

# Thames hospice

## **ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

Registered Company No: 5316964

Registered Charity No. 1108298



**The Queen's Award  
for Voluntary Service**

*The MBE for volunteer groups*

## About Thames Hospice

At Thames Hospice we believe in quality of life, to the end of life for everyone.

Proudly serving our community for more than 30 years, we offer world-class palliative and end-of-life care and support to people aged 16 years and over across East Berkshire and South Buckinghamshire.

We provide expert nursing and medical care along with a wide range of therapies to support our patients' physical, psychological, social and spiritual needs. Our care and support extends to family, friends and carers.

Our services are free of charge to all who need us, thanks to the generosity of our amazing community and organisations, as well as our 700 incredible volunteers who give their time to support the best possible end-of-life care for local people.

As a registered charity we rely on charitable support for over 50% of the funds we need annually to provide our services free of charge, 365 days a year, to the people who need us most.

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## Introduction from our Chief Executive and Chair of Trustees



**Debbie Raven**  
Chief Executive



**Jonathan Jones**  
Chair of Trustees

On behalf of everyone at Thames Hospice, we're delighted to introduce the annual report for 2021/22.

This was the year we hoped to be coming out of the pandemic, but it reared its head again in the winter and yet again we had to cancel many of our events. Despite this, we've seen incredible performance across all areas of the organisation and we're extremely proud of our results, our people and our volunteers. Collectively, with the support of our community, we've consistently displayed our values; Compassion, Ambition, Respect and Excellence, in continuing to deliver our vision throughout the pandemic and emerged a stronger, more resilient organisation.

Having settled into our new hospice at Bray, we've really utilised our magnificent facilities. Our In Patient Unit has been busier than ever before, running at times over 90% occupancy against a national average of 65% and our community team has seen increased activity too. In addition, we've launched two new services this year; Co-connect and Thames Care at Home. Co-connect is a counselling service aimed at supporting people who've experienced a loss through Covid-19 and Thames Care at Home is our first foray into running a care agency. Both services have been extremely successful since inception and will become part of our future core service offering. Alongside all of this, we were awarded an "Outstanding" by the Care Quality Commission in October in recognition of the high quality care we deliver. Our patient satisfaction results have also been exceptional following independent assessment.

Looking forwards in the services we deliver, we will be launching a Virtual Palliative Care Ward in the Autumn which will enable us to care for more acutely unwell people in their own homes rather than them going into hospital. The needs of our community are ever changing and we are committed to being agile in our response to rising demand.

Our support from the NHS and our community remains strong and it is because of these collaborative relationships that we have achieved such strong financial results this year and ensured that we start 2022/23 with the ability to deliver our much needed care.

We eventually held our strategy day with the Senior Leadership Team in September and launched our new 3-year strategy, focusing on providing support to more people in the community we serve

and enhancing our sustainability both financially and from a resource perspective, especially in the area of recruitment and retention. We are committed to ensuring that our wonderful charity is here for generations to come and we know that the actions we take now will have a direct impact on this ambition.

Finally, we have some key changes in our Board this coming year, having said goodbye to three of our trustees, Steve Moore, Margaret Neale and Jacinta Ashworth last year. Jonathan Jones, our Chair will be stepping down in September after 10 years as a Trustee and Chris Aitken, our current Vice Chair will be taking up the reins. Jonathan has been an exceptional Chair and support to the organisation and especially the CEO and will be sorely missed but Chris is well prepared and able to lead us to the next stage of our journey

Thank you for reading this report; if you have any questions please don't hesitate to contact CEO, Debbie Raven ([debbie.raven@thameshospice.org.uk](mailto:debbie.raven@thameshospice.org.uk)) or our Finance Director, Tracey Talbot ([tracey.talbot@thameshospice.org.uk](mailto:tracey.talbot@thameshospice.org.uk))

Jonathan Jones (Chair) and Debbie Raven (CEO)

A handwritten signature in black ink, appearing to read 'Jonathan Jones', with a large, sweeping flourish at the end.

Jonathan Jones – Chair

A handwritten signature in black ink, appearing to read 'Debbie Raven', with a large, sweeping flourish at the end.

Debbie Raven – CEO

## Our Vision and Values

Our vision is quality of life to the end of life for everyone

### Our Values

We exist to provide and support the best palliative and end-of-life care services, giving dignity and comfort to those facing a terminal illness. Our values are who we are, the essence of our culture and inspiration for our behaviour.



### Compassion

Compassion for everyone in a safe and caring environment.



### Ambition

The desire and determination to serve everyone in our community.



### Respect

Respect for everyone's dignity.



### Excellence

Committed to excellence in everything we do.

## Thank you

We are deeply indebted to all of our donors and supporters, without whom we could not continue providing the services we do.

We are very grateful for the continued support of the community who have helped the hospice in so many ways whether through donations, attending virtual events, gifts for the staff and so much more, especially during what has been another challenging year.

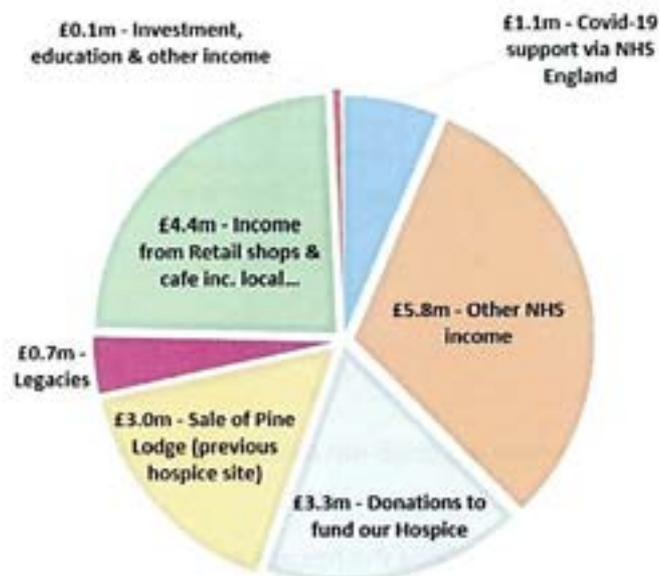


**THAMES HOSPICE**  
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**What we do with our money**

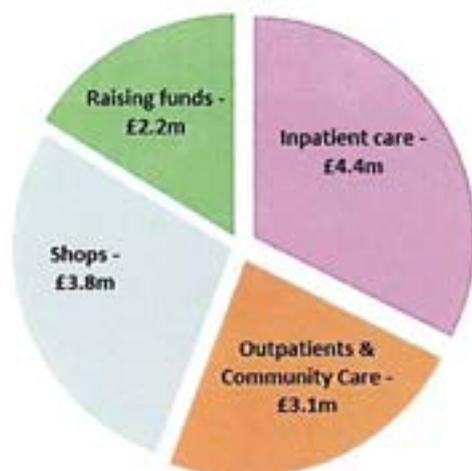
**Where our funds comes from**

Our NHS commissioners provide us with funding for around a half of our patient related costs, the remainder being met through our Fundraising and Retail activities and our investment income. This year we have again been fortunate to receive support from central and local government to help us through the continued Covid-19 crisis. We received NHS funds negotiated and distributed by our umbrella body Hospice UK, we received Job Retention Scheme payments for our furloughed employees from HMRC and we applied for and received local authority grants to assist with the re-opening our network of charity shops midway through April 2021 after having been closed again due to lockdown restrictions. All of this enabled us to keep our usual services going whilst also providing support to our local NHS during the crisis and also keeping jobs for our valuable staff.



**Where our funds go**

It cost £13.5m to run Thames Hospice in 2021-22, which is detailed out in our full financial review starting on page 28. Please also review to our full financial review starting on page 28



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## **Our Strategic Ambitions for 2021-22 and how we have met them**

*Our Three Year Strategy, implemented in 2021/21 states our strategic aims:*

- To enable the wider delivery of excellent palliative and end of life care in all settings to all those in need
- To partner our budget holders, providing reliable financial and fiscal control to enable the organisation to achieve its strategic ambitions
- To be the community's charity of choice, while we grow income through and beyond philanthropy to deliver our mission.
- To recruit, engage and develop our people with an inclusive and diverse culture, living our values



This year, despite the continuing Covid-19 situation, we managed to continue our provision averaging 90% occupancy on our in-patient unit. We modernised our Day Therapies and joined it up with our Community Team to create a modernised Living Well service. With the support of our local East Berkshire Clinical Commissioning Groups (CCGs) we have reduced the age range of patients who can access our services, opening our doors to patients from the age of 16 years and upwards and also launched our Thames Care at Home domiciliary care service. At the start of the Covid-19 pandemic some of our services were adapted to support our community, in particular our counselling services which were provided additionally online or by telephone. We have continued with these adaptations, as we have found they have been well received by our patients and their loved ones.

Referrals for our services are accepted from a variety of sources and our patient services are allocated according to clinical need. Care is delivered in the following ways:

- 28 bedded Inpatient Unit (IPU) at Thames Hospice in Bray.
- Day Therapy Unit for both outpatients and inpatients; we have increased our provision of day services now that we are at our new Bray site and we are open for five days each week.
- Physiotherapy, occupational therapy and lymphoedema treatments.
- In patients' homes and also via 24-hour telephone support through our Palliative Care Response Team.
- Counselling, psychological and spiritual support to patients and their loved ones.

# THAMES HOSPICE

## TRUSTEES' REPORT

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#### *Impact statement*

Given the on-going dual challenges of an ageing population with increasingly complex conditions, combined with the pressures on our NHS the need for our services has continued to be as acute as ever. Our community continued to face challenges due to the continuation of Covid-19 and the constant pressures on the NHS and the wider care sector created needs in the community that Thames Hospice were able to respond to. We are proud of our contribution and our ability to work in an agile way to support our NHS partners; this has been recognised by them at a local and national level.

On moving into our new facility in Bray in October 2020 we were initially unable to open all of our services. However from April 2021 we have been fully operational and have continued to expand our services to the community.



Our impact on the local community through the services we provide is unquestionable and we are incredibly proud to be able to offer greater levels of support to more people in need from our new site at Bray.

The impact and public benefit of Thames Hospice is clearly evidenced through the numbers of people we help at no charge to the patients and the feedback we receive from both patients and their loved ones. During 2021/22 we admitted 411 (2021: 354) patients to our inpatient unit which ran at an average occupancy level of 90% (2021: 85%). Also this year our Palliative Care Response team made 3,864 visits in the community (2021: 3,996) and delivered 16,349 (2021: 10,193) sessions and appointments for day therapies, counselling and other complementary therapies to patients and their loved ones.

The increase and improvement of all of our services is impacting the local community in a very positive way and enables us to keep providing support to patients plus their families and loved ones. The improved funding of those services through our CCGs is also helping us to secure a sustainable future for the Hospice.



## Key achievements in 2021/22

This year Thames Hospice continued to deliver exceptional clinical services to the community maintaining the high occupancy rate on our IPU that was higher than that of the previous year. Feedback has again been consistently positive and complimentary, demonstrating our ability to deliver our outstanding standard of care.

