



Annual Report and Financial Statements

For the year ended
31 March 2022



Making the most of short and precious lives across the South West
www.chsw.org.uk

Registered Charity No. 1003314 Company No. 02620879 (England and Wales)





“Words can’t describe how fantastic you have all been. We admire all of you. Thank you for taking care of us as a family, we appreciate everything you have done. No part of this journey was easy, but you made it bearable and helped make amazing memories, these are extremely precious.”



Another year like no other, that is how the 2021 to 2022 financial year can be described and coronavirus (COVID-19) is again all pervasive throughout our Annual Report and Financial Statements



Our Strategic Plan for the period 2020 to 2024 set out ambitions which would lead to substantial growth in income and thus, enable the expansion of our care services. Year 1 of COVID-19 in 2020 to 2021 produced a seismic shock to these ambitions and retrenchment became imperative. Accordingly, a COVID-19 Response Plan was agreed in which we confirmed that our overarching objectives remained relevant, but that it would take 2 years to return to levels of income and services.

We anticipated that in 2021 to 2022 the country would begin to emerge from COVID-19, but that there would still be operational disruption.

In financial terms, the year produced some unexpectedly positive results. While income from voluntary fundraising remained challenging, we saw retail profitability recover to pre-COVID-19 levels and in particular, the charity experienced an unexpectedly large rise in legacy donations. The latter was a major contributory factor to a year-end surplus. This surprising result enabled us to plan for substantial investment in our care services in 2022 to 2023.

Supported by our prioritisation tool the Hospice, Home and Virtual Care Model was further developed. This assisted with making sure our resources were better targeted, ensuring that we were able to support families when they needed us most. This approach was invaluable in 2021 to 2022, because, surprisingly, our care services experienced a greater level of disruption and consequent reduction in service capacity

due to the high transmission of the Omicron variant of COVID-19.

Notwithstanding operational difficulties; our excellent staff have continued to provide a safe and high-quality service which has supported so many of our families.

In 2021, the charity celebrated its 30th Anniversary since its foundation. We are especially proud of the service we have been able to provide, and incredibly proud of the thousands of supporters who have been inspired to help the cause. COVID-19 rules prevented us from being able to hold a large celebratory event, but we were thrilled that our Royal Patron HRH The Duchess of Cornwall was able to join a modest celebration at our first hospice, Little Bridge House. This proved to be an especially poignant and moving event.

While in general the outcome for the coming period remains uncertain, we are delighted to report that Children’s Hospice South West will enter the next year being able to make a substantial investment in expanding our care services; all of which have been made possible by the incredible support that we receive from all parts of the community.

We commend this, our Annual Report and Financial Statements to you.

Tricia Morris

Tricia Morris
Chair of Trustees

Eddie Farwell

Eddie Farwell MBE
Co-Founder and
Chief Executive

☺ Contents

Trustees' report (including the strategic report) for the year ended 31 March 2022..... 3

Our objectives and activities 3

Our purpose, vision and ethos 3

Organisational principles..... 3

Our core values and behaviours..... 4

Our strategy..... 5

Our achievements in 2021 to 2022..... 6

Our key objectives for 2022 to 2023..... 7

Hear how families have been supported this year..... 12

Income generation 14

Our financial performance 16

Our financial reserves 18

Our investment approach 18

How we manage risks and uncertainties..... 19

Statement of Trustees' responsibilities..... 21

Financial statements 22

Accounting policies 41

Basis of preparation and accounting policies..... 41

Audit report 45

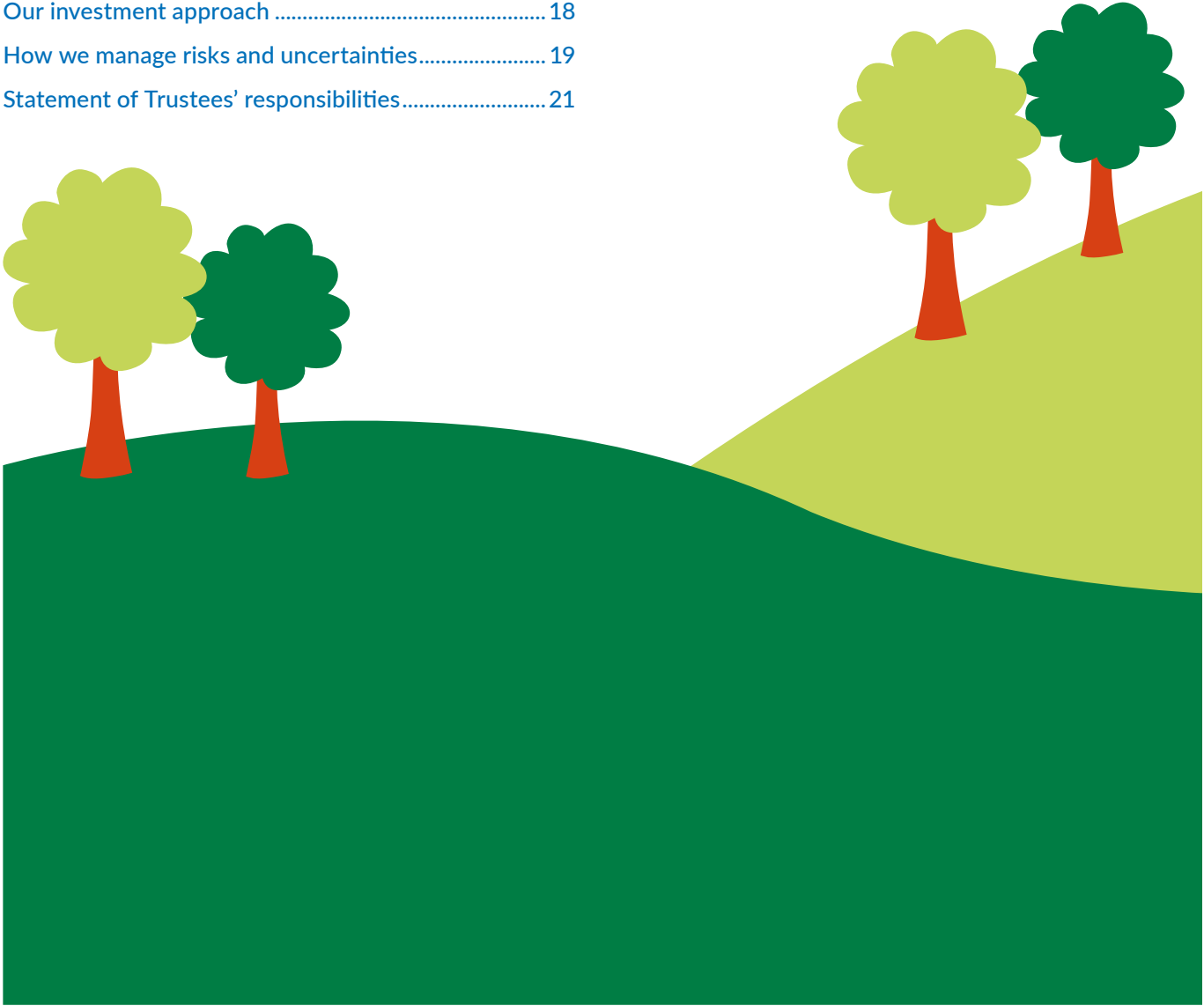
Independent auditor's report to the members of CHSW 45

Structure, governance and management 48

Reference and administration..... 52

Fundraising standards..... 53

Committed to the highest standards..... 53



☺ Trustees' report (including the strategic report) for the year ended 31 March 2022

Our objectives and activities

Our purpose, vision and ethos

Our purpose is to make the most of short and precious lives and to put children, young people and their families at the centre of all we do.

Our vision is to provide high quality care services to every child and young person in the South West who may not live to their 18th birthday.

Our ethos is to ensure that everyone (Trustees, staff and volunteers) places children, young people and their families at the centre of the organisation.

In order to achieve this, everyone will be expected to promote a strong, caring, community environment, characterised by a culture of sensitivity, trust, consideration and respect for others.



Organisational principles

- Our ethos gives rise to a set of principles which determine how Children's Hospice South West (CHSW) as an organisation operates on a day to day basis. We will:
- ☺ Be an organisation which places children, young people and their families at the heart of all that we do
 - ☺ Continually engage with and listen to our children, young people and families, employees, volunteers and supporters
 - ☺ Ensure that diversity, integrity, quality and respect are an integral part of all that we do
 - ☺ Ensure that all staff, volunteers and supporters are valued and appreciated
 - ☺ Ensure that everyone has the tools to do their job and are provided with appropriate opportunities to develop and gain new skills
 - ☺ Be ethical, open, honest and compliant in all that we do
 - ☺ Be one organisation with common goals while tailoring services to individual families, and according to individual need
 - ☺ Work collaboratively with our colleagues and external partners
 - ☺ Spend the money we raise wisely with our focus being on the care we provide
 - ☺ Be safe, efficient and environmentally aware.

Our core values and behaviours

Everyone working for, or on behalf of CHSW will act to or with:

Care and respect for each other:

- ☉ Recognising and accepting our responsibility for safeguarding children and adults, protecting them from harm
- ☉ Acting fairly and with consideration, treating others as we would wish to be treated ourselves
- ☉ Finding out what other colleagues do, encouraging them and recognising the value that each brings to the organisation
- ☉ Embracing and recognising the importance of difference and diversity.

