | £ |
| Turnover | 2,646,309 | 2,299,876 |
| Cost of sales | (306,038) | (285,522) |
| Gross profit | 2,340,271 | 2,014,354 |
| Administrative expenses | (1,674,461) | (1,501,473) |
| Operating profit | 665,810 | 512,881 |
| Interest receivable | 465 | - |
| Profit before taxation | 666,275 | 512,881 |
| Tax on profit | (29,496) | (781) |
| Profit for the financial year attributable to the equity shareholders of the company | 636,779 | 512,100 |

Statement of changes in equity

| | Profit and loss account |
|---------------------------------|-------------------------|
| | £ |
| Balance at 1 April 2018 | - |
| Profit after tax for the year | 512,100 |
| Gift aid distribution | (512,100) |
| Balance at 31 March 2019 | - |
| Profit after tax for the year | 636,779 |
| Gift aid distribution | (636,779) |
| Balance at 31 March 2020 | - |

BALANCE SHEET

The aggregate of the assets and liabilities was:

| | 2020 | 2019 |
|--|-----------|-----------|
| | £ | £ |
| Fixed assets | 30,892 | 42,135 |
| Current assets | 704,979 | 589,278 |
| Creditors: amounts falling due within one year | (735,869) | (631,411) |
| Total net assets | 2 | 2 |

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

| 15. STOCKS | | | | |
|--|------------------|------------------|------------------|------------------|
| | Group | | Charity | |
| | 2020 | 2019 | 2020 | 2019 |
| | £ | £ | £ | £ |
| Finished goods and goods for resale | 56,965 | 55,873 | 546 | 3,265 |
| 16. DEBTORS | | | | |
| | Group | | Charity | |
| | 2020 | 2019 | 2020 | 2019 |
| | £ | £ | £ | £ |
| Trade debtors | 65,831 | 123,479 | 42,654 | 113,990 |
| VAT Recoverable | 486,333 | 215,146 | 479,903 | 201,523 |
| Prepayments and accrued income | 266,422 | 188,761 | 215,564 | 115,100 |
| Other debtors | 1,978,195 | 1,349,270 | 1,792,756 | 1,315,407 |
| Amounts due from subsidiary company | - | - | 322,012 | 200,906 |
| | <u>2,796,781</u> | <u>1,876,656</u> | <u>2,852,889</u> | <u>1,946,926</u> |
| 17. CASH AND CASH EQUIVALENTS | | | | |
| | Group | | Charity | |
| | 2020 | 2019 | 2020 | 2019 |
| | £ | £ | £ | £ |
| Interest bearing accounts | 4,904,263 | 6,018,083 | 4,564,288 | 5,618,400 |
| Current accounts and cash | 3,137 | 9,403 | 1,292 | 1,608 |
| | <u>4,907,400</u> | <u>6,027,486</u> | <u>4,565,580</u> | <u>5,620,008</u> |
| 18. CREDITORS (Amounts falling due within one year) | | | | |
| | Group | | Charity | |
| | 2020 | 2019 | 2020 | 2019 |
| | £ | £ | £ | £ |
| Trade Creditors | 454,591 | 293,161 | 454,111 | 216,304 |
| Accruals and deferred income | 465,265 | 439,375 | 232,711 | 222,186 |
| Taxation and social security | 165,426 | 155,353 | 148,051 | 140,660 |
| Other creditors | 85,206 | 110,039 | 54,685 | 49,423 |
| Corporation tax | 92,092 | 62,596 | - | - |
| | <u>1,262,580</u> | <u>1,060,524</u> | <u>889,558</u> | <u>628,573</u> |