Our three strategy was implemented during this financial year and includes the ambitions that we will continue to expand our services and be the community's charity of choice. We have already taken great strides in working towards this whilst also ensuring we continue to meet our vision of providing quality of life to the end of life for everyone.

How we have started to meet our strategic ambitions is detailed below:

- As we went into the 2021-22 financial year we hoped that we were coming out of the Covid-19 pandemic, however during the winter months cases rose again and once more we were faced with the challenges that that brings. Despite these challenges our hospice provision continued and across the year we averaged an occupancy of 90% on our in-patient unit, which was higher than the previous year.
- In order to ensure our Day Therapies were being accessed by all people within our community who needed them and with an aim of removing waiting lists, the service was modernised to become a Living Well & therapies service. This has meant that our day therapies, complementary therapies and community team are now working in conjunction with each other and on referral to us a patient has an initial assessment carried out at the hospice by one of our Community Clinical Specialists. Patients then have access to a supportive six-week rolling wellbeing programme offering both practical advice on managing financial matters, as well as information on managing symptoms and nutrition and diet to help them manage and adapt to the challenges of living with a life-limiting condition. Alongside this, patients are also able to access a range of services tailored to their needs such as complementary therapy, physio and counselling support.

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- Due to the increased demand for our services and in working to support our local East Berkshire CCGs we reduced the age range of patients that could access our services to 16 years of age. This has meant that we have been able to care for young adults both within their homes and on our in-patient unit.
- Many people lost loved ones during the Covid-19 pandemic and as a result of restrictions during that time it sadly meant that their bereavement was adversely impacted. Thanks to a generous grant from the National Lottery we have been able to launch our Co-Connect service. This service allows us to provide counselling support to over 18's within our community who may have lost a loved one since January 2020, but have been unable to grieve for them in the normal way. This service has been incredibly well received by our community, which is evidenced by the overwhelming response we have received.
- With the constant demand for social care and our own challenges in procuring social care packages for our own patients who wished to go home, in January 2022 we launched our own domiciliary care service, Thames Care at Home. This service has been partly commissioned by our local East Berkshire CCG and has meant that we have been able to provide high quality social care packages for patients in the last 6 weeks of their lives. Service users come from both patients on our own in-patient unit that wish to be cared for in their own homes and patients from local hospitals covered by East Berkshire CCG who are able to be discharged. Setting up Thames Care at Home has meant that we have been able to support our local NHS partners with freeing up beds in hospitals.
- Cash management of the hospice has remained a priority, as we have settled into our new site at Bray. Working with the rest of the organisation it has been important to ensure that costs are controlled along with making sure funds are available to meet operational needs and pay contractor retentions as we got to the end of the snagging and defects period. We have successfully navigated our way through the year ensuring that operational needs were met and there are sufficient funds to pay final retention monies.
- As part of our aim to become the community's charity of choice our retail team have worked hard on promoting our hospice café being determined to make it the "go to" place in the community. This has meant that not only have we been able to grow our income in a way that will hopefully provide a sustainable income stream for the future, but also welcome members of the community into the café that may not have had prior affiliations with the Hospice. All of this has strengthened our presence within the local community and helped to break down some of the myths around hospices and what they do.



## **Key objectives for 2022/23**

In July 2021 our new Three Year Strategy was agreed to cover 2021-2024 and has been used to guide our work since October 2021. This is the collaborative work of our Senior Leadership Team, Thames Hospice colleagues, partners and our service users. We believe this strategy clearly defines our ambitions for the next three years and represents us, our vision, mission and values which underpin everything we do. Our previous five year strategy (2016-2021) focussed on our physical expansion and growth. The end result of this was the opening of our new 28 bed Hospice in October 2021. Our new strategy now looks forward to ensure that we make optimal use of the incredible new facilities that we have to benefit our community now and into the future.



We would highlight the following as being our main objectives for the new financial year:

- To develop a nationally and locally renowned education and research faculty in both palliative and end-of-life care.
- To wrap the delivery of care and support around the patient and those dear to them in their preferred place of care.
- To use evidence to reach people earlier in their disease trajectory and those in overlooked groups.
- To understand the new NHS landscape to enable agility in providing financial information to support the delivery of services
- To monitor cash flow as we come out of the Covid pandemic and establish the cost base for our Bray site.
- To recruit, develop and retain the right people at the right time in accordance with our values.
- To increase repeat giving and shopping to increase sustainable core income.
- To create more commercially focused products to raise sustainable income.
- To implement our digital roadmap plan across the organisation.

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**Associated risk**

We identify and monitor risk through our risk management process (see page 15). Our annual setting of objectives and operating plan inform the process enabling us to identify the major risks associated with our current and future work programme.

The above ambitions and opportunities all have associated risks, the most significant of which are:

- *A further wave of the Covid-19 virus may impede the development of services.*  
This is an unknown which cannot be avoided; however, we have been here before now and would be able to manage the issues effectively.
- *Continuation of unprecedented pressure on our services and occupancy levels may impede the development of services and have an adverse effect on staff wellbeing.*  
We believe that as an indirect consequence of the Covid pandemic people have not been able to access urgent treatments in the last 18 months, resulting in an increased demand for our services and end-of-life care. We do not know how long this will continue for, but as we have been meeting the demand up to now we would be able to manage the issues. We will continue to support our people's mental and physical wellbeing through engagement initiatives.
- *Ability to achieve funding levels required to expand and develop services.*  
Around 50% of our funding comes from the NHS and the remainder comes from our generous supporters. As we expand and develop our services we are looking to our community to support those who need our care. We hope that through our determination and work to make our hospice the community's charity of choice we will be able to navigate this.

# THAMES HOSPICE TRUSTEES' REPORT for the year ended 31 March 2022

## Financial Review

### *Review of the year 2021/22*

Despite another year with some challenges, performance this year with regard to our financial position on the general fund is very positive with a surplus of £4,675k (2021: surplus £985k). We have made an overall surplus on the SOFA (Statement of Financial Activities, see page 35) in the year of £4,995k (2021: £1,987k) including restricted fund income. Below we look at each SOFA line and review the results.



### *Raising Funds: Donations and Legacies*

We are, as always indebted to our generous donors and supporters for their continued commitment to the hospice. Without them, we simply could not continue to provide the care our patients and their loved ones need without charge.

This year with the continuing challenges of Covid-19, particularly during the winter months, donations and legacies income overall decreased to £4,219k from £4,423k. However, as Covid-19 restrictions were slowly withdrawn and people could start getting together again we started to see an increase in donations from our fundraising groups generating £79k (2021: £28k). In Memory increased again this year, but we also saw increases in our Committed Giving income too. Both are due largely to the continuation of our heightened service presence in the community bringing in £611k (2021: £456k).

It also includes £15k of income from the Covid-19 Job Retention Scheme (JRS) set up by the Government to fund 80% of salaries for staff whom we have had to place on furlough (2021: £545k). This relates to staff from our retail division, furloughed due to our shops being unable to open until the end of April 2021.

The total legacy income at £718k was all credited to revenue funding (2021: £620k).

### *Raising Funds: Charitable Activities*

Our charitable activities income has increased in comparison to last year totalling £7,221k (2021: £5,886k). The income is received largely from the East Berkshire CCGs. Our core grant has increased to reflect the increase of our services resulting from the move to Bray. We have also seen an increase in our catering income due to our café, Café By The Lake, located at the hospice site. Our café serves not only our staff, patients and their loved ones, but also serves our local community. Once we were able to re-open our doors fully, our Retail team worked hard on making Café by The Lake the "go to" place in the community. This is reflected in the increased revenue of £206k (2021: £39k).

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This year also includes £1,178k of Hospice UK grant income (2021: £1,659k). This income was provided by the Government, but distributed by Hospice UK and was to enable hospices to continue caring for patients and respond to the Covid-19 emergency.



### *Raising Funds: Other Trading Activities*

This category of income had an incredibly positive increase this year to £4,004k (2021: £2,631k). From a fundraising point of view this was largely due to our lottery which generated £777k versus last year's total of £584k.

The retail division re-opened their shop doors towards the end of April and from there on in saw an unprecedented performance bringing in £2,995k this year versus £1,259k in 2020/21. We are extremely indebted to everyone who showed their support to the hospice by shopping in our stores.

There is also £88k of local authority grants for non-essential retail, received to help shops re-open and commence trading again.

### *Raising Funds: Investment and Other Income*

Investment Income remained stable staying at £93k (2021: £93k). We have been able to start rebuilding our investment portfolio as a result of the proceeds received from the sale of our old hospice site, Pine Lodge.

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*Expenditure: Raising Funds*

Direct costs of raising funds have increased to £4,634k this year (2021: £3,857k). This is due to several factors; in Fundraising this includes the increased costs of being able to run some of our events this year and the promotion of our regular giving. For retail this includes the effect of our shops now being open and trading for the majority of the year.

*Expenditure: Charitable Activities*

Direct costs of charitable activities have increased £847k to £5,873k this year (2021: £5,026k). This increase is as a result of having our services fully open and up and running for a full year. That combined with our In-Patient unit averaging 90% occupancy for the year has meant an increase in both staff numbers and running costs.

*Expenditure: Central Services Support Costs*

Our central support costs increased this year by £646k to £3,012k (2021: £2,366k), again as a result of having our first full year at our Bray site. There was not one individual reason for the increase, it was the result of small variances across most corporate teams.

*Investment gains and losses:*

Our investments waned in value over the course of the year ending on a loss of £22k (2021: gain of £201k). Despite being able to start rebuilding our investment portfolio from the £3m proceeds of the sale of our old site, the value of investments has plummeted due to global events such as war. Investment management fees have remained largely consistent with last year totalling £22k (2021: £25k).

*The Balance Sheet*

The balance sheet has improved compared to last year's figures. The main changes over last year's figures are the increase in investments, the removal of the asset held for sale which is largely counterbalanced by the increase in cash and the reduction in creditors.

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#### *Reserves*

At the year end the total funds in the group stood at £32,052k (2021: £27,057k). Of this, restricted funds totalled £332k (2021: £340k) and general funds £31,720k (2021: £26,717k). There are designated funds of £280k, which relate specifically to costs for running our IPU. We had received funding towards this at the end of 2021/22 and it was decided by the trustees to designate it for direct patient care costs in 2022-23.

#### *Reserves policy and going concern*

In order to maintain our level of service to our patients and their loved ones, our aim is to achieve sustainable funding for Thames Hospice and to ensure that our reserves give sufficient resilience to allow for fluctuations in income. It is recognised by the trustees that the charity may generate a surplus or deficit in any one year depending on the unpredictable nature of some funding streams and general economic conditions. The trustees have therefore determined to maintain a reserve position that would enable the charity to continue operations during deficit years, and in surplus years, invest additional funds generated in our investment portfolio.