Honesty, openness and accountability:

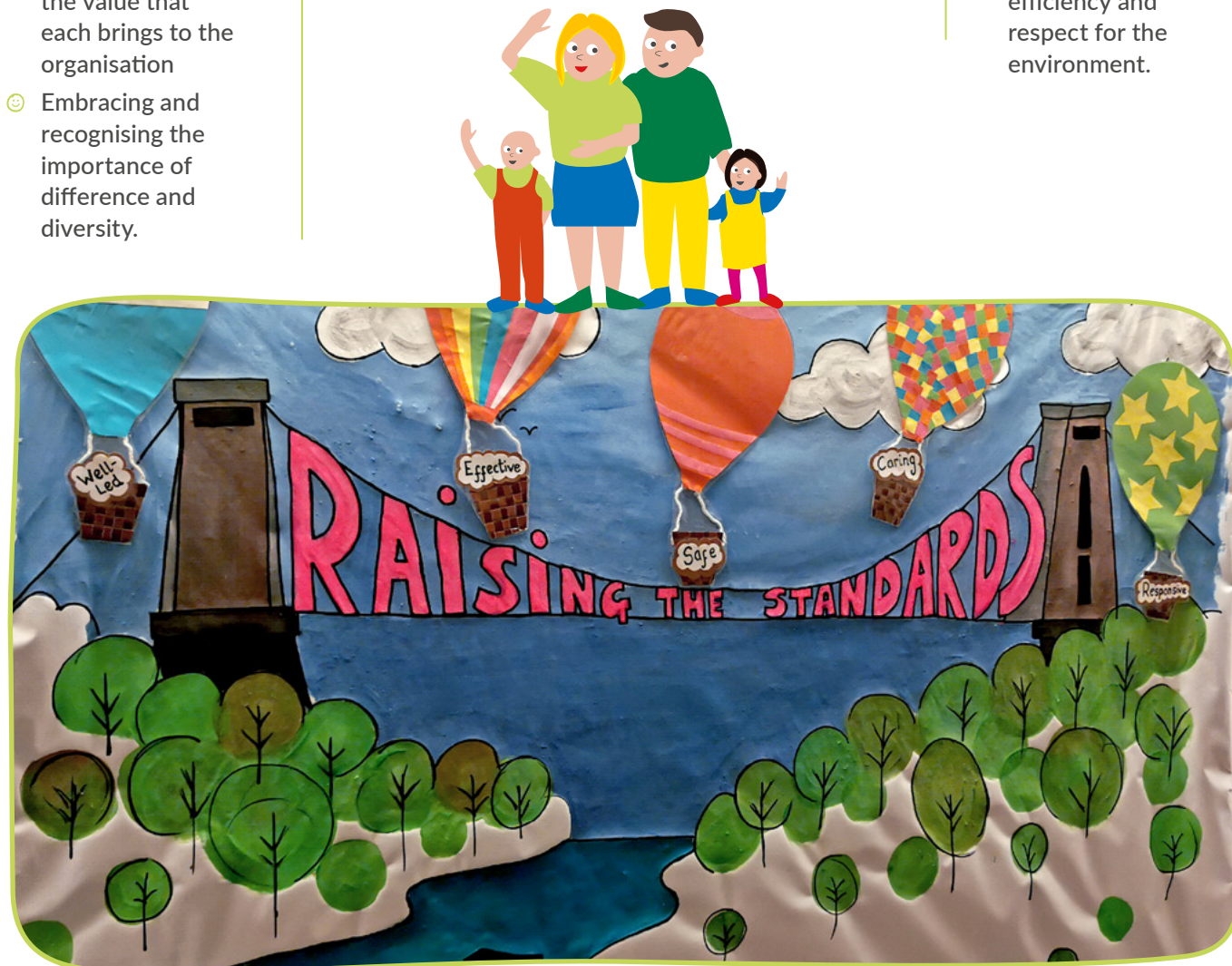
- ☉ Behaving with openness, integrity and honesty
- ☉ Communicating swiftly and openly and listening to the views of others respectfully
- ☉ Taking responsibility for your own actions and being accountable for them
- ☉ Sorting out mistakes and concerns swiftly and without fuss.

Strive for excellence:

- ☉ Seeking to continuously develop and improve for your own benefit and for the charity
- ☉ Always protecting the reputation of the charity
- ☉ Celebrating success.

Work together:

- ☉ Ensuring dynamic and harmonious team working in order to achieve success
- ☉ Working with and involving our families, supporters and volunteers, understanding who they are and what their needs might be
- ☉ Making the best use of organisational resources; having regard to sustainability, efficiency and respect for the environment.



Our strategy

Following a review in November 2021, our strategic aims extending to 2024 were reviewed and agreed as follows:

Care

We remain committed to providing high quality, safe services to children and young people who may not live to their 18th birthday. This includes respite care for the whole family and being responsive when families need us most, including at the end of life and support during bereavement. Our focus is to develop our care services sustainably, ensuring we utilise our 3 hospice bases and be there when families need us most.

Strategic priorities to deliver this aim by 2024:

- ☉ To have a Care Model that ensures we have capacity to offer respite care to children, young people and families
- ☉ To develop and grow our clinical expertise and resilience to respond when families need us most
- ☉ To offer families choices with flexibility on how they access our services and where they wish to be at the end of life
- ☉ To build on the support services on offer including psychological support and sibling services.

Funding

To afford our care objectives by delivering a step change in income generation to deliver additional annual income in excess of £2 million (minimum) by 2024.

Strategic priorities to deliver this aim by 2024:

- ☉ Diversifying and developing voluntary income streams
- ☉ Growing and strengthening retail (including Gift Aid)
- ☉ Growing net income from CHSW Lottery
- ☉ Securing long term legacy pipelines
- ☉ Securing continuing statutory funding (and increasing where possible).

Marketing

To re-energise our brand awareness and re-establish our positioning, ensuring we remain a leading brand name in the South West and the charity of choice for charitable giving.

Strategic priorities to deliver this aim by 2024:

- ☉ Research and benchmark brand/hospice awareness, including review of logo recognition and evolution of brand identity
- ☉ Introduction of a campaign approach to drive brand awareness and donor acquisition
- ☉ Defining and segmenting target audiences with clear messaging to ensure donor retention and donation growth.

Progress against our strategic aims will be monitored, reviewed, and evaluated by the Senior Management Team (SMT) on a regular basis and by the Assurance Committees through Key Performance Indicators (KPIs) and Board reports at each meeting (currently 4 times per year).

These strategic objectives are due to be reviewed in November 2022 and will be considered in-line with any ongoing challenges of COVID-19.

Public benefit

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives. The benefits are clearly set out in the achievement section on

page 6 to 13. The Trustees review the activities of the charity against its aims and objectives on an ongoing basis and are satisfied that all activities continue to be related to its purpose. The beneficiaries are children and young people living with

life-limited and life-threatening conditions and their families. A referral process is in place, with clear guidance on criteria, to ensure that those who meet the criteria are offered support by the charity.

Our achievements in 2021 to 2022

2021 to 2022 objectives	What we achieved
1 To ensure that the positive achievements during COVID-19 are retained (new ways of working) and our services are resumed as soon as this can be supported safely following Government guidelines. Offering a responsive model that offers families choice.	We have embedded the Care Model of hospice, home and virtual and this responsive model has enabled us to support children, young people and families when they need it most. However, COVID-19 has continued to be impactful with regulatory safety standards and staff sickness levels impacting on capacity, while demand remains high. This year has seen us be our most resourceful and flexible to continue to give a priority service, but we recognise many families would have benefited from additional support had this been possible. It is a key achievement that all end of life or emergency care has been supported and safe staffing has been maintained.
2 To continue to develop and implement our Workplace Health, Safety and Wellbeing Strategy in response to ongoing COVID-19 challenges with forward vision to adapt to the changing workplace environment.	Our wellbeing focus for 2022 was to keep staff feeling supported, motivated and engaged through a further period of change in our working, economic and social environments. Initiatives included setting up a Hybrid Working Framework for office-based staff; introducing a Newsletter with a monthly wellbeing theme and a Wellbeing Day was awarded to all staff. We have continued to promote the services of our Employee Assistance Programme and have maintained our management attention on pastoral care. Our bi-annual Staff Survey had a wellbeing and COVID-19 focus. 89% of participating staff agreed they had access to appropriate emotional and mental health support at work.
3 To conclude the response phase of our COVID-19 Fundraising Strategy while investing and resourcing a more structured approach to Individual Giving for the future, contributing to our over-arching objective to deliver an additional £2 million income per year by 2024.	We have been so grateful for the commitment and generosity of our supporters throughout the last year. We have been delighted to see a recovery in some areas of our fundraising most impacted by COVID-19 restrictions; most notably events and community fundraising.
4 To identify new commercial opportunities with our trading activities during the recovery period of COVID-19. Look to restore shop turnover and new sign-ups for the Raise a smile Lottery.	Following the reopening of our shops in April 2021, our shop income and profitability has been very strong and has exceeded that seen prior to the onset of COVID-19. During the year, we relocated the Barnstaple and Wellington shops to more commercially viable and fit for purpose locations. During the year, our Lottery Canvassing Teams have been very active and have increased Raise a smile Lottery memberships by over 2,200 participants.
5 To continue to develop new marketing strategies to increase donor acquisition and retention, reach new audiences and stand out in a new and potentially crowded marketplace.	2021 saw the launch of our Brand Awareness campaign, 'For all the times that matter,' targeting a new demographic of supporters. A short film featuring families who are supported through our 3 hospices was shown on live and on-demand TV as well as YouTube and social media. The film focused on highlighting the support that CHSW offers families 'For all the times that matter.'
6 To embed the Digital Transformation Strategy into the organisation and drive CHSW towards adopting a digital first culture.	A new Digital Transformation Steering Group has been developed and continues to work on plans and initiatives to embed a digital first culture into the organisation. The steering group ensures a joined up and collaborative approach to the investment and development of new digital technologies across all directorates at CHSW.

Our key objectives for 2022 to 2023

- 1 To develop the service offer of care to families, while supporting COVID-19 recovery with a focus on increasing capacity and reach of care services to children, young people and families. This requires recruitment, supporting the education and development of our staff and collaboration with other providers
- 2 To continue to develop and embed our Workplace Health, Safety and Wellbeing Strategy in response to the changing external environment with particular focus on emotional and financial wellbeing
- 3 Action our capital budget to support our business infrastructure and development
- 4 With a new Fundraising Strategy in place, we will return income to pre-COVID-19 levels through community fundraising and corporate partnerships in 2022 to 2023. We also hope to learn about how events return and play a role in bringing people together to raise funds for our vital work. Our increased resource for Individual Giving will help deliver a rejuvenated strategy to maximise opportunities
- 5 To continue to look for more fit for purpose shop sites and undertake a refurbishment programme of our existing shops. In addition to invest more in the existing shop resource model (to provide resilience) and invest in the shop IT support
- 6 To continue to develop fresh marketing strategies to increase donor acquisition and retention, and reach new audiences, with a focus on planning, brand engagement, content development, analysis, and evaluation.