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

| 19. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES | | | | |
|---|-------|--------------------|------------------|-------------------|
| | | Unrestricted funds | Restricted funds | Total funds |
| | | £ | £ | 2019 |
| | | £ | £ | £ |
| INCOME FROM: | | | | |
| Voluntary income | | | | |
| Donations and legacies | 3 | 4,773,658 | - | 4,773,658 |
| Charitable activities | 4 | 3,323,013 | 1,176,782 | 4,499,795 |
| Other trading activities | 5 | 2,362,212 | - | 2,362,212 |
| Investments | 6 | 196,741 | 1,556 | 198,297 |
| TOTAL INCOME | | <u>10,655,624</u> | <u>1,178,338</u> | <u>11,833,962</u> |
| EXPENDITURE ON: | | | | |
| Raising funds | 7 | 2,446,288 | - | 2,446,288 |
| Charitable activities | 8 | 8,385,592 | 1,030,424 | 9,416,016 |
| TOTAL EXPENDITURE | | <u>10,831,880</u> | <u>1,030,424</u> | <u>11,862,304</u> |
| Net (expenditure)/income before investment gains | | (176,256) | 147,914 | (28,342) |
| Net gains on Investments | 14 | 146,648 | - | 146,648 |
| Net (expenditure)/income before tax | 10 | (29,608) | 147,914 | 118,306 |
| Taxation | 12 | (781) | - | (781) |
| Net (expenditure)/income for the year | | (30,389) | 147,914 | 117,525 |
| Transfer Between Funds | 20 | 16,846 | (16,846) | - |
| Other Recognised Gains: | | | | |
| Actuarial Gains on Defined Benefit Schemes | 22 | 123,000 | - | 123,000 |
| NET MOVEMENT IN FUNDS | | 109,457 | 131,068 | 240,525 |
| FUND BALANCES BROUGHT FORWARD AT | | | | |
| 1st April 2018 | | 14,486,246 | 92,911 | 14,579,157 |
| FUND BALANCES CARRIED FORWARD AT | | | | |
| 31st March 2019 | 20,21 | <u>14,595,703</u> | <u>223,979</u> | <u>14,819,682</u> |

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

20 STATEMENT OF RESERVES

| 2020 Group | At 1 April 2019 £ | Income £ | Expenditure (incl taxation) £ | Losses £ | Transfers £ | At 31 March 2020 £ |
|--|----------------------------------|---------------------|-------------------------------------|---------------------|------------------------|-----------------------------------|
| Unrestricted funds: | | | | | | |
| General fund | 5,602,861 | 11,494,957 | (11,832,202) | (912,060) | 643,600 | 4,997,156 |
| Designated funds | | | | | | |
| Fixed assets | 4,492,842 | - | - | - | (193,887) | 4,298,955 |
| Property refurbishment and development | 4,500,000 | - | - | - | (372,123) | 4,127,877 |
| Unrestricted funds | 14,595,703 | 11,494,957 | (11,832,202) | (912,060) | 77,590 | 13,423,988 |
| Restricted Fund | | | | | | |
| Specific donations | 223,979 | 1,003,274 | (952,280) | - | (77,590) | 197,383 |
| | 14,819,682 | 12,498,231 | (12,784,482) | (912,060) | - | 13,621,371 |
| 2020 CHARITY | At 1 April 2019 £ | Income £ | Expenditure £ | Losses £ | Transfers £ | At 31 March 2020 £ |
| Unrestricted funds: | | | | | | |
| General fund | 5,644,996 | 9,522,962 | (9,860,207) | (912,060) | 632,356 | 5,028,047 |
| Designated funds | | | | | | |
| Fixed assets | 4,450,705 | - | - | - | (182,643) | 4,268,062 |
| Subsidiary | 2 | - | - | - | - | 2 |
| Property refurbishment and development | 4,500,000 | - | - | - | (372,123) | 4,127,877 |
| Unrestricted funds | 14,595,703 | 9,522,962 | (9,860,207) | (912,060) | 77,590 | 13,423,988 |
| Restricted Fund | | | | | | |
| Specific donations | 223,979 | 1,003,274 | (952,280) | - | (77,590) | 197,383 |
| | 14,819,682 | 10,526,236 | (10,812,487) | (912,060) | - | 13,621,371 |

The restricted reserves relate to donations or grants given with restrictions on the uses for the comfort of patients or for capital purchases. Once the capital purchases have been made the restriction is released and transferred to unrestricted funds.