The charity determines its future reserve requirements by producing long term projections of income and expenditure and reviewing the charity risk register on a quarterly basis or whenever a change in operations might necessitate. The trustees have decided to set the level of reserves and within that our free reserves by reviewing these projections and ensuring that potential deficit years would be covered. Free reserves are defined as our total reserve net of restricted funds, fixed assets and any reserves designated for specific purposes by the trustees. Surplus reserves generated are set aside for future projects of a capital or revenue nature. Such designations for future projects are agreed by the Board prior to the financial year end as required by the Charities Statement of Recommended Practice.

The reserves policy is reviewed annually by the Finance and Investment Committee and any recommendations for change presented to the Board for approval. The Committee will review the sufficiency of free reserve at each year end. The trustees have reviewed the policy in place for 2021/22 and have determined that it is fit for purpose and that reserves are adequate in accordance with the provisions of the policy.

The long term financial projections for the charity show that we would need to ensure we keep approximately 6 months' of expenditure in a free reserve to cover potential annual deficits caused by income fluctuation. This amount would ensure the sustainability of the charity as long as there are no major material variances to the forecast expenditure or changes to our major income streams. The reserves may be classified as follows:

|                     | £m          |
|---------------------|-------------|
| Total reserves      | 32.0        |
| Restricted reserves | 0.7         |
| Fixed Assets        | <u>22.2</u> |
| Free reserves       | <u>9.1</u>  |

The free reserve currently sits above the target of six months' expenditure based on the 2022-23 budget. The sale of Pine Lodge completed on 30 June and we were able to use £2m from the sale proceeds to help replenish our reserves.

The Trustees have reviewed the financial position of the Charity and its subsidiaries, its forecast cash flows and its liquidity position for the foreseeable future. The Trustees believe that the Charity has adequate resources to

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continue in operational existence for the foreseeable future. As a result, they continue to adopt the going concern basis of accounting in preparing the annual report and accounts.

#### *Investment policy*

We have continued to use Investec Wealth & Investment Limited as our investment manager throughout the financial year, remunerated by a management fee. Investec actively manage our portfolio in line with the investment policy set by the trustees and report back to the Board on the performance of the portfolio on a quarterly basis. During the year no further drawdowns were required from our investment portfolio as the new hospice build program was completed (2021: £0.8m). Instead £2.5m was re-invested back into the portfolio over the year.

Following completion of the new build, the trustees have reviewed our investment policy and have revised the benchmark asset allocation, removing the requirement to keep a low risk portfolio which had been required to safeguard as far as possible the funds for the new build. This review resulted in a series of changes to the policy which were agreed at the meeting of the Board of Trustees in March 2021.

The main changes related to the revised asset allocation and the increased percentage in particular that we would invest in equities, both UK and Overseas. The revision puts the hospice into a medium-high risk category according to Investec's own classification but this is solely relating to the amounts of investment classes held rather than the nature of them.

The Board upheld the decision to retain our exclusions from investment in any tobacco related organisations.

At 31 March 2022 the policy benchmark and actual asset allocation stood at:

|                    | Policy Benchmark | Actual at 31 March 2022 |
|--------------------|------------------|-------------------------|
| Fixed Interest     | 10-30%           | 8.2%                    |
| Equities           | 70-80%           | 68%                     |
| Property           | 0-10%            | 2.6%                    |
| Alternatives incl. | 0-10%            | 9.8%                    |
| Infrastructure     |                  |                         |
| Cash               | 0-10%            | 11.4%                   |

The total return performance for the 2021/22 year was 3.7% against a benchmark of 8.1% marking that despite starting to re-build our portfolio investment values have gone down over the last 12 months. See also Note 14.

The realised and unrealised gains on our investments in the year totalled a loss of £22k (2021: gain of £201k). Investment income remained stable during the year staying at £93k (2021: £93k). We expect our investment income to remain at a lower value as we reinvest into our portfolio.

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## *Review of Thames Hospice Retail Limited*

Thames Hospice Retail Limited is a wholly owned trading subsidiary of Thames Hospice.

During the financial year, the company acted as agent for the sale of donated goods made under the HMRC gift aid scheme and a variety of new goods were also sold through the company. Sales of our newly expanded range of purchased goods have continued to grow providing the charity with additional income.

The company's results for the 2021/22 financial year show a profit of £58k (2021: £2k). The directors are comfortable that the Retail Company is a going concern, as trading of our new goods within our shops will continue and hopefully grow further. The directors will keep under review the sales and margins generated by the new goods and stock management as transaction volumes increase.



## **Governance, Structure & Management**

### *The Charity Governance Code*

The trustees and senior management team of Thames Hospice have adopted the Charity Governance Code as a set of aspirational principles that the charity can work towards as well as ensuring regulatory and legal compliance and satisfying specific targets set by our commissioning bodies.

### *Public Benefit*

The Board of Trustees is aware of the Charity Commission's guidance in relation to public benefit. They are satisfied that all of the organisation's charitable activities fall within its objects and result in delivering considerable public benefit. This report details how our activities have delivered public benefit.

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#### *Risk Management*

The charity uses a formal review process to analyse and manage the risks to which the charity is exposed in the course of its activities, both strategic and operational. This is done through a risk register and embedding risk identification into the annual planning process.

All significant risks are identified along with the likelihood of such risks occurring and the predicted level of the impact, together with mitigation measures. These are reviewed quarterly by the SMT and Board sub committees with key risks accelerated to the full Board.

Risk management and governance within all areas are continually reviewed to ensure that identified risks are addressed and the learning is continuous. During the year the trustees and SMT took part in a risk workshop during which our risk register underwent a full review to ensure it was still fit for purpose and that the key risks were being identified to the trustees.

#### *Recruitment and Appointment of Directors and Trustees of Thames Hospice*

The trustees of the charity are also directors of the company. Trustees are appointed for an initial period of 4 years; after which they may apply for re-election to serve a second period of 4 years. The second term of appointment may be extended for a further 12 months on an exceptional basis. The trustees appoint a Chair from within their number, who can also serve two periods of 4 years with the option for an exceptional extension of 12 months.

When a trustee retires every effort is made to replace them with a person of qualities and experience which will be relevant to the requirements of the charity. There is an open recruitment and selection process with trustee vacancies advertised externally as necessary. Potential trustees are interviewed by a Nominations Committee, comprising three trustees including the Chair of the Board but open to all trustees wishing to attend, who consider and recommend applications to the Board for ratification. New trustees are then appointed by a majority decision of the full Board. The Board of Trustees are detailed on page 50.

#### *Trustee Induction and Training*

Trustees undergo formal induction by spending time in the Hospice on the Inpatient Unit, meeting individually with the Senior Management Team (SMT) and attending meetings of the Committees of the Board. The Board identifies and meets the individual training and development needs of its trustees and has in place a framework for evaluating board performance. Continuing professional development courses for trustees are considered an essential part of the trustee role and, as such, paid for by the hospice.

The Board seeks at all times to follow best practice in line with the recommendations of the Charity Commission and the Charity Governance Code. Training is provided as required and appropriate to the individual and relevant material made available to the Board as it is published.

#### *Trustees' duty to promote the success of the Charity – Section 172 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.

Thames Hospice depends on the trust and confidence of its stakeholders to operate sustainably in the long term. Patients and their families and friends are at the heart of our care; but supporting and developing our staff and volunteers and extending our reach into the community we serve are central to our mission.

**THAMES HOSPICE**  
**TRUSTEES' REPORT**  
**for the year ended 31 March 2022**

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The trustees of Thames Hospice have acted in accordance with their duties codified in law, which includes their duty to act in the way they consider, in good faith, would be most likely to promote the success of the organisation for the benefit of its members as a whole, having regard to the stakeholders and matters set out in section 172(1) of the Companies Act 2006.

This Annual Report sets out how we engage with our health and social care stakeholders, such as healthcare professionals, patients and their families. This can be seen in the sections that cover our service performance and how our strategic objectives in 2020/21 we met. Engaging with our local community through fundraising, volunteering and employment is vital to our work. We have over 600 volunteers who regularly give their time to support the charity.

The Charity ensures that it maintains a reputation for high standards of business conduct by having in place a range of policies and processes that promote corporate responsibility and ethical behaviour. Areas covered include: fundraising, gifts; safeguarding; bullying and harassment; and whistleblowing. All these policies are reviewed periodically. We also have dedicated leads for safeguarding and whistleblowing within the Executive Team and the Board of Trustees

***Environmental Reporting***

Under the Energy and Carbon Reporting Regulations 2018 Thames Hospice is required to report on the environmental impacts of the organisation. The key environmental impacts for the hospice are electricity and gas usage in both the hospice and our retail stores, the use of three vans owned by the hospice for the collection of donated goods and distribution of goods amongst our retail stores and the use of two leased vans by our maintenance workers. Energy usage has been calculated using opening and closing meter readings for stores and the hospice. Opening and closing mileage readings have been used for the vans.

**UK Greenhouse gas emissions and energy use data**

|   | <b>2021-22</b> | <b>2020-21</b> |
|---|----------------|----------------|
| Energy consumption used to calculate emissions (Kwhs)     | 292,264        | 359,506        |
| Energy consumption breakdown kWh                          |                |                |
| Gas   | 83,489         | 76,625         |
| Electric  | 208,775        | 282,881        |
| Energy consumption used to calculate emissions (KM)       |                |                |
| Transport   | 102,082        | 35,052         |
| <b>Scope 1 Emissions in metric tonnes CO<sub>2</sub>e</b> |                |                |
| Gas Consumption   | 15,292         | 14,089         |
| Owned transport   | 5,546          | 2,571          |
| Electricity usage   | 44,329         | 65,951         |
| <b>Intensity Ratios</b>                                   |                |                |
| Hospice emissions per FTE                                 | 106            | 147            |
| Retail emissions per shop                                 | 2,273          | 2,780          |

**THAMES HOSPICE**  
**TRUSTEES' REPORT**  
**for the year ended 31 March 2022**

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### **Group Structure**

The Charity is a company limited by guarantee, incorporated in England and Wales (company number 5316964) and a charity registered in England and Wales (charity number: 1108298). In 2005 the Charity then known as Thames Hospicecare was formed following the merger of Thames Valley Hospice and the Paul Bevan Cancer Foundation. The merged charity rebranded to become Thames Hospice in 2013.

The Charity operates under a Memorandum and Articles, a full review of which was carried out in 2020 by our legal advisors.

#### ***Thames Hospice Retail Limited***

The issued share capital of this company is held by the charity. This company is used to process sales of new goods sold through the charity's retail outlets and to receive commission on gift aided goods donated to the charity for resale through the charity's retail outlets.

#### ***Paul Bevan Cancer Foundation***

The Paul Bevan Cancer Foundation remains as a dormant charity at the financial year end.

#### ***Related and other connected parties***

The charity is supported by its subsidiary retail company. Charitable trusts, fundraising support groups and individuals also raise money for the hospice via charity events, individual donations and legacies.

NHS – The charity has a close relationship with the NHS commissioners (East Berkshire and South Buckinghamshire) who provide essential funding towards the operating costs of the charity in the form of grants. Our NHS grants contributed £4,522k to the running costs of the hospice representing 50% of costs excluding income generation (2021: £3,013k was 40%). In addition, our East Berkshire CCGs commission a Lymphoedema therapy service which is also fully funded and has provided a substantial increase in the availability of this vital service.