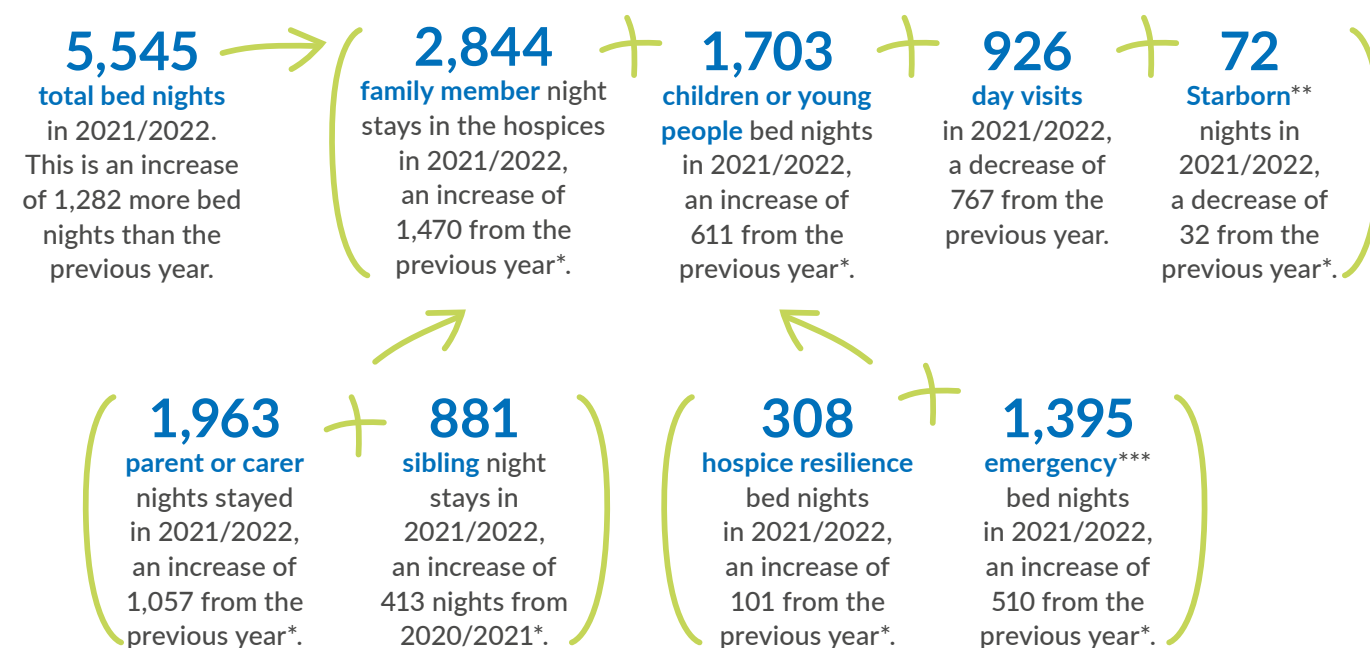


How we have supported our beneficiaries

Care activity; who we supporting



What type of activity have we seen?



*In addition to this our Care and Medical Teams provide support and advice to other professionals caring for end of life children and young people who are not at the hospice.

**Starborn' is the name given to the cold room in CHSW hospices that the children or young people stay in after death.

*** Some resilience nights were recorded as emergency nights due to the short notice period and been captured as emergency resilience.

How we have supported and cared for our children, young people and families during coronavirus (COVID-19)

It was vital that the hospices remained open 24 hours a day, 7 days a week, for:

- ☺ Children and young people at the end of their life
- ☺ Children and young people requiring symptom management
- ☺ Children and young people requiring step down care from acute services in hospital so that they did not need to stay in hospital any longer than necessary
- ☺ Children and young people who would have ordinarily needed a hospital stay
- ☺ Children and young people requiring a place of safety who were at risk in other environments.

We have seen an increase in the complexity of care needs for some of the children and young people; with more requiring admissions or support at home for symptom management. We have also sadly seen an increase

in the number of neonates being transferred from hospital to our services for end of life care within the first few hours or days of life. The Care Teams have cared for more children and young people at the end of life over this past year, both in the hospices and for the first time, in the child's own home, working alongside other healthcare professionals and partner providers.

Furthermore, the hospices have provided resilience stays for children, young people, and families. Support has been provided in varied ways, including day visits to the hospice for outpatient treatments such as administration of intravenous medications (to prevent a visit to hospital), a symptom management assessment; or simply to have fun in the hydrotherapy pool or to enjoy the garden facilities and be spoilt with afternoon tea and a well-earned rest.

CHSW staff also have provided care and support in the family home; this was not a service we provided pre-COVID-19. This 'at home' care includes full care shifts, end of life care, symptom control, resilience visits, sibling visits, bereavement visits and covering a care package when other care providers are unable to.

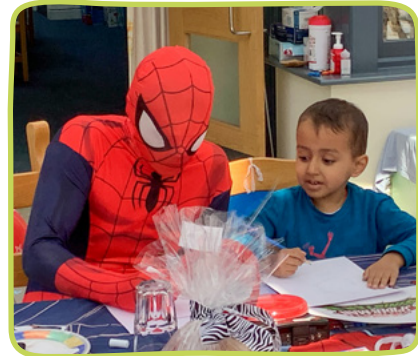
CHSW Care, Sibling and Music Therapy Teams have maintained regular virtual contact with children, young people and families and provided a range of services and support.

Staff have also visited children and young people when they have been in hospital for a period of time, either just to be a friendly and familiar face, or to allow the parents a few hours off from sitting at the bedside. On a few occasions, there has been the opportunity to share knowledge and experience with the Hospital Team specifically about the child or young person they were caring for.



Making memories

An important part of caring for the child, young person and whole family is helping them to make memories and we continued to do this at all our hospices throughout this last year. One of the hospices arranged a Spiderman visit for a child at the end of life; another



was turned into Lapland. Both were experiences the whole family could enjoy and make precious memories from. Another family had the opportunity to be together as a family, including siblings and grandparents, after the baby died at only a few days old.



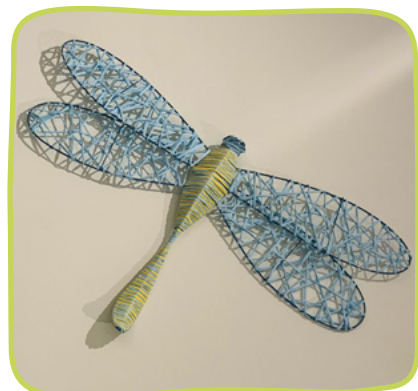
We helped make a real difference through bereavement support

Bereavement support continues to be an intrinsic part of the holistic care provided within CHSW and has previously been highlighted in the support provided by the Care Team, including the Sibling Teams and the Music Therapists. All 3 hospices have supported bereaved families; Little Bridge House invited families to spend Christmas at the hospice and Little Harbour started a new group for bereaved dads and carers called 'Dads in the Loop.' This coastal path walking group proved more accessible for dads than a traditional support group. Charlton Farm recognised

that there were a group of recently bereaved parents whose children became ill with COVID-19 and subsequently died. The team set up a virtual group for these parents to meet each other as they have faced different challenges due to isolation from family and friends during COVID-19.

“ I do enjoy listening to other people's experiences, realising I am not alone and being able to talk in a safe place. I guess it has been a comfort thing too. ”

We continued to provide Remembering events over the year at each of the hospices albeit virtually. These events provided the opportunity for families to gather for candle lighting events, to listen and talk and to be supportive of one another.



Meeting the needs of the siblings

We have continued to be responsive in meeting the needs of siblings, including those who are bereaved, in a variety of imaginative, innovative, and fun ways. Virtual support sessions for individuals and groups have been provided across all 3 hospices over Zoom. In addition to virtual sessions, we have provided



ongoing support during hospice day visits, garden visits, community visits and doorstep visits. Easter provided an opportunity for family Easter egg hunts around the gardens and the delivery of activity packs. We have been available and responsive to the needs of siblings when their families have been in the hospice for end of life care and through to providing ongoing bereavement support. We have responded to some of the COVID-19 related challenges for children and young people by delivering more focussed sessions; Charlton Farm responded to concerns regarding returning to school and how

to manage during the school holidays. We have also made sure that there continued to be fun activities provided not only for the siblings but also for the whole family. In addition to quizzes, bingo sessions over Zoom have continued to be extremely popular in each of the hospices.

“ We have been particularly isolated over COVID-19, so all the interactions have been a godsend. ”

“ My children LOVE the online sib's bingo. ”

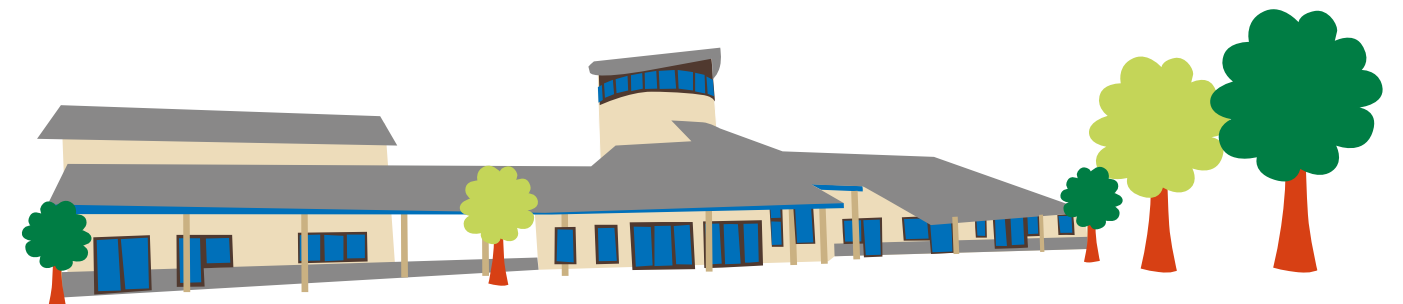
Staying safe during coronavirus (COVID-19): Infection, Prevention and Control (IPC)

The safety of CHSW staff, children, young people and families has been paramount throughout COVID-19 and our new ways of working. We have followed Public Health England (PHE) IPC guidance throughout and ensured our policies and practices were compliant with national guidance and legislation.