To show their commitment to the Heald Green redevelopment project, the Trustees are intending to designate further funds to the Property refurbishment and development fund. Discussions have taken place during the 2020/21 financial year and a decision as to the value of the designation will be made prior to 31st March 2021.



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

20 STATEMENT OF RESERVES (continued)

| 2019 Group | At 1 April 2018 £ | Income £ | Expenditure (incl taxation) £ | Gains £ | Transfers £ | At 31 March 2019 £ |
|--|----------------------------------|---------------------|-------------------------------------|--------------------|------------------------|-----------------------------------|
| Unrestricted funds: | | | | | | |
| General fund | 5,338,734 | 10,655,624 | (10,832,661) | 269,648 | 171,516 | 5,602,861 |
| Designated funds | | | | | | |
| Fixed assets | 4,647,512 | - | - | - | (154,670) | 4,492,842 |
| Property refurbishment and development | 4,500,000 | - | - | - | - | 4,500,000 |
| Unrestricted funds | 14,486,246 | 10,655,624 | (10,832,661) | 269,648 | 16,846 | 14,595,703 |
| Restricted Fund | | | | | | |
| Specific donations | 92,911 | 1,178,338 | (1,030,424) | - | (16,846) | 223,979 |
| | 14,579,157 | 11,833,962 | (11,863,085) | 269,648 | - | 14,819,682 |
| 2019 CHARITY | At 1 April 2018 £ | Income £ | Expenditure £ | Gains £ | Transfers £ | At 31 March 2019 £ |
| Unrestricted funds: | | | | | | |
| General fund | 5,365,128 | 8,905,848 | (9,082,885) | 269,648 | 187,257 | 5,644,996 |
| Designated funds | | | | | | |
| Fixed assets | 4,621,116 | - | - | - | (170,411) | 4,450,705 |
| Subsidiary | 2 | - | - | - | - | 2 |
| Property refurbishment and development | 4,500,000 | - | - | - | - | 4,500,000 |
| Unrestricted funds | 14,486,246 | 8,905,848 | (9,082,885) | 269,648 | 16,846 | 14,595,703 |
| Restricted Fund | | | | | | |
| Specific donations | 92,911 | 1,178,338 | (1,030,424) | - | (16,846) | 223,979 |
| | 14,579,157 | 10,084,186 | (10,113,309) | 269,648 | - | 14,819,682 |



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

21 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

| | Unrestricted funds £ | Restricted funds £ | Total £ |
|--|----------------------------|--------------------------|-------------------|
| 2020 GROUP | | | |
| Tangible fixed assets | 4,671,078 | - | 4,671,078 |
| Investments | 6,354,727 | - | 6,354,727 |
| Current assets | 7,563,763 | 197,383 | 7,761,146 |
| Current liabilities | (1,262,580) | - | (1,262,580) |
| Provision for pension scheme liability | (3,903,000) | - | (3,903,000) |
| At 31 March 2020 | 13,423,988 | 197,383 | 13,621,371 |
| 2020 CHARITY | | | |
| Tangible fixed assets | 4,640,185 | - | 4,640,185 |
| Investments | 6,354,729 | - | 6,354,729 |
| Current assets | 7,221,632 | 197,383 | 7,419,015 |
| Current liabilities | (889,558) | - | (889,558) |
| Provision for pension scheme liability | (3,903,000) | - | (3,903,000) |
| At 31 March 2020 | 13,423,988 | 197,383 | 13,621,371 |
| 2019 GROUP | | | |
| Tangible fixed assets | 4,492,842 | - | 4,492,842 |
| Investments | 6,589,349 | - | 6,589,349 |
| Current assets | 7,736,036 | 223,979 | 7,960,015 |
| Current liabilities | (1,060,524) | - | (1,060,524) |
| Provision for pension scheme liability | (3,162,000) | - | (3,162,000) |
| At 31 March 2019 | 14,595,703 | 223,979 | 14,819,682 |
| 2019 CHARITY | | | |
| Tangible fixed assets | 4,450,705 | - | 4,450,705 |
| Investments | 6,589,351 | - | 6,589,351 |
| Current assets | 7,346,220 | 223,979 | 7,570,199 |
| Current liabilities | (628,573) | - | (628,573) |
| Provision for pension scheme liability | (3,162,000) | - | (3,162,000) |
| At 31 March 2019 | 14,595,703 | 223,979 | 14,819,682 |