**THAMES HOSPICE**  
**TRUSTEES' REPORT**  
for the year ended 31 March 2022

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## **Management**

### *Key management personnel*

The trustees consider the Board of Trustees and the SMT as comprising the key management personnel of the charity in charge of directing and controlling the charity. The day to day management of the charity is delegated to the Chief Executive Officer who meets with the whole SMT weekly and individually every fortnight. The members of the SMT are detailed on page 50.

The SMT report to the Board both via the committee structure and on a more informal basis as required to keep the Board informed and to ensure good communication within the senior leadership team.

### *Reward policy*

The pay of the charity's SMT is agreed by the Nominations Committee. The pay of all other employees is reviewed by the SMT and annual pay awards approved by the Board of Trustees. Remuneration for new staff is benchmarked with similar roles and similar organisations by the Director of People and the remuneration for all posts kept under review in order to ensure the levels are fair and supportable. Our policy reflects the needs of the organisation, enabling us to recruit the most suitable staff and run the hospice effectively.

The Thames Hospice Reward Policy aims to ensure that reward and recognition practice underpins and supports our vision, mission, organisational values and strategic objectives while remaining legally compliant and reflective of recognised best practice. We are committed to ensuring that our salaries remain competitive in the labour market.

Thames Hospice does not recognise any formal external pay schemes (unless for employees protected by TUPE regulations) and salaries are set independently in accordance with appropriate benchmarking. For medical, clinical and other patient facing roles we track but are not limited by NHS pay bandings. For all other roles we aim to pay at least the median salary rate as published in the annual Hospice Rewards Salary Survey taking into account affordability and any other mitigating circumstances. We use Hospice HR Networks and other available published salary surveys to facilitate our approach to setting salaries to roles.

# THAMES HOSPICE

## TRUSTEES' REPORT

### for the year ended 31 March 2022

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#### *Our staff and volunteers*

We know that our most important and valuable resource is our people. Whether they are paid staff or volunteers we value their support and commitment equally and we recognise that without them Thames Hospice would not be the charity that it is. We support, manage, develop and utilise the talents of our staff and volunteers, so that they are empowered and committed to delivering our strategic aims.

During 2021/22 the staff and volunteers of Thames Hospice have had to remain resourceful and resilient to ensure that we met our commitments to our community. The senior management team would like to thank each and every one of them for their contribution in what has been another challenging year.



People Services objectives include comprehensive training and development programmes to deliver a variety of staff training, both clinical and non-clinical. We run a series of mandatory training such as health & safety and governance but have also previously offered training on areas such as managing and recognising stress at work, managing mental health at work and building effective and respectful relationships at work. Delivery against our objectives is overseen by the People Committee and reported to the Board.

We also provide a comprehensive communication programme for staff including a staff forum where they can provide feedback or ask questions through their representatives. We hold SMT roadshows where the SMT will brief staff on how we are performing and what to expect in the future. Other forms of information sharing and discussion are staff newsletters our annual staff survey.

#### *Valuing our volunteers*

The charity benefits from the support of around 700 volunteers who undertake a range of activities on behalf of Thames Hospice, including working in our retail shops, driving patients to and from day therapy appointments, sorting our donated stock and helping to staff our reception desks. Qualified counsellors also volunteer in the Hospice, providing professional counselling support to patients and families.

As at 31 March 2021 we had 727 volunteers working in a variety of roles in the charity. To date we have presented 184 volunteers with long service certificates for between 10 and 30 years' service and 255

# THAMES HOSPICE

## TRUSTEES' REPORT

### for the year ended 31 March 2022

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volunteers with certificates for 5 years' service. Our Head of Volunteering and volunteering team has responsibility for these awards and organises events such as our volunteer BBQ where we celebrate the importance of the work that our volunteers do. A programme of induction and ongoing training is also in place to enable our volunteers to carry out their roles safely and effectively and to ensure they gain the most out of their experience with us.



We fully acknowledge the role of volunteers and how valuable they are to the charity. Their contribution to the charity is immense and we are most grateful to them for their hard work and commitment to Thames Hospice. We continue to be humbled by their determination and resilience.

## Fundraising

Thames Hospice relies on the support of our local community to help us raise the vital funds we need to continue to provide our care free of charge for those in need. We are committed to delivering the highest standards in fundraising and in response to the greater need for transparency and formal regulation, Thames Hospice has published its own Fundraising Promise. This is available on our website. We take our responsibilities in this area seriously and strive at all times to meet best practice standards and to adhere to all voluntary codes of conduct. We are members of the Institute of Fundraising (IOF) and registered with The Fundraising Regulator (FR).

Thames Hospice has a set of metrics based on the Institute of Fundraising Code of Fundraising Practice. The metrics have two functions:

- To confirm Thames Hospice is compliant with the standards expected of fundraisers and
- To measure and report against specific elements of fundraising practice at Thames Hospice.

The trustees review these metrics at each quarterly Board meeting to ensure the hospice is carrying out all fundraising activities according to the Code and complying with the underlying principles of openness, honesty and respectfulness.

We employ third parties to carry out face to face and telephone lottery canvassing. They are also instructed according to IOF and FR codes and regulations and we ensure that they are acting with respect to members of the public and safeguarding potentially vulnerable persons. We also employ a company to call lottery players whose

## **THAMES HOSPICE TRUSTEES' REPORT for the year ended 31 March 2022**

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membership has expired to ask if they will renew; they have been similarly instructed and are appropriately monitored. All other fundraising is carried out by the Thames Hospice staff team who are trained and managed according to IOF and FR rules and best practice.

Thames Hospice has a Fundraising Complaints Policy which is available on our website. We take any complaints received very seriously and they are reviewed and acted upon by the Director of Fundraising and Marketing and their team; they are also reviewed by the Board. During the year the Fundraising team received 10 complaints (2021: 21) which were all dealt with in-house; none were reportable to the regulator.



### **Environmental policy**

Thames Hospice strives at all times to consider the environmental impact of what we do and minimise any negative effect that we might have. Staff have recycle bins located in offices and kitchens and they are encouraged to recycle wherever possible. We also recycle batteries and toner cartridges.

Our retail vans are routed to use the lowest mileage possible when collecting and delivering. Suppliers are expected to demonstrate similar principles.

Our hospice building in Bray uses a system of thermal mass to control temperature in the building and the use of air conditioning is restricted to the patient rooms, education suite and communications room. In the grounds surrounding the hospice an existing water course has been re-landscaped and some of the outlying grass areas have been sown with wild flower meadow seed both to encourage wildlife and increase the ecological and biodiversity of the site.

**THAMES HOSPICE**  
**TRUSTEES' REPORT**  
**for the year ended 31 March 2022**

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**Statement of Trustees' Responsibilities**

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

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

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and that 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.

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.

**Statement as to disclosure of information to the auditor**

So far as the trustees are aware, there is no relevant audit information of which the charity's auditor is unaware, and each trustee has confirmed that they have taken all the steps they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

**Auditors**

The auditors, Sayer Vincent, are a new appointment and this is their first year in office.

The Trustees' Report and incorporated Strategic Report were approved by the Board of Trustees on 8 September 2022 and were signed on its behalf by Andy Ka, Trustee.

Signed:



Date:

8 September 2022

# THAMES HOSPICE

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES

### for the year ended 31 March 2022

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#### Opinion

We have audited the financial statements of Thames Hospice (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

#### 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 group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

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

#### Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements

# THAMES HOSPICE

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES

### for the year ended 31 March 2022

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or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

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

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you 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.

#### **Responsibilities of trustees**

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

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

# THAMES HOSPICE

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES

### for the year ended 31 March 2022

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

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

#### Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Finance and Investment Committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

# THAMES HOSPICE

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES

### for the year ended 31 March 2022

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The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Judith Miller (Senior statutory auditor)

Date 31 October 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

# THAMES HOSPICE

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account)

for the year ended 31 March 2022

|   | Note      | Un-restricted Funds<br>£000 | Restricted Funds<br>£000 | Total<br>2022<br>£000 | Un-restricted Funds<br>£000 | Restricted Funds<br>£000 | Total<br>2021<br>£000 |
|---|-----------|-----------------------------|--------------------------|-----------------------|-----------------------------|--------------------------|-----------------------|
| <b>Income from:</b>                                       |           |                             |                          |                       |                             |                          |                       |
| Donations and legacies                                    | 2         | 3,665                       | 554                      | 4,219                 | 3,420                       | 1,003                    | 4,423                 |
| Charitable activities                                     | 3         | 6,043                       | 1,178                    | 7,221                 | 5,886                       | -                        | 5,886                 |
| Other trading activities                                  | 4         | 4,005                       | -                        | 4,005                 | 2,631                       | -                        | 2,631                 |
| Investment income   | 5         | 93                          | -                        | 93                    | 93                          | -                        | 93                    |
| Other income  | 6         | -                           | -                        | -                     | 2                           | -                        | 2                     |
| <b>Total Income</b>                                       |           | <b>13,805</b>               | <b>1,732</b>             | <b>15,537</b>         | <b>12,032</b>               | <b>1,003</b>             | <b>13,035</b>         |
| <b>Expenditure on:</b>                                    |           |                             |                          |                       |                             |                          |                       |
| Raising funds   | 7         | 5,975                       | -                        | 5,975                 | 4,902                       | -                        | 4,902                 |
| Charitable Activities                                     | 7         | 6,132                       | 1,412                    | 7,544                 | 6,346                       | 1                        | 6,347                 |
| <b>Total Expenditure</b>                                  |           | <b>12,107</b>               | <b>1,412</b>             | <b>13,519</b>         | <b>11,248</b>               | <b>1</b>                 | <b>11,249</b>         |
| Net income/(expenditure) before investment gains/(losses) |           | 1,698                       | 320                      | 2,018                 | 784                         | 1,002                    | 1,786                 |
| Net gains/(losses) on investments                         |           | (22)                        | -                        | (22)                  | 201                         | -                        | 201                   |
| Gain from sale of asset held for sale                     |           | 2,999                       | -                        | 2,999                 | -                           | -                        | -                     |
| <b>Net income</b>   |           | <b>4,675</b>                | <b>320</b>               | <b>4,995</b>          | <b>985</b>                  | <b>1,002</b>             | <b>1,987</b>          |
| Transfers between funds                                   | 18        | 328                         | (328)                    | -                     | 949                         | (949)                    | -                     |
| <b>Net Movement in Funds</b>                              | <b>10</b> | <b>5,003</b>                | <b>(8)</b>               | <b>4,995</b>          | <b>1,934</b>                | <b>53</b>                | <b>1,987</b>          |
| <b>Reconciliation of Funds:</b>                           |           |                             |                          |                       |                             |                          |                       |
| Total funds brought forward                               | 18        | 26,717                      | 340                      | 27,057                | 24,783                      | 287                      | 25,070                |
| <b>Total funds carried forward</b>                        |           | <b>31,720</b>               | <b>332</b>               | <b>32,052</b>         | <b>26,717</b>               | <b>340</b>               | <b>27,057</b>         |

The Statement of Financial Activities includes all gains and losses in the year. All incoming resources and resources expended are derived from continuing activities. The notes on pages 31 to 48 form part of these financial statements.