We have reviewed and adapted our practice to balance the risk posed by COVID-19, the restrictions placed upon us by national legislation, with keeping the hospices open and with as much capacity as possible, to care

for as many children and young people as possible. At CHSW we have always cared for the whole family, not just the referred child or young person and we wanted to be able to continue with that model. To achieve this, we continued to divide the hospices into zones and segregated the different families, if more than 1 family was in the hospice. This was a significant departure from the pre-COVID-19 feel of the hospice where families chatting, forming friendships and support for each other was an important part of their stay. Once we were able to test the children, young

people and families to confirm COVID-19 status (pre-stay and during the stay), we removed the zones, unless the child, young person or family was COVID-19 positive; they were unable or unwilling to test; or they expressed a preference to remain zoned. This has enabled a more 'normal' feel to the hospices with children, young people and families being able to mix and enjoy more of the facilities on offer. As IPC restrictions ease, we are looking forward to the hospices being a more sociable space again.



Hear how families have been supported this year



Zian died, just 5 days old at Little Harbour

Dad, Nelu describes the care they received.

“We know Zian came into our life with a reason, to change our way of seeing life. We don't believe in coincidences, and we don't believe it was random. We believe he came at the perfect time, and he changed our lives in a good way.

We found out about Zian's condition during the pregnancy. We were scared when we first found out as we didn't know anything about it, to be honest we didn't know that such a syndrome even existed and we were very afraid of the unknown.

As time went on during the pregnancy, we got more and more nervous about how we would manage to spend quality time with Zian and at the same time comfort him.

We were referred to Little Harbour by the Outreach Sister. We didn't know this place existed and we didn't know how to react. After she explained to us what the hospice was and how it could help, we decided to visit 3 weeks

before his due date. We were so impressed by the place, all the staff came to say hi during our visit, they were all so friendly. I kept wondering how it was possible to see such lovely people all in one place, it felt as though it was all too good to be true.

After we left on that day, we were silent, we realised what an effect Little Harbour had had on us. We didn't know if we would return but, in our hearts, we had peace.

When Zian was born, tests confirmed the diagnosis of Patau Syndrome. This affects every single cell of the body and unfortunately, his heart was severely affected.

We knew we wanted to value every single second of Zian's life, we decided Little Harbour was where we wanted to be.

“I can't explain in words how happy I am because we came here. We had the most beautiful 5 days in our life.”

Firstly, we were together, the whole family and we could create lovely memories together, this is

the most precious gift we received from God.

Secondly, we met the most beautiful people here. They made us feel safe, comfortable and loved. We couldn't believe how blessed we were.

There are not enough words to describe the staff at Little Harbour, they are true superheroes.

We had the chance for Zian to be baptised at Little Harbour and we were allowed to have our Priest visit at any time. We prayed together, we laughed, we sang and when it became too emotional we cried.

My mother (Zian's grandmother) was able to stay with us too, she doesn't speak English but she didn't need to, because the lovely staff are mind readers.

We were amazed to see the staff took care of us at Zian's funeral. We came back to visit a few months later and we were reminded of that same feeling we had when we first visited, this place is a piece of heaven.”



Gracie and her family have been visiting at Little Bridge House for several years

Like many teenage girls, Gracie, age 16, loves animals and spending time with her friends. But she has also had to overcome huge challenges.

When she was 4 years old, Gracie was diagnosed with Ataxia Telangiectasia, a rare inherited progressive disorder that affects the nervous and immune system. There is no cure, and although she has lost much of her mobility over the years, her parents say their little girl hasn't lost her fun-loving spirit.

“Gracie is a very funny, loving, happy girl. When we started coming to Little Bridge House, she used to run up and down the corridors with her walker, now she's got no walking ability or much of an immune system.

We give her prophylactic antibiotics 3 days a week and an infusion of haemoglobin every fortnight to help her regenerate antibodies.

It's been very difficult during the COVID-19 as

the whole family has had to lockdown to protect Gracie. We have to be very cautious about things like coughs and colds as they can cause her to have a chest infection.”

The family look forward to time at Little Bridge House, where they can take a break from routine and spend time together.

“It is a home-from-home for us, a family orientated place full of happiness and joy.”

Tayen has been visiting Charlton Farm since 2016

Tayen's condition is incurable and causes tumours to grow on nerves anywhere in her body. She has complex epilepsy, hydrocephalus and is fully blind.

Tayen is fiercely independent and thrives on the ability to explore her environment freely without restrictions. Knowing Tayen, as the Care Team do, the restrictions brought on by COVID-19, such as zoning

at the hospice, would have been too difficult for her and would have caused her a lot of distress.

The decision was made to offer the family support through day visits and activities the whole family could enjoy, reinforcing the positive relationships between siblings and parents rather than being the constant care givers.

The team helped Tayen and her family enjoy activities together



and make some great memories:

- ☺ Woodland walk jumping in puddles!
- ☺ Visit to a hotel swimming pool for the whole family that the hotel kindly provided while it was closed during COVID-19
- ☺ Easter egg hunt in the family's garden.

Income generation

A year of celebrations

With the ongoing challenges of COVID-19 our long anticipated celebrations to mark 30 years of CHSW naturally adapted; of course, what didn't change at all was the generosity of our incredible supporters and fundraisers across the South West.

We were delighted to have the chance to celebrate with people across the peninsula at 30th Anniversary Gala Dinners, enjoy time with friends during the Great Big South West Cream Tea

gatherings and see the return of fundraising activities as varying COVID-19 restrictions allowed.

We want to record our grateful thanks to everyone who supported CHSW during the last year in so many different ways. Together we are continuing to make the most of short and precious lives.

Despite the unpredictability of 2021 and 2022, we were delighted to see people doing all they could to support children, young people and families.



Take a look at some of the highlights of our fundraising activities from the year:



Over **£4.3m** raised from your donations and purchases as our CHSW charity shop doors were happily flung wide open once more across the South West.



£1.1m this year from individual giving as people continued to generously support our work.



£462k raised during the return of in-person events, while continuing to take part in virtual events too! This included the welcome return of Ride for Precious Lives with **100 cyclists** raising an incredible **£240k**.



We launched a brand awareness campaign **For all the times that matter** which was shown on live and on-demand TV as well as YouTube and social media.



Supporters and fundraisers continued to **Be Incredible** across social media, with more Facebook fundraising events and birthday fundraisers than ever before.



Over **15,000** players this year in our Raise a smile Lottery who have contributed **£772k** to CHSW income.



£5.6m received from supporters who chose to remember CHSW with a gift in their will.



£30k raised in our 30th year from the launch of our CHSW 30th Anniversary Business Club and all 100 places were filled.



£844k received from charitable trusts and foundations.



Our awesome volunteers

What a joy it has been to see so many of our volunteers coming back to be part of the action in 2021. Whether it was staging fundraising in a Friends Group, tending to the gardens at our hospices or making sure our shops were open and full of things to buy, it's been so great to see them all.



Our financial performance

The consolidated financial statement comprises the result of the charity together with those of C H S W Promotions Limited, a wholly owned subsidiary, which donates its profits to the charity. The consolidated statement of financial activities is set out on page 22.

Donations and legacies amounted to **£10,282,604** (2021:£12,810,769), income raised from charitable activities (statutory income sources) amounted to **£2,234,989** (2021:£2,216,854), trading activities (including retail and Raise a smile Lottery) generated income of **£5,101,470** (2021:£1,867,939), investment income was **£534,176** (2021:£360,013) and other income **£155,857** (2021: £1,530,359 including £1 million Coronavirus Job Retention Scheme income).

Total income for the year was **£18,309,096** (2021:£18,785,933).

Total expenditure for the year amounted to **£14,882,416** (2021:£15,610,688). This resulted in an operational surplus of **£3,426,680** (2021:£3,175,245). Net gains on investments were **£456,920** (2021:gains £1,644,615) and therefore net income for the year was **£3,883,600** (2021:£4,819,860).

Consolidated in the above figures C H S W Promotions limited, a trading subsidiary, has a turnover which amounted to **£284,861** (2021:£94,203) and a profit after taxation of **£11,497** (2021:£15,525). The company will donate this amount to the charity.

During 2021 to 2022 the financial impact of COVID-19 continued for the charity and while our community, corporate and event

donation income encouragingly increased on 2020 to 2021 levels, they remained significantly lower than the levels seen prior to COVID-19. This was an understandable consequence of the 'social contact' nature of these voluntary donation income streams as restrictions were still very prevalent in 2021 to 2022. As we move into the 2022 to 2023 financial year, with the easing of restrictions, we are pleased to see that these income streams appear to be returning to pre-COVID-19 levels and are very thankful to our all supporters for this bounce back.

During the year, we were very grateful to receive a continued exceptionally high level of legacy donations. Legacy receipts are always a significant part of CHSW's annual income but,

by their very nature, can be difficult to predict and their level can vary significantly, both up and down, from 1 year to the next. Our legacy income in 2021 to 2022 amounted to **£5,570,894** which although being £1 million lower than 2020 to 2021, was significantly higher than we anticipated. We are very encouraged by the continued growth seen from our legacy incomes which will help to support the long-term investment in our care development.