22 EMPLOYEE RETIREMENT BENEFITS

Group and charity

The charity has two active pensions schemes for staff and these are described below.

| Pension Scheme | Contributions | Recognised in |
|----------------------------------|-----------------------|-----------------------|
| | Paid 2020 £'000 | SoFA 2020 £'000 |
| NHS Pension | 330 | 330 |
| Stakeholder | 329 | 329 |
| St Ann's Hospice Defined Benefit | 23 | (764) |
| | 682 | (105) |

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

22 EMPLOYEE RETIREMENT BENEFITS (continued)

National Health Superannuation Scheme

The Hospice is an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who are former NHS employees are able to continue membership of the Scheme during their employment at St Ann's.

The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the group. This pension scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and Employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from Scheme members or Employers.

As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to St Ann's Hospice therefore, the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £330,327 (2019: £324,743). An amount of £49,546 (2019: £46,313) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Stakeholder Pension Scheme

The group supports a Stakeholder Pension Scheme which has been offered to staff since the closure of the defined benefit scheme.

The stakeholder pension scheme is operated by Scottish Widows. Employee contributions are collected by St Ann's Hospice and the matching employers contribution passed to Scottish Widows.

All the assets of the scheme are held by Scottish Widows. As a result there are no separately identifiable assets or liabilities which can be identified as relating to St Ann's Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £305,458 (2019: £151,966). An amount of Nil (2019: Nil) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

22 EMPLOYEE RETIREMENT BENEFITS (continued)

St Ann's Hospice Pension Scheme

The group operates a closed defined benefit scheme funded by contributions from members and from the group. The total pension cost of the group is assessed in accordance with the advice of an independent actuary.

The assets of the pension scheme are held in a separate trustee administered fund.

The most recent full actuarial valuation of scheme assets and the present value of the defined benefit obligations were carried out at 31st March 2015.

The present value of the defined benefit obligation, the current related service cost and past service cost were measured using the projected unit credit method.

The projected unit credit method is an accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings. The accumulated benefit obligation is an actuarial measure of the present value for service already rendered but differs from the projected unit credit method in that it includes no assumptions for future salary increases.

| | 2020 | 2019 |
|---|------|------|
| | % | % |
| Discount rate | 2.30 | 2.50 |
| Expected return on assets | 2.30 | 2.50 |
| Rate of increase in salaries | 1.00 | 1.00 |
| Rate of increase in pensions in payment | 2.70 | 3.30 |

Mortality Assumptions

Investigations have been carried out within the past three years into the mortality experience of the group's defined benefit schemes. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement at age 65 are:

| | 2020 | 2019 |
|-----------------------|-------|-------|
| | years | years |
| Retiring today: | | |
| Males | 85.3 | 85.8 |
| Females | 87.3 | 87.7 |
| Retiring in 20 years: | | |
| Males | 87 | 87.5 |
| Females | 89.1 | 89.6 |

The amounts recognised in the statement of financial activities are as follows:

| | 2020 | 2019 |
|---|--------------|--------------|
| | £000's | £000's |
| Current service cost | (124) | (235) |
| Interest on obligations | (388) | (416) |
| Expected return on scheme assets | 308 | 303 |
| Total operating charge | (204) | (348) |
| Actuarial (loss)/gain | (560) | 123 |
| Total cost recognised in the statement of financial activities | (764) | (225) |