**THAMES HOSPICE**  
**BALANCE SHEETS**  
as at 31 March 2022

Registered Company No: 5316964

|  | Note | Group<br>2022<br>£000 | Charity<br>2022<br>£000 | Group<br>2021<br>£000 | Charity<br>2021<br>£000 |
|--|------|-----------------------|-------------------------|-----------------------|-------------------------|
| <b>Fixed assets</b>                            |      |                       |                         |                       |                         |
| Tangible assets                                | 13   | 22,250                | 22,250                  | 22,625                | 22,625                  |
| Investments                                    | 14   | 5,512                 | 5,512                   | 2,997                 | 2,997                   |
|  |      | <b>27,762</b>         | <b>27,762</b>           | <b>25,622</b>         | <b>25,622</b>           |
| <b>Current assets</b>                          |      |                       |                         |                       |                         |
| Asset held for sale                            | 13   | -                     | -                       | 3,085                 | 3,085                   |
| Stocks   | 15   | 94                    | -                       | 111                   | -                       |
| Debtors  | 16   | 3,798                 | 3,883                   | 2,719                 | 2,850                   |
| Cash at bank and in hand                       |      | 2,523                 | 2,516                   | 687                   | 661                     |
|  |      | <b>6,415</b>          | <b>6,399</b>            | <b>6,602</b>          | <b>6,596</b>            |
| Creditors: amounts falling due within one year | 17   | (2,125)               | (2,111)                 | (5,167)               | (5,163)                 |
| <b>Net current assets</b>                      |      | <b>4,290</b>          | <b>4,288</b>            | <b>1,435</b>          | <b>1,433</b>            |
| <b>Total assets less current liabilities</b>   |      | <b>32,052</b>         | <b>32,050</b>           | <b>27,057</b>         | <b>27,055</b>           |
| <b>Net assets</b>                              |      | <b>32,052</b>         | <b>32,050</b>           | <b>27,057</b>         | <b>27,055</b>           |
| <b>Restricted funds</b>                        |      |                       |                         |                       |                         |
| Restricted funds                               | 18   | 332                   | 332                     | 340                   | 340                     |
| <b>Unrestricted funds</b>                      |      |                       |                         |                       |                         |
| Unrestricted funds                             | 18   | 31,720                | 31,718                  | 26,717                | 26,715                  |
| <b>Total Funds</b>                             |      | <b>32,052</b>         | <b>32,050</b>           | <b>27,057</b>         | <b>27,055</b>           |

As permitted by Section 408 Companies Act 2006 the parent charity has not presented its own SOFA. The charity's surplus for the year was £4,995k (2021: £1,951k).

The Financial Statements on pages 31 to 48 were approved and authorised for issue by the Board of Trustees on 8 September 2022 and were signed on its behalf by Andy Ka, Trustee.

Signed:



**THAMES HOSPICE**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**for the year ended 31 March 2022**

|   | Note      | 2022<br>£000   | 2021<br>£000   |
|---|-----------|----------------|----------------|
| <b>Net cash provided by continuing operating activities</b> | <b>20</b> | <b>(1,239)</b> | <b>5,017</b>   |
| <b>Cash flows from Investing Activities:</b>                |           |                |                |
| Investment income   |           | 40             | 93             |
| Purchase of tangible fixed assets                           |           | (428)          | (5,367)        |
| Purchase of investments                                     |           | (3,282)        | (460)          |
| Sale of investments   |           | 745            | 770            |
| Proceeds from sale of asset held for sale                   |           | 6,000          | -              |
| <b>Net cash used in investing activities</b>                |           | <b>3,075</b>   | <b>(4,964)</b> |
| <br>  |           |                |                |
| Change in cash & cash equivalents in the year               |           | 1,836          | 53             |
| <br>  |           |                |                |
| Cash & cash equivalents at the beginning of the year        |           | 687            | 634            |
| <br>  |           |                |                |
| <b>Cash &amp; cash equivalents at the end of the year</b>   |           | <b>2,523</b>   | <b>687</b>     |
| <br>  |           |                |                |
| <b>Analysis of changes in Net Debt</b>                      |           |                |                |
|   |           | 2022<br>£000   | 2021<br>£000   |
| <b>Cash and cash equivalents</b>                            |           |                |                |
| Cash at bank as at 1 April                                  |           | 687            | 634            |
| Cash flows during the year                                  |           | 1,836          | 53             |
|   |           | <b>2,523</b>   | <b>687</b>     |
| <br>  |           |                |                |
| <b>Borrowings</b>   |           |                |                |
| Debt due within one year                                    |           | -              | (4,055)        |
| <br>  |           |                |                |
| <b>Total</b>  |           | <b>2,523</b>   | <b>(3,368)</b> |

# THAMES HOSPICE

## NOTES TO THE FINANCIAL STATEMENTS

### for the year ended 31 March 2022

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#### 1 Accounting policies

The Charity is a company limited by guarantee, incorporated in England and Wales (company number 5316964) and a charity registered in England and Wales (charity number: 1108298). The Charity's registered office address is: Thames Hospice, Windsor Road, Maidenhead, Berkshire, SL6 2DN.

#### Basis of preparation

The Financial Statements are prepared under the historical cost convention with the exception of investments which have been included at fair value.

The Financial Statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Thames Hospice meets the definition of a public benefit entity under FRS 102.

The financial statements have been prepared on a going concern basis. The Trustees consider that there are no material uncertainties about the charity's ability to continue. The Covid-19 pandemic continued to impact the Company's finances in 2021/22 although on-going government assistance via the Job Retention Scheme, NHSE grants and local authority non-essential retail grants have all helped to mitigate the effect. The trustees are satisfied that this will not impact the sustainability of the Company in the long term. As a result, they consider that it is appropriate to prepare the financial statements on a going concern basis.

The group statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its wholly owned subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis. The financial statements are presented in sterling, rounded to the nearest £1,000.

#### Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

#### Income

All incoming resources are included in the SOFA when the charity is entitled to the income, receipt is probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donation income is received by way of grants, donations and gifts and is included in full in the SOFA when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

## THAMES HOSPICE

### NOTES TO THE FINANCIAL STATEMENTS

#### for the year ended 31 March 2022

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- Legacies are recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. Where the conditions for recognition are not met, the charity maintains a legacy pipeline. However, as these are not readily quantifiable they are not disclosed in these accounts.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services by volunteers has not been included in these accounts.
- Goods donated for resale through the charity's shops are included as incoming resources within Other Trading Activities when they are sold.
- Investment income is included when receivable.

#### Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Any VAT which cannot be fully recovered is reported as part of the expenditure to which it relates:

- Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charity's shops.
- Charitable activities expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Central support services costs comprise those costs associated with Finance, HR, IT, governance and support such as maintenance, housekeeping and utilities.
- All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly.
- The charity makes an accrual for outstanding holiday pay at the end of the financial year.

#### Tangible fixed assets

Tangible fixed assets are stated at historical cost less accumulated depreciation. Depreciation of fixed assets is charged by annual instalments commencing in the year of acquisition at rates estimated to write off their cost less any residual value over their expected useful lives which are as follows:

- |                                  |                   |
|----------------------------------|-------------------|
| • Freehold property              | 20-50 years       |
| • Leasehold buildings            | over lease period |
| • Leasehold improvements         | over lease period |
| • Plant and machinery            | 5-10 years        |
| • Office equipment               | 5 years           |
| • Fixtures and fittings          | 5 years           |
| • Computer hardware and software | 3-8 years         |
| • Motor vehicles                 | 4 years           |

Assets in the course of construction are not depreciated. Assets costing less than £1,000 are not capitalised. Land is not depreciated.

#### Investments

Investments are stated at fair value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

# THAMES HOSPICE

## NOTES TO THE FINANCIAL STATEMENTS

### for the year ended 31 March 2022

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#### Stocks

Stocks of goods for resale are primarily donated goods to the charity and therefore have no value in the accounts until they are sold. Thames Hospice does not have a stock recording system for donated goods. New goods purchased for resale by the subsidiary company are valued at the lower of cost and net realisable value.

#### Pensions Costs

The charity makes defined contribution payments into pension schemes on behalf of its employees. Contributions payable for the year are charged to the SOFA. The charity also participates in the NHS Superannuation Scheme, which provides benefits based upon final pensionable pay. The assets of the scheme are held separately from those of the Hospice and are independently administered. The fund is valued every 5 years by the Government Actuary, the rates of contribution payable being determined by the actuary. In the intervening years the actuary reviews the continuing appropriateness of the rates. Pension costs are charged to the hospice's SOFA in the period to which the salaries on which they are payable relate.

#### Operating leases

Rentals applicable to operating leases are charged in the SOFA over the period in which the cost is incurred.

#### Financial Instruments

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

#### Critical Estimates and Judgements

In the process of applying the charity's accounting policies, management has made judgements, some of which have a significant effect on the amounts recognised in the financial statements. The key material assumption this year related to the capitalisation of fees and other costs relating to the new hospice build which had all been capitalised as Assets Under Construction. As the build project completed during the financial year and was occupied from October 2020, all costs associated with the build have now been transferred to a depreciable asset category and depreciation has commenced.

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

**2 Donations and Legacies**

|  | Un-<br>restricted<br>Funds<br>£000 | Restricted<br>Funds<br>£000 | 2022<br>£000 | Un-<br>restricted<br>Funds<br>£000 | Restricted<br>Funds<br>£000 | 2021<br>£000 |
|--|------------------------------------|-----------------------------|--------------|------------------------------------|-----------------------------|--------------|
| Community fundraising and committed giving | 1,064                              | -                           | 1,064        | 769                                | -                           | 769          |
| Donations and appeals                      | 1,984                              | 438                         | 2,422        | 1,486                              | 1,003                       | 2,489        |
| Legacies                                   | 718                                | -                           | 718          | 620                                | -                           | 620          |
| Job Retention Scheme                       | 15                                 | -                           | 15           | 545                                | -                           | 545          |
|  | <b>3,781</b>                       | <b>438</b>                  | <b>4,219</b> | <b>3,420</b>                       | <b>1,003</b>                | <b>4,423</b> |

At the end of the financial year we had legacies of £43.5k in the pipeline (2021: £378k) that have not been recognised in the accounts due to not meeting SORP regulations.