In mid April 2021, we were pleased to reopen our 38 shop. All shops have traded very strongly from this point benefiting from significant local community support together with the ever-increasing public interest in making sustainable purchases. Total shop income (including related Gift Aid receipts) achieved

their highest levels ever at nearly **£4.4 million** as compared to £1.1 million in 2020 to 2021.

Despite being significantly reduced from 2020 to 2021 levels, during the year the charity made use of the Government support for charities and businesses impacted by COVID-19 in relation to the Retail Start-up grants **£141,633**, the dedicated grant support for UK Hospices **£260,025** and the supply of free Personal Protective Equipment (PPE) (£238,481). In total, during 2021 to 2022, the charity was very grateful to receive over **£0.4 million** (2021: £3.7 million) of support from central Government to deal with the impact of COVID-19.

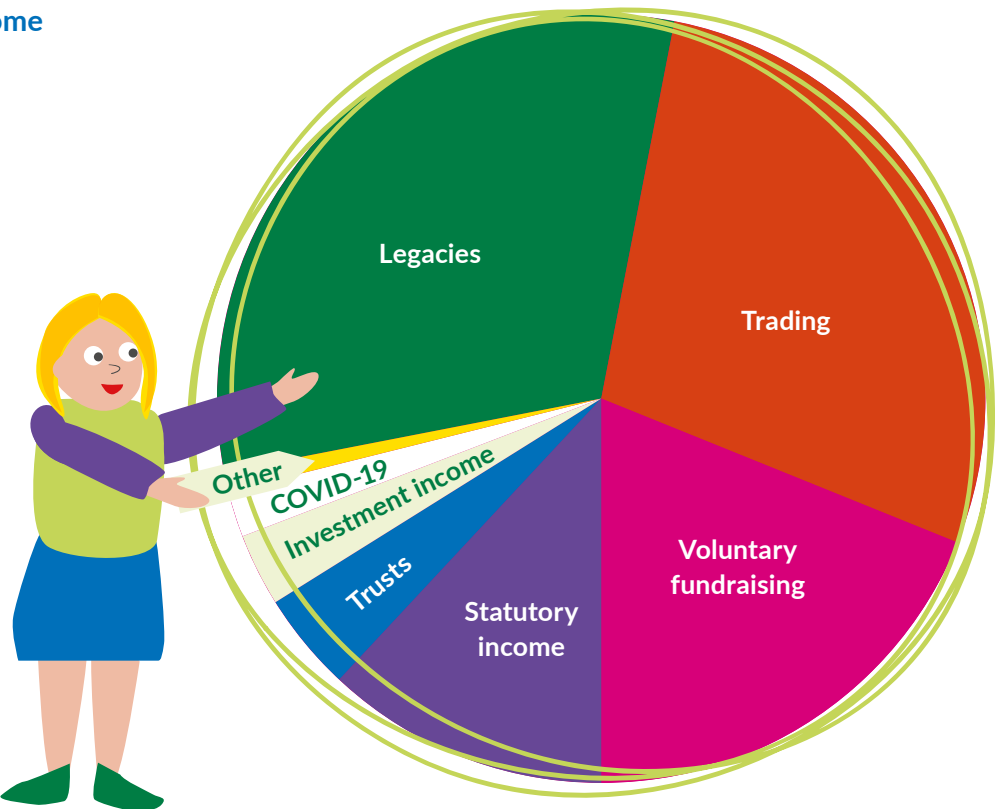
It should be noted that the increase in income and net income (after expenditure) reported in 2021 to 2022 has been largely

driven by the unprecedented level of legacy receipts, trust and grant income, and the strong performance of our retail shops.

We recognise the positive level of net income that has been generated during the year and are very grateful to all our supporters and donors who have helped us achieve this. We are very mindful that the financial challenges of COVID-19 and the cost-of-living crisis are set to continue into 2022 to 2023 and beyond and that Government support to deal with the COVID-19 crisis has now stopped. It is therefore the intention for the net income surplus generated in 2021 to 2022 to be used to further support the charity during the ongoing economic challenges and to ensure the continuance of its care delivery into the future.

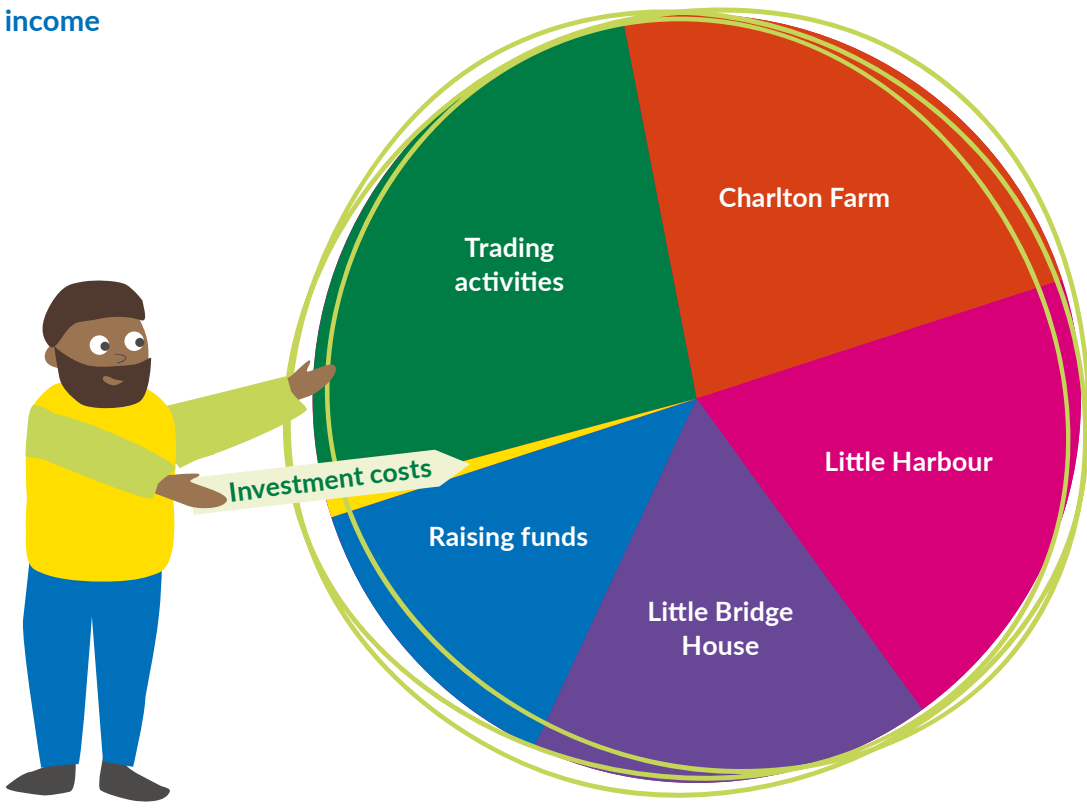
Where we received our income

- Legacies
£5.6 million - 31%
- Trading - lottery and shops
£5.1 million - 28%
- Voluntary fundraising
£3.6 million - 19%
- Statutory income
£2.2 million - 12%
- Trusts
£0.8 million - 4%
- Investment income
£0.5 million - 3%
- COVID-19 funding
£0.4 million - 2%
- Other
£0.1 million - 1%
- Total - £18.3 million



Where we spent our income

- Trading activities
£3.9 million - 26%
- Charlton Farm
£3.5 million - 23%
- Little Harbour
£2.9 million - 20%
- Little Bridge House
£2.5 million - 17%
- Raising funds
£2 million - 13%
- Investment costs
£0.1 million - 1%
- Total - £14.9 million



Our financial reserves

We recognise our commitment and moral obligation to the children, young people and families who currently use our services, will extend many years into the future. It is imperative, therefore, for us to maintain unrestricted general reserves at a level that will ensure the continuity of the unique service provided by the charity, while recognising that the charity is facing a period of significant economic uncertainty.

In establishing the CHSW reserves policy, we have taken guidance from the Charity Commission's guidance CC19, by using an integrated approach for an organisation with complex activities and structures. This involves projecting cash flows over the next 3 years and identifying key risks associated in this period, with both income and expenditure, while also considering already committed expenditure. From this work, looking forward, it has been determined that CHSW should maintain a target range of unrestricted general reserves of between **£12,717,978**

(representing 8.8 months of 2022 to 2023 budgeted expenditure) and **£14,878,581** (representing 10.3 months of 2022 to 2023 budgeted expenditure).

The charities unrestricted general funds (free reserves) were at a level of **£18,116,360** (note 19) as of 31 March 2022 (£14,647,748 as of 31 March 2021). We note that the groups unrestricted general funds are above their upper target range of reserves by **£3,237,779** (excluding designated funds). It is our intention that, in the short to medium term, the charity utilise these surplus funds to help deal with the continuing impact on the charity of COVID-19, the possibility and disruption from further outbreaks, and the worsening economic outlook with the current cost of living crisis and the very likely possibility of a recession in the near future. The surplus will be used to further invest in maintaining and developing a skilled, resilient and responsive hospice service.

Designated funds are **£27,510,380** (2021: £27,140,885) and represent the net book value of

the unrestricted tangible and intangible fixed assets of the group in addition to **£7,972,315** designated for the creation of an expendable CHSW Care Endowment Fund (CCEF).

On the 14 July 2022, the CCEF was formally and legally set up to provide an additional income stream from long-term investments to support future care services and developments and reduce future dependence on fundraising and trading activity. The need for this fund has been highlighted during the COVID-19 crisis where voluntary and trading incomes have been found to be vulnerable. The CCEF is expendable and will also be used to finance care, operational and developmental opportunities in the future if unrestricted general reserves fall below their required lower target level.



Our investment approach

The charity's investment policy requires CHSW to invest funds in such a manner that the risk profile reflects planned expenditure and future plans.