The amount included in the balance sheet arising from the group's obligations in respect of its defined benefit scheme is as follows:

| | 2020 | 2019 |
|--|--------------|--------------|
| | £000's | £000's |
| Present value of defined benefit obligations | 15,400 | 15,800 |
| Fair value of scheme assets | (11,497) | (12,638) |
| Net liability recognised in the balance sheet | 3,903 | 3,162 |

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2020

22 EMPLOYEE RETIREMENT BENEFITS (continued)

Movements in the present value of defined benefit obligations were as follows:

| | 2020 | 2019 |
|--------------------------------------|---------------|---------------|
| | £000's | £000's |
| At 1 April | 15,800 | 15,600 |
| Current service cost | 124 | 235 |
| Interest cost | 388 | 416 |
| Contributions by scheme participants | 12 | 16 |
| Administrative Expenses | (57) | (99) |
| Actuarial (gains)/losses | (231) | 209 |
| Benefits paid | (636) | (577) |
| At 31 March | 15,400 | 15,800 |

Movements in the fair value of scheme assets were as follows:

| | 2020 | 2019 |
|--------------------------------------|---------------|---------------|
| | £000's | £000's |
| Opening fair value of scheme assets | 12,638 | 10,431 |
| Expected return on scheme assets | 308 | 303 |
| Actuarial losses/(gains) | (791) | 332 |
| Contributions by the employer | 23 | 2,232 |
| Contributions by scheme participants | 12 | 16 |
| Benefits paid | (636) | (577) |
| Administration Expenses | (57) | (99) |
| Total | 11,497 | 12,638 |

The analysis of the fair value of the scheme's assets at the balance sheet date was as follows:

| | 2020 | 2019 |
|-----------------|---------------|---------------|
| | £000's | £000's |
| Equities | 7,921 | 6,867 |
| Gilts and bonds | 3,119 | 2,041 |
| Cash | 457 | 3,730 |
| Total | 11,497 | 12,638 |

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2020

23 FINANCIAL COMMITMENTS**Operating lease commitments**

The total future minimum lease payments under non-cancellable operating leases:

| GROUP | 2020 | | 2019 | |
|---------------------------|---------------------------------|--------------------|---------------------------------|--------------------|
| | Land and buildings £ | Other £ | Land and buildings £ | Other £ |
| Leases which expire: | | | | |
| within one year | 175,038 | 14,035 | 176,200 | 18,464 |
| between one and five year | 326,583 | 11,068 | 385,996 | 25,104 |
| after five years | 235,900 | - | 267,200 | - |
| | 737,521 | 25,103 | 829,396 | 43,568 |
| CHARITY | Land and buildings £ | Other £ | Land and buildings £ | Other £ |
| Leases which expire: | | | | |
| within one year | 4,400 | 6,472 | 4,400 | 10,646 |
| within one to five years | 17,600 | - | 17,600 | 6,472 |
| over five years | 53,900 | - | 57,200 | - |
| | 75,900 | 6,472 | 79,200 | 17,118 |

24 RELATED PARTY TRANSACTIONS

All transactions between the charity and its subsidiary, St Ann's Hospice Trading Company Ltd, are eliminated on consolidation.

No trustee received payment for professional or other services supplied to the charity during the year (2019: Nil)

The total value of donations received from the directors during the year was £300 (2019: £610)

05

Independent Auditor's Report



Independent Auditor's Report to the Members and Trustees of St Ann's Hospice

Report on the audit of the Financial Statements

Opinion

In our opinion the financial statements of St Ann's Hospice (the 'charitable company') and its subsidiaries (the 'group'):

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31st March 2020 and of the group's incoming resources and application of resources, including the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the consolidated statement of financial activities;
- the group and parent charitable company balance sheets;
- the consolidated cash flow statement; and
- the related notes 1 to 24.

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).



Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group and of the parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (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

We are required by ISAs (UK) to report in respect of the following matters where:

- the trustees' use of the going concern basis of accounting in preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of these matters.

Other information

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

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

We have nothing to report in respect of these matters.

Responsibilities of the trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Report on other legal and regulatory requirements

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.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report included within the trustees' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

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

We have nothing to report in respect of these matters.

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.

Sarah Anderson FCCA (Senior Statutory Auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Manchester, United Kingdom

Sarah Anderson

Date 22 September 2020



06

Officers and Professional Advisors



Officers and Professional Advisors

Trustees and Officers

PRESIDENT

The Right Reverend Dr David Walker,
Bishop of Manchester

VICE PRESIDENTS

Sir Warren Smith KCVO KStJ JP

HM Lord Lieutenant of Greater Manchester

Mr Stephen Chetwood (died on 13th April 2020)

Mr Neil Cliffe (died on 18th July 2020)

Mr Terry Lewis

Mr John McGuire

Mrs Anne Mack

Mrs Ann Hughes

TRUSTEES

CHAIR

Professor Jacqueline Oldham BSc(Hons) RGN PhD

HON. TREASURER

Mr Darren Holt BA ACA (appointed 13th May 2019)

Mr Mike Brown (Vice Chair) MSc FHSM CMIPM

Dr Stephanie Gomm MD FRCP

Mr Luke Dillon BA

Mr Alan Bond FCCA, ACIS

Mrs Fiona Taylor RGN, RM, RHV, Dip HE, BSc(Hons),
MA

Ms Kate Squire BA (Hons)

Mr Stephen Wilson CPFA BA (Hons) DipMHC

Ms Melanie Ogden MRPharmS
(appointed 13th May 2019)

SPECIAL ADVISOR

Mr Mike Walmsley MBE MCIQB BSc (Hons)



Key Management Personnel

CHIEF EXECUTIVE

Eamonn O'Neal DL BEd MSc DArts

DEPUTY CEO

DIRECTOR OF CLINICAL SERVICES

Rachel McMillan RGN BA(Hons) MSc

MEDICAL DIRECTOR

Dr Philip Lomax MRCP (resigned 15th June 2020)

Dr David Waterman MBBS FRCP
(appointed 15th June 2020)

ASSOCIATE MEDICAL DIRECTOR

Dr David Waterman MBBS FRCP
(resigned 15th June 2020)

Dr Alison Roberts MBChB FRCP
(appointed 1st July 2020)

DIRECTOR OF ORGANISATIONAL DEVELOPMENT & SUPPORT SERVICES

Gill Turnpenney BA(Hons) CMCIPD

DIRECTOR OF BUSINESS DEVELOPMENT

Dr Paul Jarvis MEng MSc PhD



Professional Advisors and Registered Office

SOLICITORS

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and

Exchange Flags, Liverpool L2 3YL

AUDITOR

Deloitte LLP

Statutory Auditor

2 Hardman Street, Manchester M3 3HF

INVESTMENT MANAGERS

Brewin Dolphin

1 The Avenue

Spinningfields Square, Manchester M3 3AP

BANKERS

The Royal Bank of Scotland

5th Floor

1 Spinningfields Square, Manchester M3 3AP

REGISTERED & PRINCIPAL OFFICE

St Ann's Hospice

St Ann's Road North

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ST ANN'S HOSPICE TRADING CO LTD

Subsidiary of St Ann's Hospice

Contact details

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St Ann's Hospice

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Little Hulton, Worsley,
Manchester M28 0FE
Tel: 0161 702 8181

Neil Cliffe Centre

Wythenshawe Hospital,
Southmoor Road, Wythenshawe,
Manchester M23 9LT
Tel: 0161 291 2912

www.sah.org.uk www.facebook.com/StAnnsHospice [@StAnnsHospice](https://twitter.com/StAnnsHospice) [@StAnnsHospice](https://www.instagram.com/StAnnsHospice)

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