**3 Income from Charitable Activities**

|                            | Unrestricted<br>funds<br>2022<br>£000 | Restricted<br>funds<br>2022<br>£000 | Total<br>2022<br>£000 | Unrestricted<br>funds<br>2021<br>£000 |
|----------------------------|---------------------------------------|-------------------------------------|-----------------------|---------------------------------------|
| Education and training     | 21                                    | -                                   | 21                    | 15                                    |
| External service provision | 4                                     | -                                   | 4                     | 1                                     |
| Catering                   | 206                                   | -                                   | 206                   | 39                                    |
| CCG funding                | 5,812                                 | -                                   | 5,812                 | 4,172                                 |
| Hospice UK Grant income    | -                                     | 1,178                               | 1,178                 | 1,659                                 |
|                            | <b>6,043</b>                          | <b>1,178</b>                        | <b>7,221</b>          | <b>5,886</b>                          |

**4 Income from Other Trading Activities**

|                               | Unrestricted<br>funds<br>2022<br>£000 | Unrestricted<br>funds<br>2021<br>£000 |
|-------------------------------|---------------------------------------|---------------------------------------|
| Events                        | 144                                   | 112                                   |
| Lottery income                | 777                                   | 584                                   |
| Sales of donated goods        | 2,646                                 | 1,095                                 |
| Sales of new goods            | 349                                   | 164                                   |
| Retail local authority grants | 88                                    | 676                                   |
|                               | <b>4,004</b>                          | <b>2,631</b>                          |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 March 2022

**5 Investment Income**

|                         | Unrestricted<br>funds<br>2022<br>£000 | Unrestricted<br>funds<br>2021<br>£000 |
|-------------------------|---------------------------------------|---------------------------------------|
| Income from investments | 93                                    | 93                                    |
|                         | <u>93</u>                             | <u>93</u>                             |

**6 Other Income**

|              | Unrestricted<br>funds<br>2022<br>£000 | Unrestricted<br>funds<br>2021<br>£000 |
|--------------|---------------------------------------|---------------------------------------|
| Other income | -                                     | 6                                     |
|              | <u>-</u>                              | <u>6</u>                              |

**7 Costs of Raising Funds and Charitable Activities**

|   | Staff<br>related<br>costs<br>£000 | Premises<br>£000 | Other<br>£000 | Total 2022<br>£000 | Total 2021<br>£000 |
|---|-----------------------------------|------------------|---------------|--------------------|--------------------|
| <b>Costs of Raising Funds</b>           |                                   |                  |               |                    |                    |
| Direct costs                            | 2,182                             | 947              | 1,505         | 4,634              | 3,857              |
| Central services support costs - Note 8 | 552                               | 488              | 301           | 1,341              | 1,045              |
|   | <u>2,734</u>                      | <u>1,435</u>     | <u>1,806</u>  | <u>5,975</u>       | <u>4,902</u>       |
| <b>Costs of Charitable Activities</b>   |                                   |                  |               |                    |                    |
| Direct costs                            | 5,112                             | 21               | 740           | 5,873              | 5,026              |
| Central services support costs - Note 8 | 688                               | 608              | 375           | 1,671              | 1,321              |
|   | <u>5,800</u>                      | <u>629</u>       | <u>1,115</u>  | <u>7,544</u>       | <u>6,347</u>       |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

**8 Central Services Support Costs**

Our Central services support costs comprise the following:

|                                      | <b>Unrestricted<br/>funds<br/>2022<br/>£000</b> | <b>Unrestricted<br/>funds<br/>2021<br/>£000</b> |
|--------------------------------------|---|---|
| Finance, including depreciation      | 1,226   | 1,114   |
| Governance and Chief Executive costs | 319   | 245   |
| Information Technology               | 214   | 216   |
| Human Resources                      | 589   | 277   |
| Facilities                           | 664   | 514   |
|                                      | <b>3,012</b>                                    | <b>2,366</b>                                    |

All costs are apportioned to either the costs of Raising Funds or Charitable Activities on the basis of the direct costs charged to each category. The result is shown in Note 7.

**9 Employee information**

The average number of persons employed by the group (including bank staff) during the period was as follows:-

|                               | <b>2022<br/>No.</b> | <b>2021<br/>No.</b> |
|-------------------------------|---------------------|---------------------|
| Fundraising                   | 15                  | 17                  |
| Management and administration | 23                  | 22                  |
| Retail                        | 74                  | 74                  |
| Direct patient care           | 182                 | 147                 |
|                               | <b>294</b>          | <b>260</b>          |

The average full time equivalent numbers of persons employed by the group during the period was as follows:-

|                               | <b>2022<br/>No.</b> | <b>2021<br/>No.</b> |
|-------------------------------|---------------------|---------------------|
| Fundraising                   | 12                  | 14                  |
| Management and administration | 19                  | 19                  |
| Retail                        | 64                  | 63                  |
| Direct patient care           | 142                 | 120                 |
|                               | <b>237</b>          | <b>216</b>          |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

The aggregate payroll costs of these persons were as follows:-

|                                     | <b>2022</b>  | 2021         |
|-------------------------------------|--------------|--------------|
|                                     | <b>£000</b>  | £000         |
| Wages and salaries                  | 7,499        | 6,475        |
| Social security costs               | 658          | 563          |
| Pension contributions (see note 24) | 471          | 411          |
|                                     | <b>8,628</b> | <b>7,449</b> |

Staff costs include "bank nurses", whom the Hospice views as an essential staff resource. Also included is an amount for termination payments of £4k relating to three members of staff whose employment was terminated during the year (2021: £11k, two members of staff).

| The number of employees whose emoluments exceeded £60,000 was: | <b>2022</b> | 2021 |
|--|-------------|------|
|  | <b>No.</b>  | No.  |
| £60,001 - £70,000  | 4           | 3    |
| £70,001 - £80,000  | 2           | 2    |
| £80,001 - £90,000  | 1           | 1    |

Pension contributions were made in respect of the above employees totalling £54k (2021: £40k). Five of the above staff are members of the SMT and two are members of the medical team.

Key management staff comprises our Board of Trustees, see page 50, and our Senior Management Team (SMT), see page 50. None of our trustees received any remuneration or expenses during the year (2021: nil). The aggregate staff costs of the SMT were £610k (2021: £628k) including national insurance and pension costs.

Based on full time equivalent salaries for permanent staff, the multiplier from median to highest salary is 3.98 (2021: 4.46).

Although the trustees receive no remuneration for their services, Thames Hospice does procure indemnity insurance on their behalf through a Management Liability policy. The premium paid in the year was £3,560 (2021: £2,848).

| 10 Net Movement in Funds                             | Group | Charity | Group | Charity |
|--|-------|---------|-------|---------|
|  | 2022  | 2022    | 2021  | 2021    |
|  | £000  | £000    | £000  | £000    |
| <b>Net income is stated after charging:</b>          |       |         |       |         |
| Depreciation   | 797   | 797     | 610   | 610     |
| Auditor's remuneration:                              |       |         |       |         |
| - As auditor (excluding VAT)                         | 20    | 20      | 33    | 33      |
| - As auditor other services (excluding VAT)          | 1     | 1       | -     | -       |
| Operating lease charges on retail units and printers | 718   | 718     | 707   | 707     |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

**11 Taxation**

The parent company is a Registered Charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

Thames Hospice Retail Limited is registered for VAT, and consequently all its income and expenditure is recorded net of VAT. Ordinarily, Thames Hospice Retail Limited gift aids all of its taxable profits to the charity, thereby resulting in no liability to corporation tax. For the year ended 31 March 2022 all profits were gift aided to Thames Hospice under deed of covenant so there was no profit chargeable to corporation tax within Thames Hospice Retail Limited (tax paid 2021: £nil).

**12 Net Result of Trading Subsidiary**

The charity owns the whole of the ordinary share capital, consisting of 2 ordinary shares of £1 each, of Thames Hospice Retail Limited (Company number 2100844) which acts as agent under the HMRC gift aid scheme for goods donated to and sold by the charity. It also bought and sold a range of new goods, primarily accessories, small gifts and greetings cards. Ordinarily, the subsidiary distributes any taxable profits under gift aid to the charity each year. Its trading results, as extracted from the audited Financial Statements, are summarised below:

|  | 2022       | 2021       |
|--|------------|------------|
|  | £000       | £000       |
| Turnover   | 1,076      | 500        |
| Cost of sales  | (181)      | (90)       |
| <b>Gross profit</b>                                  | <b>895</b> | <b>410</b> |
| Administrative expenses                              | (837)      | (408)      |
| <b>Profit on ordinary activities before taxation</b> | <b>58</b>  | <b>2</b>   |
| Taxation paid  | -          | -          |
| Distributed to charity holding company               | (58)       | (2)        |
| <b>Retained in subsidiary</b>                        | <b>-</b>   | <b>-</b>   |

The assets and liabilities of the trading subsidiary were:

|  | 2022     | 2021     |
|--|----------|----------|
|  | £000     | £000     |
| Current assets                                 | 124      | 162      |
| Creditors: amounts falling due within one year | (122)    | (160)    |
| <b>Total net (liabilities)/assets</b>          | <b>2</b> | <b>2</b> |
| Aggregate share capital and reserves           | 2        | 2        |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 March 2022

**13 Tangible fixed assets**

| Group<br>And Charity   | Freehold<br>Property | Leasehold<br>property | Machinery &<br>Equipment | Fixtures &<br>fittings | Computer<br>equipment | Vehicles   | Total         |
|------------------------|----------------------|-----------------------|--------------------------|------------------------|-----------------------|------------|---------------|
|                        | £000                 | £000                  | £000                     | £000                   | £000                  | £000       | £000          |
| <b>Cost</b>            |                      |                       |                          |                        |                       |            |               |
| 1 April 2021           | 21,371               | 1,343                 | 1,408                    | 865                    | 552                   | 117        | 25,656        |
| Additions              | 270                  | 7                     | 22                       | 32                     | 97                    | -          | 428           |
| Disposals              | -                    | -                     | -                        | (6)                    | -                     | -          | (6)           |
| <b>31 March 2022</b>   | <b>21,641</b>        | <b>1,350</b>          | <b>1,430</b>             | <b>891</b>             | <b>649</b>            | <b>117</b> | <b>26,078</b> |
| <b>Depreciation</b>    |                      |                       |                          |                        |                       |            |               |
| 1 April 2021           | 215                  | 735                   | 1,174                    | 448                    | 346                   | 113        | 3,031         |
| Charge for the<br>year | 427                  | 95                    | 80                       | 113                    | 80                    | 4          | 799           |
| Disposals              | -                    | -                     | -                        | (2)                    | -                     | -          | (2)           |
| <b>31 March 2021</b>   | <b>642</b>           | <b>830</b>            | <b>1,254</b>             | <b>559</b>             | <b>426</b>            | <b>117</b> | <b>3,828</b>  |
| <b>Net book value</b>  |                      |                       |                          |                        |                       |            |               |
| <b>31 March 2022</b>   | <b>20,999</b>        | <b>520</b>            | <b>176</b>               | <b>332</b>             | <b>223</b>            | <b>-</b>   | <b>22,250</b> |
| 31 March 2021          | 21,156               | 608                   | 234                      | 417                    | 206                   | 4          | 22,625        |