In 2019, we secured the services of an external independent investment advisor to undertake an investment risk profile review and to provide an ongoing expert assessment on the performance of our appointed investment managers. At the beginning of the

2020 to 2021 financial year, as part of good governance, a formal retendering process in relation to investment management services was undertaken, which included a review of investment performance and charges. As a result of this work, Aberdeen Standard Capital Limited and Sarasins & Partners LLP were appointed as CHSW investment managers going forward. As part of this restructuring of investment managers, CHSW investments

were rebalanced and divided into a lower and higher equity exposure fund allocation. The minimum performance requirements of these invested funds have been set as Consumer Price Index (CPI) +3% for the lower equity exposed fund and CPI +4% for the higher equity exposed fund. As of the end of the 2021 to 2022 financial period, and since inception of the investment funds, these performance objectives were met.



Care when...
Your child looks at you but can't tell you how he's feeling.

How we manage risks and uncertainties

CHSW has a clear Risk Management Framework in place, overseen by the Trustee Governance Assurance Committee as delegated by the Board of Trustees. We undertake a continual assessment of the principal risks facing the charity and are satisfied that adequate preventative and mitigating measures are in place to reduce the risks to an acceptable level. All risks identified are recorded on the CHSW Risk Register and scored based on impact and likelihood in line with the Charity Commission's guidance CC26, based on the scores, the risks are prioritised using a Red, Amber, Green rating.

The CHSW agreed process for reviewing risk, is as follows:

- ☉ SMT will meet weekly to monitor and review current risks; and share, record and escalate any new or emerging risks as appropriate
- ☉ SMT will meet as the Risk Management Committee every quarter where the risk register is reviewed and updated. Identified risks may be added to the register at any time
- ☉ Each item on the risk register is owned and overseen by the relevant Assurance Committee as a standing item at each of their meetings (currently 3 times per year)

- ☉ The Governance Assurance Committee will take assurance from the Chairs of each Committee that their relevant risks have been reviewed and mitigated to satisfactory levels
- ☉ Where assurance cannot be given, further review/oversight or Internal Audit may be recommended or pursued
- ☉ The Governance Assurance Committee will report to the Board annually.

Current red risks

Recruitment: Inability to recruit and retain children's nurses; as reflected in the national picture, exacerbated by COVID-19, this remains an ongoing and challenging red risk for CHSW. Salary and benefits benchmarking against the NHS are carried out on an annual basis to ensure we are competitive. New and different ways of working in 2020 to 2021 continued into 2021 to 2022. The new Care Model has created development opportunities and new career pathways to explore, supporting and encouraging the recruitment and retention of staff through a very difficult period.

COVID-19: The risk to operations remained our key red risk throughout 2021 to 2022 with elements of risk impacting on every aspect of the organisation. Board meetings continued virtually, falling back into a more usual pattern as the impact of COVID-19 became more understood, with only the Investment and Finance Assurance

Committee continuing to meet on a monthly basis. An Omicron Emergency Response Plan was implemented in January 2022 with the emergence of the new variant. In the last quarter of the year, the impact of the new variant has been significant in terms of short notice staff absence due to COVID-19 or related reasons which has put a serious strain on our service delivery, particularly in both care and retail. We have remained responsive, flexible and safe during this testing period.

Safeguarding issues arising:

Safeguarding is a top priority at CHSW with stringent policies, procedures and mandatory training in place for all staff. We continue to be vigilant and diligent; audit our policies and practices carefully; and embed our values and behaviours to reflect our ethos and duty of care.

Failure of cyber security:

Reflecting the global rise in criminal activity around data

security together with the increased risk presented by the Ukraine/Russia crisis. In 2021 to 2022 CHSW carried out the annual full cyber security audit (by an external provider). CHSW are implementing the recommendations of the audit. CHSW have installed firewalls at each hospice in line with our new Jisc internet connections. We successfully met the standards of the NHS Data Security Toolkit in 2021. Our IT partners (Commercial IT) continue to monitor and update our systems. CHSW IT regularly send simulated phishing emails and training packages to ensure staff remain vigilant and educated on the risks. Annual Data Security Awareness training is mandatory for all office based and care staff.

Included on page 48 are the charities structure, governance and management, reference and administrative detail and fundraising disclosures which also form part of this report.



Statement of Trustees' responsibilities

The Trustees (who are also Directors of CHSW for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements, in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they 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 then apply them consistently
- ☉ Observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- ☉ Make judgements and estimates that are reasonable and prudent
- ☉ State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- ☉ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to Auditors

Insofar as each of the Trustees of the charity at the date of approval of this report is aware, there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

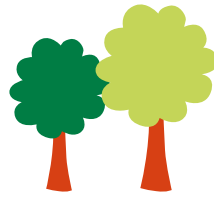
Approval

This report, incorporating the strategic report, was approved by the Board of Trustees on 14 July 2022 and signed on its behalf:

Tricia Morris
Chair of Trustees

Consolidated statement of financial activities

Including income and expenditure account for the year ended 31 March 2022



	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2022 funds £	Total 2021 funds £
Income from						
Donations and legacies	1	7,511,642	2,770,962	-	10,282,604	12,810,769
Charitable activities: Statutory funding	4	996,013	1,238,976	-	2,234,989	2,216,854
Trading activities	3	5,101,470	-	-	5,101,470	1,867,939
Investments	2	475,078	59,098	-	534,176	360,013
Other		155,857	-	-	155,857	1,530,358
Total income	5	14,240,060	4,069,036	-	18,309,096	18,785,933
Expenditure on						
Trading activities	3	3,948,812	-	-	3,948,812	4,653,991
Total income net of trading expenditure		10,291,248	4,069,036	-	14,360,284	14,131,942
Expenditure on						
Raising funds		1,969,748	-	-	1,969,748	1,750,573
Investment management fees		100,374	-	-	100,374	71,663
Net income available for charitable activities		8,221,126	4,069,036	-	12,290,162	12,309,706
Charitable activities						
Care of children, young people and families	6	4,856,017	4,007,465	-	8,863,482	9,134,461
Total expenditure	6	10,874,951	4,007,465	-	14,882,416	15,610,688
Net income before gains on investments	10	3,365,109	61,571	-	3,426,680	3,175,245
Net gain on investments	13b	419,404	-	37,516	456,920	1,644,615
Net income		3,784,513	61,571	37,516	3,883,600	4,819,860
Transfer between funds	17, 18, 19	53,595	(53,595)	-	-	-
Net movement in funds		3,838,108	7,976	37,516	3,883,600	4,819,860
Reconciliation of funds						
Total funds brought forward	17, 18, 19	41,788,633	601,550	1,605,712	43,995,895	39,176,035
Total funds carried forward	17, 18, 19	45,626,741	609,526	1,643,228	47,879,495	43,995,895

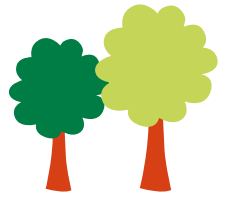
The statement of financial activities includes all gains and losses recognised in the year, all income and expenditure derive from continuing activities of the group.

The accounting policies on page 41 to 44 and the notes to the accounts on page 25 to 40 form part of these financial statements.

Consolidated and charity balance sheet

Company number: 02620879

As at 31 March 2022



	Notes	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Fixed assets					
Tangible assets	11	19,891,294	20,472,357	19,891,294	20,472,357
Intangible assets	12	26,770	122,913	26,770	122,913
Investments	13a	20,577,682	15,046,858	20,577,782	15,046,958
Total		40,495,746	35,642,128	40,495,846	35,642,228
Current assets					
Stock	14	25,592	21,846	-	-
Debtors	15	4,717,581	4,079,713	4,745,497	4,099,169
Investments	13c	454,944	452,341	454,944	452,341
Cash at bank and in hand		5,606,929	6,482,467	5,589,340	6,462,678
Total		10,805,046	11,036,367	10,789,781	11,014,188
Creditors falling due within 1 year	16a	(1,998,638)	(1,097,947)	(1,995,173)	(1,091,593)
Net current assets		8,806,408	9,938,420	8,794,608	9,922,595
Creditors falling due after 1 year	16b	(1,422,659)	(1,584,653)	(1,422,659)	(1,584,653)
Total net assets		47,879,495	43,995,895	47,867,795	43,980,170
Funds of the group and charity					
Endowment fund	17	1,643,228	1,605,712	1,643,228	1,605,712
Restricted funds	18	609,526	601,550	609,526	601,550
Unrestricted designated funds	19	27,510,380	27,140,885	27,510,380	27,140,885
Unrestricted general fund	19	18,116,361	14,647,748	18,104,661	14,632,023
Total group and charity funds	20	47,879,495	43,995,895	47,867,795	43,980,170

Of the net movement in funds for the year of **£3,883,600** (2021:£4,819,860), an amount of **£3,887,625** (2021:£4,814,269) has been dealt with in the Statement of Financial Activities of the parent company.

The financial statements were approved and authorised for issue by the Board of Trustees on 14 July 2022 and signed on its behalf:



Tricia Morris
Chair of Trustees

Consolidated cash flow statement

For the year ended 31 March 2022



	Notes	2022 £	2021 £
Cash provided by operating activities	28a	4,168,663	4,591,334
Cash flows from investing activities			
Deposit interest received		1,464	3,458
Investment income received		429,607	225,814
Rental income received		2,744	9,040
Cash flows from investing activities		433,815	238,312
Capital expenditure and financial investment			
Purchases of tangible and intangible fixed assets:			
Charlton Farm		(392)	(21,278)
Other assets		(378,824)	(295,186)
Purchases of tangible and intangible fixed assets		(379,216)	(316,464)
Proceeds from sales of tangible fixed assets		1,200	-
Fixed asset investments			
Payments		(5,100,000)	(2,000,000)
Fixed asset investments		(5,100,000)	(2,000,000)
Capital expenditure and financial investment		(5,478,016)	(2,316,464)
Net cash provided (used in) investing activities		(5,044,201)	(2,078,152)
Change in cash and cash equivalents in the reporting period	28b	(875,538)	2,513,182
Cash and cash equivalent at the beginning of the year		6,482,467	3,969,285
Total cash and cash equivalent at the end of the year		5,606,929	6,482,467



Notes to the financial statements

For the year ended 31 March 2022

1 Donations and legacies

	Total 2022 £	Total 2021 £
Individuals	2,269,734	1,977,519
Friends Group fundraising	154,755	57,445
Legacies	5,570,894	6,541,232
Grants and donations from Charitable Trusts	844,423	950,003
Government Grant - NHS England COVID-19 funding**	260,025	2,226,126
Other voluntary income	1,182,773	1,058,444
Total	10,282,604	12,810,769

**The NHS England awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to March 2022 to provide support to people with complex needs in the context of COVID-19.