**14 Investments**

|   | Group<br>2022<br>£000 | Charity<br>2022<br>£000 | Group<br>2021<br>£000 | Charity<br>2021<br>£000 |
|---|-----------------------|-------------------------|-----------------------|-------------------------|
| Securities and cash                           | 5,512                 | 5,512                   | 2,997                 | 2,997                   |
| Investment in group undertaking (see Note 12) | 0                     | 0                       | 0                     | 0                       |
|   | <b>5,512</b>          | <b>5,512</b>            | <b>2,997</b>          | <b>2,997</b>            |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 March 2022

|   |              |              |
|---|--------------|--------------|
| <b>Group and Charity securities and cash</b>      | <b>2022</b>  | <b>2021</b>  |
|   | <b>£000</b>  | <b>£000</b>  |
| Assets brought forward at 1 April                 | 2,997        | 3,106        |
| Additions at cost                                 | 3,440        | 334          |
| Movement in cash                                  | (158)        | 126          |
| Disposals   | (745)        | (770)        |
| Realised and Unrealised investment gains/(losses) | (22)         | 201          |
| <b>Market value at 31 March</b>                   | <b>5,512</b> | <b>2,997</b> |

Investments comprise:-

|                                 |              |              |
|---------------------------------|--------------|--------------|
|                                 | <b>2022</b>  | <b>2021</b>  |
|                                 | <b>£000</b>  | <b>£000</b>  |
| Group and Charity               |              |              |
| Fixed interest securities:-     |              |              |
| - UK                            | 456          | 1,012        |
| Managed funds and unit trusts:- |              |              |
| - UK                            | 4,430        | 1,700        |
| Cash on deposit                 | 626          | 285          |
| <b>Market value at 31 March</b> | <b>5,512</b> | <b>2,997</b> |

**15 Stocks**

|                       | <b>Group</b> | <b>Charity</b> | <b>Group</b> | <b>Charity</b> |
|-----------------------|--------------|----------------|--------------|----------------|
|                       | <b>2022</b>  | <b>2022</b>    | <b>2021</b>  | <b>2021</b>    |
|                       | <b>£000</b>  | <b>£000</b>    | <b>£000</b>  | <b>£000</b>    |
| Stock held for resale | 94           | -              | 111          | -              |

**16 Debtors**

|   | <b>Group</b> | <b>Charity</b> | <b>Group</b> | <b>Charity</b> |
|---|--------------|----------------|--------------|----------------|
|   | <b>2022</b>  | <b>2022</b>    | <b>2021</b>  | <b>2021</b>    |
|   | <b>£000</b>  | <b>£000</b>    | <b>£000</b>  | <b>£000</b>    |
| Amounts due from subsidiary undertaking | -            | 110            | -            | 156            |
| Other debtors                           | 93           | 82             | 67           | 42             |
| Trade debtors                           | 1,496        | 1,493          | 493          | 493            |
| Prepayments and accrued income          | 2,209        | 2,198          | 2,159        | 2,159          |
|   | <b>3,798</b> | <b>3,883</b>   | <b>2,719</b> | <b>2,850</b>   |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

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

|                                    | <b>Group</b> | <b>Charity</b> | <b>Group</b> | <b>Charity</b> |
|------------------------------------|--------------|----------------|--------------|----------------|
|                                    | <b>2022</b>  | <b>2022</b>    | <b>2021</b>  | <b>2021</b>    |
|                                    | <b>£000</b>  | <b>£000</b>    | <b>£000</b>  | <b>£000</b>    |
| Short term bank loan               | -            | -              | 4,055        | 4,055          |
| Trade creditors                    | 203          | 191            | 360          | 358            |
| Pension liability                  | 72           | 72             | 61           | 61             |
| Other taxation and social security | 166          | 166            | 149          | 149            |
| Accruals and deferred income       | 1,684        | 1,682          | 542          | 540            |
|                                    | <b>2,125</b> | <b>2,111</b>   | <b>5,167</b> | <b>5,163</b>   |

**Deferred income**

Income is deferred to the extent that it relates to an event or activity that occurs in a subsequent accounting period.

|                            | <b>Group</b> | <b>Charity</b> | <b>Group</b> | <b>Charity</b> |
|----------------------------|--------------|----------------|--------------|----------------|
|                            | <b>2022</b>  | <b>2022</b>    | <b>2021</b>  | <b>2021</b>    |
|                            | <b>£000</b>  | <b>£000</b>    | <b>£000</b>  | <b>£000</b>    |
| Brought forward            | 137          | 137            | 537          | 537            |
| Deferred in the year       | 1,112        | 1,112          | 137          | 137            |
| Released in the year       | (123)        | (123)          | (537)        | (537)          |
| Carried forward at 1 April | <b>1,126</b> | <b>1,126</b>   | <b>137</b>   | <b>137</b>     |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

**18 Funds**

At 31 March 2022, funds are analysed as follows:

| Unrestricted funds – Group      | At 1 April<br>2021 | Incoming<br>Resources | Outgoing<br>Resources | General<br>Fund<br>Transfers | At 31 March<br>2022 |
|---------------------------------|--------------------|-----------------------|-----------------------|------------------------------|---------------------|
|                                 | £000               | £000                  | £000                  | £000                         | £000                |
| General Fund                    | 26,717             | 16,804                | (12,129)              | -                            | 31,392              |
| Transfer to designated funds    | -                  | -                     | -                     | (280)                        | (280)               |
| Transfer from designated funds  | -                  | -                     | -                     | -                            | -                   |
| Transfer from restricted funds  | -                  | -                     | -                     | 328                          | 328                 |
| <b>General Funds Total</b>      | <b>26,717</b>      | <b>16,804</b>         | <b>(12,129)</b>       | <b>48</b>                    | <b>31,440</b>       |
| Designated IPU costs fund       | -                  | -                     | -                     | 280                          | 280                 |
| Transfer from general fund      | -                  | -                     | -                     | -                            | -                   |
| Transfer to general fund        | -                  | -                     | -                     | -                            | -                   |
| <b>Designated Funds Total</b>   | <b>-</b>           | <b>-</b>              | <b>-</b>              | <b>280</b>                   | <b>280</b>          |
| <b>Unrestricted Funds Total</b> | <b>26,717</b>      | <b>16,804</b>         | <b>(12,129)</b>       | <b>328</b>                   | <b>31,720</b>       |

| Unrestricted funds – Charity    | At 1 April<br>2021 | Incoming<br>Resources | Outgoing<br>Resources | General<br>Fund<br>Transfers | At 31 March<br>2022 |
|---------------------------------|--------------------|-----------------------|-----------------------|------------------------------|---------------------|
|                                 | £000               | £000                  | £000                  | £000                         | £000                |
| General Fund                    | 26,715             | 16,804                | (12,129)              | -                            | 31,390              |
| Transfer to designated funds    | -                  | -                     | -                     | (280)                        | (280)               |
| Transfer from designated funds  | -                  | -                     | -                     | -                            | -                   |
| Transfer from restricted funds  | -                  | -                     | -                     | 328                          | 328                 |
| <b>General Funds Total</b>      | <b>26,715</b>      | <b>16,804</b>         | <b>(12,129)</b>       | <b>48</b>                    | <b>31,438</b>       |
| Designated IPU costs fund       | -                  | -                     | -                     | 280                          | 280                 |
| Transfer from general fund      | -                  | -                     | -                     | -                            | -                   |
| Transfer to general fund        | -                  | -                     | -                     | -                            | -                   |
| <b>Designated Funds Total</b>   | <b>-</b>           | <b>-</b>              | <b>-</b>              | <b>-</b>                     | <b>-</b>            |
| <b>Unrestricted Funds Total</b> | <b>26,715</b>      | <b>16,804</b>         | <b>(12,129)</b>       | <b>328</b>                   | <b>31,718</b>       |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

The trustees have designated £280k of the group unrestricted funds for additional IPU running costs, which will be spent during 2022-23.

Comparative figures for 31 March 2021 are analysed as follows:

| <b>Unrestricted funds – Group</b> | <b>At 1 April<br/>2020</b> | <b>Incoming<br/>Resources</b> | <b>Outgoing<br/>Resources</b> | <b>General<br/>Fund Transfers</b> | <b>At 31 March<br/>2021</b> |
|-----------------------------------|----------------------------|-------------------------------|-------------------------------|-----------------------------------|-----------------------------|
|                                   | <b>£000</b>                | <b>£000</b>                   | <b>£000</b>                   | <b>£000</b>                       | <b>£000</b>                 |
| General Fund                      | 23,416                     | 12,233                        | (11,248)                      | -                                 | 24,401                      |
| Transfer to designated funds      | -                          | -                             | -                             | -                                 | -                           |
| Transfer from designated funds    | -                          | -                             | -                             | 1,367                             | 1,367                       |
| Transfer from restricted funds    | -                          | -                             | -                             | 949                               | 949                         |
| <b>General Funds Total</b>        | <b>23,416</b>              | <b>12,233</b>                 | <b>(11,248)</b>               | <b>2,316</b>                      | <b>26,717</b>               |
| Designated Project 25 Fund        | 1,367                      | -                             | -                             | -                                 | 1,367                       |
| Transfer from general fund        | -                          | -                             | -                             | -                                 | -                           |
| Transfer to general fund          | -                          | -                             | -                             | (1,367)                           | (1,367)                     |
| <b>Designated Funds Total</b>     | <b>1,367</b>               | <b>-</b>                      | <b>-</b>                      | <b>(1,367)</b>                    | <b>-</b>                    |
| <b>Unrestricted Funds Total</b>   | <b>24,783</b>              | <b>12,233</b>                 | <b>(11,248)</b>               | <b>949</b>                        | <b>26,717</b>               |

| <b>Unrestricted funds – Charity</b> | <b>At 1 April<br/>2020</b> | <b>Incoming<br/>Resources</b> | <b>Outgoing<br/>Resources</b> | <b>General<br/>Fund Transfers</b> | <b>At 31 March<br/>2021</b> |
|-------------------------------------|----------------------------|-------------------------------|-------------------------------|-----------------------------------|-----------------------------|
|                                     | <b>£000</b>                | <b>£000</b>                   | <b>£000</b>                   | <b>£000</b>                       | <b>£000</b>                 |
| General Fund                        | 23,414                     | 12,233                        | (11,248)                      | -                                 | 24,399                      |
| Transfer to designated funds        | -                          | -                             | -                             | -                                 | -                           |
| Transfer from designated funds      | -                          | -                             | -                             | 1,367                             | 1,367                       |
| Transfer from restricted funds      | -                          | -                             | -                             | 949                               | 949                         |
| <b>General Funds Total</b>          | <b>23,414</b>              | <b>12,233</b>                 | <b>(11,248)</b>               | <b>2,316</b>                      | <b>26,715</b>               |
| Designated Project 25 Fund          | 1,367                      | -                             | -                             | -                                 | 1,367                       |
| Transfer from general fund          | -                          | -                             | -                             | -                                 | -                           |
| Transfer to general fund            | -                          | -                             | -                             | (1,367)                           | (1,367)                     |
| <b>Designated Funds Total</b>       | <b>1,367</b>               | <b>-</b>                      | <b>-</b>                      | <b>(1,367)</b>                    | <b>-</b>                    |
| <b>Unrestricted Funds Total</b>     | <b>24,781</b>              | <b>12,233</b>                 | <b>(11,248)</b>               | <b>949</b>                        | <b>26,715</b>               |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

| Restricted funds – Group & Charity | 2022<br>£000 | 2021<br>£000 |
|------------------------------------|--------------|--------------|
| At 1 April                         | 340          | 287          |
| Net movement in funds              | (8)          | 53           |
| At 31 March                        | <u>332</u>   | <u>340</u>   |