2 Investment income

	Total 2022 £	Total 2021 £
UK	209,093	143,312
Overseas	48,947	35,626
Multi-asset funds	265,650	168,577
Income from cash deposits	1,456	3,458
Rental income	9,030	9,040
	534,176	360,013

3 Income and expenditure of trading activities

Trading income	Total 2022 £	Total 2021 £
C H S W Promotions Limited	284,861	94,203
Lottery and raffles	772,211	718,277
Donations relating to the sale of goods where the shops acted as agent	1,178,330	283,344
Gift Aid received on donations where the shops acted as agent	292,476	68,678
Shops turnover	2,573,592	703,437
Total	5,101,470	1,867,939
Trading expenditure		
C H S W Promotions Limited	273,364	78,679
Lottery and raffles	350,567	183,257
Shops (all associated costs including depreciation)	3,398,220	3,062,055
Dilapidations provision	(73,339)	1,330,000
Total	3,948,812	4,653,991

The principal activity of the charity's wholly owned subsidiary, C H S W Promotions Limited (company number 02645823) is the sale of bought-in goods, including Christmas cards, through the charity shops of the parent charity and through its network of Friends Groups and by mail order.

The income and expenditure of C H S W Promotions Limited are disclosed as 'trading' income and expenditure in the Consolidated Statement of Financial Activities on page 22.

C H S W Promotions Limited	Total 2022 £	Total 2021 £
Turnover	284,861	94,203
Total expenditure	(273,364)	(78,678)
Operating profit and profit before tax	11,497	15,525
Taxation	-	-
Profit after taxation	11,497	15,525
Retained earnings at the beginning of the year	15,725	10,134
Distribution of retained earnings as Gift Aid donation to parent	(15,525)	(9,934)
Retained earnings at the end of the year	11,697	15,725
Assets	43,268	41,742
Liabilities	(31,471)	(25,917)
Net assets	11,797	15,825

4 Income from charitable activities

	Total 2022 £	Total 2021 £
Funding from regional Clinical Commissioning Groups (CCGs)	996,013	1,017,154
NHS England Children's Hospice grant	1,205,176	1,164,351
NHS England Superannuation grant	33,800	33,800
NHS England Health education placements	-	1,549
Total income from charitable activities	2,234,989	2,216,854

CHSW acknowledges the award of grants for Little Bridge House, Charlton Farm and Little Harbour from the NHS England Children's Hospice grant. The project undertakes to sustain and develop existing high quality hospice care for palliative care children and young people, their siblings and parents. It promotes education and learning needs of all those working in the sector in a responsive and flexible way. The funding and associated expenditure have been treated as movements in restricted funds.

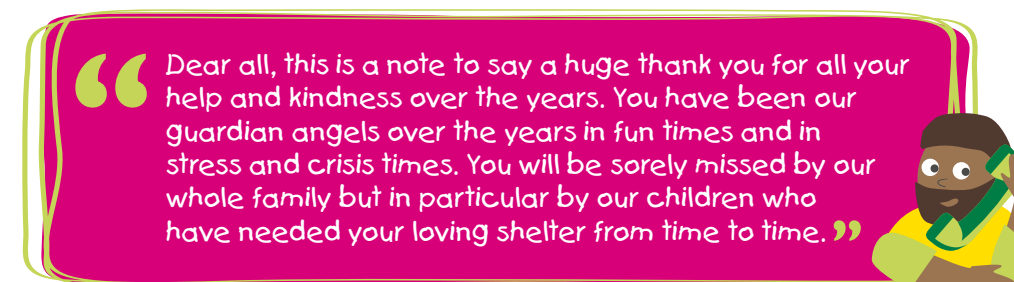
In 2010 the charity succeeded in establishing contractual arrangements with the 6 CCGs whose areas the charity covers. These arrangements were constructed at the behest of government. A price per bed night has been agreed and it has also been agreed the volume of bed nights each CCG will purchase. There are no unfulfilled conditions in respect of these contractual arrangements.

5 Government grants

Included within donations and legacies and other income were government grants recognised in the year ended 31 March 2022

	Total 2022 £	Total 2021 £
COVID-19 Job Retention Scheme	-	1,010,628
Retail, Hospitality and Leisure Grant Fund	141,633	511,914
NHS England Covid Funding**	260,025	2,226,126
Total	401,658	3,748,668

**The NHS England awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2022 for the same purpose.



6 Total expenditure

	Staff costs £ note 8	Direct costs £	Support costs £ note 7	Total 2022 £	Total 2021 £
Costs of raising funds	3,332,631	2,686,303	-	6,018,934	6,476,227
Care of children, young people and families	6,615,638	1,673,096	574,748	8,863,482	9,134,461
Total	9,948,269	4,359,399	574,748	14,882,416	15,610,688

Governance costs of £44,936 are included within support costs and comprise the costs of running the charity. This includes insurance £1,815, external audit £18,979, internal audit £3,040, consultancy fees and legal advice for the Trustees £21,102 and all costs of complying with constitutional and statutory requirements such as the costs of Board and Committee meetings £nil.

7 Support costs

Support costs reallocated to the expenditure category of care	Total 2022 £	Total 2021 £
Communications and IT	490,498	522,539
Human Resources	346,165	311,721
Governance	44,936	32,838
Finance	359,931	415,045
Head Office Support	392,029	451,404
Retail grant provision	(84,884)	254,653
Total support costs	1,548,675	1,988,200
Less: staff costs	(973,927)	(934,118)
Total	574,748	1,054,082



8 Employee information

Staff costs	Total 2022 £	Total 2021 £
Salaries and wages	8,428,342	8,058,110
Social security costs	716,412	672,156
Pension costs	803,515	723,845
Total	9,948,269	9,454,111

Average number of persons employed	FTE* 2022	Total 2022	FTE* 2021	Total 2021
Hospice services	132	168	136	175
Fundraising and publicity	42	52	44	57
Trading	71	110	73	105
Management and Finance	20	24	19	22
Total	265	354	272	359

5 employees earned between £60,000 and £70,000 per annum in the year (2021:4). **3** employees earned between £70,000 and £80,000 per annum in the year (2021:3). **2** employees earned between £80,000 and £90,000 per annum in the year (2021:2). **1** employee earned between £90,000 and £100,000 per annum in the year (2021:nil). **1** employee earned between £100,000 and £110,000 per annum in the year (2021:1).

Retirement benefits are accruing under a defined benefit scheme for **4** (2021:3) of these higher paid employees. In addition, the charity paid **£54,926** (2021:£51,130) into a defined contribution pension scheme for **8** (2021:7) of these higher paid employees. Salaries and wages include contributions in respect of salary exchange agreements in addition to contractual salary.

Following advice from the Government Actuary's Department as part of the 2016 scheme valuation process, the Department of Health and Social Care (DHSC) confirmed the employer contribution rate will increase to 20.68% with effect from 1 April 2019. The government has committed to cover this cost increase for a certain category of employer's, including CHSW, recurring annually until 31 March 2023.

All Trustees and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the charity are considered to be key management personnel. Total employment costs (including social security and pension contributions) in respect of senior employees is **£591,213** (2021:£567,678). As stated in note 9, there is no cost of employment in respect of the Trustees.

During the year, redundancy and settlement payments were made totalling **£10,278** (2021:£17,183). At 31 March 2022 the payments outstanding were **nil** (2021:£5,690).

*Full time equivalent.

9 Trustees remuneration and related party transactions

None of the Directors or Trustees received emoluments or benefits in kind during the year in respect of their duties as a Trustee (2021:nil). None of the Directors or Trustees received reimbursement of expenses in the year (2021:nil) for travel and subsistence.

During the year the charity recharged expenses of **£159,523** (2021:£33,457) to C H S W Promotions Limited and remittances were **£151,080** (2021:£46,426). The amount due from C H S W Promotions at the year end was **£28,006** (2021:£19,563) which is included in debtors. Included within this debtor is management recharges of **£158,172** (2021:£33,457).

10 Net income for the year

The net income is stated after charging

	Total 2022 £	Total 2021 £
Depreciation and amortisation of owned tangible and intangible fixed assets	1,056,422	1,167,498
Loss on disposal of fixed assets	1,200	110,655
Operating lease rentals	858,501	784,655
Auditor's remuneration - audit fees	17,219	17,085
Auditor's remuneration - other fees	4,561	9,185



11 Tangible fixed assets

	Freehold land and properties £	Leasehold property £	Motor vehicles £	Office furniture and equipment £	Fittings and other equipment £	Total £
Cost						
At 1 April 2021	21,697,437	501,267	283,475	1,108,726	3,184,986	26,775,891
Additions	392	19,382	14,771	170,438	174,233	379,216
Disposals	-	(14,497)	(15,000)	(8,637)	(51,788)	(89,922)
At 31 March 2022	21,697,829	506,152	283,246	1,270,527	3,307,431	27,065,185
Depreciation						
At 1 April 2021	2,620,961	307,821	262,079	840,577	2,272,096	6,303,534
Charged in the year	467,394	74,126	17,564	124,030	277,165	960,279
Disposals	-	(14,496)	(15,000)	(8,637)	(51,789)	(89,922)
At 31 March 2022	3,088,355	367,451	264,643	955,970	2,497,472	7,173,891
Net book value						
At 31 March 2021	19,076,476	193,446	21,396	268,149	912,890	20,472,357
At 31 March 2022	18,609,474	138,701	18,603	314,557	809,959	19,891,294

All of the assets above are used on a continuing basis in pursuit of the charity's activities.