The net movement in restricted funds during 2021/22 is analysed as follows:

|                                   | At 1 April<br>2021 | Incoming<br>Resources | Outgoing<br>Resources | To General<br>Fund Fixed<br>Assets | At 31 March<br>2022 |
|-----------------------------------|--------------------|-----------------------|-----------------------|------------------------------------|---------------------|
|                                   | £000               | £000                  | £000                  | £000                               | £000                |
| Patient Support Fund              | 1                  | -                     | (1)                   | -                                  | -                   |
| Clinical Funds for equipment etc. | 127                | 1,733                 | (1,412)               | (116)                              | 332                 |
| PT5 New Build Capital Appeal      | 213                | -                     | (213)                 | -                                  | -                   |
|                                   | <u>341</u>         | <u>1,733</u>          | <u>(1,626)</u>        | <u>(116)</u>                       | <u>332</u>          |

Comparative figures for 31 March 2021 are analysed as follows:

|                                   | At 1 April<br>2020 | Incoming<br>Resources | Outgoing<br>Resources | To General<br>Fund Fixed<br>Assets | At 31 March<br>2021 |
|-----------------------------------|--------------------|-----------------------|-----------------------|------------------------------------|---------------------|
|                                   | £000               | £000                  | £000                  | £000                               | £000                |
| Patient Support Fund              | 1                  | -                     | -                     | -                                  | 1                   |
| Clinical Funds for equipment etc. | 111                | 56                    | (1)                   | (39)                               | 127                 |
| Comfort Appeal                    | 30                 | -                     | -                     | (30)                               | -                   |
| PT5 New Build Capital Appeal      | 145                | 947                   | -                     | (879)                              | 213                 |
|                                   | <u>287</u>         | <u>1,003</u>          | <u>(1)</u>            | <u>(949)</u>                       | <u>340</u>          |

The Patient Support Fund represents a donation made to support Day Therapy Unit patients. This is used to purchase items for therapy sessions such as craft materials and also to help fund patient transport costs.

The Clinical Funds and Comfort Appeal Fund represent donations for clinical training, equipment, staffing costs and supplies.

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

The Capital Appeal took place in 2017/18 to raise funds for the new hospice building, which completed in October 2020. In total £6m was raised from the appeal, which was used to specifically finance the build cost of the new hospice. Restricted funds donated to the capital appeal were transferred into the general fund as they were utilised in the construction of the new hospice. Any remaining balance will be used to pay the final contractor retention which was due in October 2021, but has been extended due to minor outstanding snagging works.

**19 Analysis of Net Assets between Funds**

|  | Unrestricted<br>funds<br>£000 | Restricted<br>funds<br>£000 | Total<br>2022<br>£000 | Unrestricted<br>funds<br>£000 | Restricted<br>funds<br>£000 | Total<br>2021<br>£000 |
|--|-------------------------------|-----------------------------|-----------------------|-------------------------------|-----------------------------|-----------------------|
| Tangible assets                          | 22,250                        | -                           | 22,250                | 22,625                        | -                           | 22,625                |
| Investments                              | 5,512                         | -                           | 5,512                 | 2,997                         | -                           | 2,997                 |
| Current assets                           | 6,083                         | 332                         | 6,415                 | 6,262                         | 340                         | 6,602                 |
| Creditors falling due<br>within one year | (2,125)                       | -                           | (2,125)               | (5,167)                       | -                           | (5,167)               |
|  | <b>31,720</b>                 | <b>332</b>                  | <b>32,052</b>         | <b>26,717</b>                 | <b>340</b>                  | <b>27,057</b>         |

**20 Reconciliation of Operating Profit to Net Cash provided by Continuing Operating Activities**

|   | 2022<br>£000   | 2021<br>£000 |
|---|----------------|--------------|
| Net income for the year                                     | 5,017          | 1,987        |
| Depreciation on tangible fixed assets                       | 799            | 610          |
| (Gains)/Losses on investments                               | 22             | (201)        |
| Investment income   | (93)           | (93)         |
| Fixed asset write offs                                      | -              | 5            |
| Gain on disposal of tangible fixed assets                   | (2,880)        | -            |
| (Increase) in stock including stock write offs              | 17             | (32)         |
| (Increase) in debtors                                       | (1,079)        | (230)        |
| Increase in creditors                                       | (3,042)        | 2,971        |
| <b>Net cash provided by continuing operating activities</b> | <b>(1,239)</b> | <b>5,017</b> |

**THAMES HOSPICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2022**

**21 Financial Commitments**

At 31 March 2022, Thames Hospice had financial commitments under non-cancellable operating leases as follows:

|                              | <b>2022</b>                            | 2021                          |
|------------------------------|--|-------------------------------|
|                              | <b>Land and<br/>Buildings<br/>£000</b> | Land and<br>Buildings<br>£000 |
| Due within one year          | 709                                    | 767                           |
| Due within two to five years | 2,263                                  | 1,972                         |
| Due in more than five years  | -                                      | -                             |
| Total financial commitments  | <u>2,972</u>                           | <u>2,739</u>                  |

**22 Related Party Transactions**

The trustees of Thames Hospice do not receive any remuneration and have not claimed any expenses during the year. During the year 9 trustees and their close family donated a total of £3,733 (2021: £3,930) to the charity. The donations were a mixture of one-off capital and revenue donations, lottery membership and ticketed events.

*Thames Hospice Retail Limited*

The charity has a wholly owned trading subsidiary, Thames Hospice Retail Limited. During the year there have been intercompany transactions between the two entities: Charged by the charity to the subsidiary - charges per the trading agreement in place for use of name and 3% of turnover, a proportion of the running costs of the charity retail division and an overhead recharge. The total of these transactions was £861k (2021: £441k). Charged by the subsidiary to the charity - commission on gift aided sales and a donor procurement charge. These totalled £727k (2021: £335k).

At the year-end a balance of £110k was owed by the subsidiary to the charity (2021: £180k). See also Note 16.

There have been no other related party transactions during the year.

**23 Pension Commitments**

The charity employees participate in two schemes:-

**Defined Contribution Scheme**

Thames Hospice participates in a defined contribution pension plan with Scottish Widows. The total pension cost for the period for the charity charged to the SOFA in respect of this scheme was £217k (2021: £185k).

The liability outstanding at the end of the financial year was £33k (2021: £29k).

**The NHS Superannuation Scheme**

For qualifying Thames Hospice staff, participation in the NHS scheme provides benefits based upon final pensionable pay. However, the contributions paid by the charity in respect of the NHS Superannuation scheme are accounted for as if the scheme were a defined contribution scheme as the charity is unable to identify its share of the underlying assets and liabilities in the scheme.

## THAMES HOSPICE

### NOTES TO THE FINANCIAL STATEMENTS

#### for the year ended 31 March 2022

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The total pension cost for the period for Thames Hospice was £254k (2021: £226k). The liability outstanding at the end of the financial year was £39k (2021: £31k). The Government Actuary using the Projected Unit Method determines contributions charged to the SOFA.

The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, general practices and other bodies allowed under the direction of the Secretary of State in England and Wales. As a consequence, it is not possible for Thames Hospice to identify its share of the assets and liabilities of the underlying scheme.

#### *Accounting valuation:*

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and are accepted as providing suitably robust figures for financial reporting purposes. The valuation of scheme liability as at 31 March 2021 is based on valuation data as at 31 March 2015, updated to 31 March 2016 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used. The latest assessment of the liabilities of the scheme is contained in the scheme actuary report, which forms part of the annual NHS Pension Scheme (England and Wales) Pension Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

#### *Full actuarial valuation:*

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account their recent demographic experience), and to recommend contribution rates payable by employees and employers. The last published actuarial valuation undertaken for the NHS Pension Scheme was completed for the year ending 31 March 2012. The Scheme Regulations allow for the level of contribution rates to be changed by the Secretary of State for Health, with the consent of HM Treasury, and consideration of the advice of the Scheme Actuary and appropriate employee and employer representatives as deemed appropriate.

## **24 Capital commitments**

The charity had commitments under contracts relating to the new build at Bray outstanding as at 31 March 2022 amounting in total to £0.3m (2021: £0.3m). This total is comprised of the final retention due under the contract with the building contractors, and any final fees due to the design team at that point.

## **25 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

**THAMES HOSPICE**  
**ADMINISTRATIVE DETAILS**  
**for the year ended 31 March 2022**

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**Legal and Administrative Information**

|                                  |   |
|----------------------------------|---|
| Charity Name:                    | Thames Hospice  |
| Charity Registration Number:     | 1108298   |
| Company Registration Number:     | 5316964   |
| Registered and Principal Office: | Windsor Road<br>Maidenhead<br>Berkshire<br>SL6 2DN                                  |
| Independent Auditors:            | Sayer Vincent<br>Invicta House<br>108-114 Golden Lane<br>London<br>EC1Y 0TL         |
| Bankers:                         | NatWest Bank plc<br>12 High Street<br>Windsor<br>SL4 1LD                            |
| Investment Managers:             | Investec Wealth & Investment Management Ltd<br>30 Gresham Street<br>London EC2V 7QN |

# THAMES HOSPICE

## ADMINISTRATIVE DETAILS

### for the year ended 31 March 2022

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#### Our Board of Trustees:

Mr Jonathan Jones (Chair)  
Mr Christopher Aitken (Deputy Chair)  
Mrs Jacinta Ashworth (to 09 December 2021)  
Mr Andy Ka  
Dr Judith Kinder  
Miss Janet King  
Mr Craig Linton  
Mrs Catherine McLaughlin  
Mr Bruce Montgomery  
Ms Margaret Neal (to 09 September 2021)  
Mr Nilesh Shah  
Mr Jon Toohey  
Ms Alice Hunt (from 16 May 2022)  
Ms Frances Lawrence (from 16 May 2022)

#### Our Senior Management Team are:

|                     |  |
|---------------------|--|
| Mrs Debbie Raven    | Chief Executive  |
| Ms Ruth Bartholomew | Finance Director & Company Secretary<br>(to 25 April 2021)   |
| Mrs Tracey Talbot   | Finance Director & Company Secretary<br>(from 26 April 2021) |
| Ms Lisa Church      | Director of Clinical Services                                |
| Ms Jita Das         | Medical Director (to 31 Jan 2022)                            |
| Mrs Julie Rowley    | Director of Retail   |
| Mrs Sarah Bissell   | Director of Fundraising and Marketing<br>(to 15 Mar 2022)    |
| Mrs Carol Carpenter | Director of People (from 04 May 2021)                        |
| Mrs Amy Chambers    | Director of Fundraising and Marketing<br>(from 30 May 2022)  |