11a Freehold land and properties

	Little Bridge House £	Charlton Farm £	Little Harbour £	Total £
Cost				
At 1 April 2021	3,480,452	12,501,679	5,715,306	21,697,437
Additions	-	392	-	392
At 31 March 2022	3,480,452	12,502,071	5,715,306	21,697,829
Depreciation				
At 1 April 2021	1,134,091	1,069,039	417,831	2,620,961
Charged in the year	101,311	271,656	94,427	467,394
At 31 March 2022	1,235,402	1,340,695	512,258	3,088,355
Net book value				
At 31 March 2021	2,346,361	11,432,640	5,297,475	19,076,476
At 31 March 2022	2,245,050	11,161,376	5,203,048	18,609,474

Included in the above is land totalling £2,947,681 which is not depreciated.

12 Intangible fixed assets

	Computer software £
Cost	
At 1 April 2021	745,278
Additions	-
Disposals	-
At 31 March 2022	745,278
Depreciation	
At 1 April 2021	622,365
Charged in the year	96,143
Disposals	-
At 31 March 2022	718,508
Net book value	
At 31 March 2021	122,913
At 31 March 2022	26,770



13a Investments

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Listed investments				
UK equities and bonds at cost	3,798,240	2,174,223	3,798,240	2,174,223
Overseas equities and bonds at cost	3,471,399	2,500,730	3,471,399	2,500,730
Multi-fund assets at cost	9,691,774	8,141,189	9,691,774	8,141,189
Other assets at cost	1,665,667	1,100,176	1,665,667	1,100,176
Cumulative net gains on revaluation at period end	1,472,384	859,219	1,472,384	859,219
Market value at period end (note 13b)	20,099,464	14,775,537	20,099,464	14,775,537
Cash held as part of investment portfolios	392,218	185,321	392,218	185,321
	20,491,682	14,960,858	20,491,682	14,960,858
Other investments				
Donated land held for investment purposes (note 27)	86,000	86,000	86,000	86,000
Investment in C H S W Promotions Limited	-	-	-	-
Shares at cost	-	-	100	100
Total	20,577,682	15,046,858	20,577,782	15,046,958

The charity's investment portfolio was managed by Cazenove Capital Management (until November 2020), Aberdeen Standard (from July 2020) and Sarasin & Partners throughout the period. Investments are held in a diverse portfolio, managed by Sarasin, Cazenove, Aberdeen Standard and other fund managers, and in Government stocks.

C H S W Promotions Limited is a wholly owned subsidiary which is registered in England and Wales and whose principal activity is the sale of bought-in goods for the benefit of CHSW. The shares are Ordinary Shares of £1 each and are shown at cost. The company pays its taxable profits to the charity under Gift Aid.

13b Listed investments market value

Listed investments	2022 £	2021 £
Market value at 1 April	14,775,537	11,096,745
Additions at cost	5,929,971	13,247,994
Sales proceeds	(1,062,964)	(11,209,263)
Equalisations	-	(4,554)
Net gains	456,920	1,644,615
At 31 March 2022	20,099,464	14,775,537

13c Current asset investment

	2022 £	2021 £
Investment in Hope Cove	454,944	452,341



14 Stock

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Stock for resale	25,592	21,846	-	-

15 Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Amounts owed by group undertakings	-	-	28,006	19,563
Legacies receivable	3,522,804	2,810,639	3,522,804	2,810,639
Other debtors including tax recoverable	479,266	274,875	479,176	274,768
Prepayment and accrued interest	715,511	994,199	715,511	994,199
	4,717,581	4,079,713	4,745,497	4,099,169



16a Creditors less than 1 year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade creditors	146,710	155,779	146,684	155,720
Taxation and social security	174,979	162,501	174,979	162,501
Sundry creditors	188,552	145,069	188,552	145,069
Accruals and deferred income	1,488,397	634,598	1,484,958	628,303
	1,998,638	1,097,947	1,995,173	1,091,593

Deferred income of **£1,133,296** arose in the year and £376,554 brought forward from 2020 to 2021 was released.

Deferred income includes income relating to registrations and sponsorship for upcoming events **£138,813** (2021:£387,366), lottery subscriptions for future draws **£98,154** (2021:£89,188) and grant income of **£808,804** (2021:£130,000).

16b Creditors more than 1 year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Dilapidations provisions	1,252,890	1,330,000	1,252,890	1,330,000
Retail grant provisions	169,769	254,653	169,769	254,653
	1,422,659	1,584,653	1,422,659	1,584,653

Dilapidations provision. During 2020 to 2021 COVID-19 had caused CHSW to review its Retail Strategy.

It has therefore created a dilapidation provision for each of its shops. As each of CHSW's shop leases comes to an end there is likely to be a dilapidation cost, if CHSW leave the premises, at this point the provision will be released. At the time of departure the dilapidations cost will be assessed by surveyors and may differ from the estimate made.

Retail grant provision. During 2020 to 2021 CHSW was in receipt of a number of retail grants (note 5) due to COVID-19. During the period 5 January 2021 to 15 February 2021 there was some ambiguity in the guidance due to the uncertainty following Brexit. CHSW sought appropriate legal council which advised that we were highly likely to be permitted by the subsidy rules to claim these grants, however it was agreed that a provision be established in case there was any requirement to repay. The amounts are being released over 3 years as the risk reduces of there being a payment required.

17 Endowment fund

During 2007 the charity received an expendable endowment of £1 million, the income from which is restricted. This income funds care staff costs at Charlton Farm and, in particular, the post of Head of Care. Income in 2021 to 2022 is **£59,098** (2021:£48,650) and is included in restricted funds income on the Statement of Financial Activities. The gain in 2021 to 2022 is **£37,516** (2021:£205,056).

	1 April 2021 £	Income £	Expenditure £	Gains £	31 March 2022 £
Endowment	1,605,712	-	-	37,516	1,643,228

	1 April 2020 £	Income £	Expenditure £	Gains £	31 March 2021 £
Endowment	1,400,656	-	-	205,056	1,605,712



18 Restricted funds

	1 April 2021 £	Income £	Expenditure £	Transfer between funds £	31 March 2022 £
Little Harbour capital	380,000	-	-	-	380,000
	380,000	-	-	-	380,000
NHS England grants	-	1,499,001	(1,499,001)	-	-
Little Bridge House funds	55,002	153,080	(144,415)	(4,480)	59,187
Charlton Farm funds	75,509	624,688	(619,124)	(1,684)	79,389
Little Harbour funds	47,845	1,719,819	(1,700,339)	(28,876)	38,449
CHSW funds	43,194	72,448	(44,586)	(18,555)	52,501
	601,550	4,069,036	(4,007,465)	(53,595)	609,526

	1 April 2020 £	Income £	Expenditure £	Transfer between funds £	31 March 2021 £
Little Harbour capital	380,000	-	-	-	380,000
	380,000	-	-	-	380,000
NHS England grants	-	3,390,477	(3,390,477)	-	-
Little Bridge House funds	57,763	87,662	(87,852)	(2,571)	55,002
Charlton Farm funds	188,296	501,314	(479,524)	(134,577)	75,509
Little Harbour funds	48,867	816,662	(807,023)	(10,661)	47,845
CHSW funds	31,418	39,708	(26,912)	(1,020)	43,194
	706,344	4,835,823	(4,791,788)	(148,829)	601,550

The NHS England grant is the NHS England 'Children's Hospice grant' which was given to sustain and develop the existing high quality hospice care for palliative care children, their siblings and parents.

The Little Bridge House, Charlton Farm, Little Harbour and CHSW funds include donations towards specific projects at each hospice and across the whole charity, including Music Therapy, equipment, rooms and gardens, parties and presents, play equipment and materials, salary and other revenue costs, and funding of mums and dads groups.

Other legacies and donations are restricted to be spent at a specific hospice. 6 restricted legacies were over £50,000, of which a total of **£183,242** was donated for Charlton Farm and **£1,347,820** was donated for Little Harbour.

Transfers between funds represent the amounts spent on capital assets from revenue funds. Only assets with a continuing restriction are maintained as restricted funds.

19 Unrestricted funds						
2021 to 2022 group	1 April 2021 £	Income £	Expenditure £	Investment gains £	Transfer between funds £	31 March 2022 £
Designated capital funds	20,215,272	-	(1,056,420)	-	379,213	19,538,065
Designated care income fund	6,925,613	-	-	-	1,046,702	7,972,315
Total designated funds	27,140,885	-	(1,056,420)	-	1,425,915	27,510,380
Unrestricted general funds	14,647,748	14,240,060	(9,818,531)	419,404	(1,372,320)	18,116,361
Total unrestricted funds	41,788,633	14,240,060	(10,874,951)	419,404	53,595	45,626,741

2021 to 2022 charity	1 April 2021 £	Income £	Expenditure £	Investment gains £	Transfer between funds £	31 March 2022 £
Designated capital funds	20,215,272	-	(1,056,420)	-	379,213	19,538,065
Designated care income fund	6,925,613	-	-	-	1,046,702	7,972,315
Total designated funds	27,140,885	-	(1,056,420)	-	1,425,915	27,510,380
Unrestricted general funds	14,632,023	14,128,897	(9,703,343)	419,404	(1,372,320)	18,104,661
Total unrestricted funds	41,772,908	14,128,897	(10,759,763)	419,404	53,595	45,615,041

2020 to 2021 group	1 April 2020 £	Income £	Expenditure £	Investment gains £	Transfer between funds £	31 March 2021 £
Designated capital funds	21,176,960	-	(1,167,499)	-	205,811	20,215,272
Designated care income fund	-	-	-	-	6,925,613	6,925,613
Jill Farwell's memorial fund	80	-	(80)	-	-	-
Total designated funds	21,177,040	-	(1,167,579)	-	7,131,424	27,140,885
Unrestricted general funds	15,891,995	13,950,110	(9,651,321)	1,439,559	(6,982,595)	14,647,748
Total unrestricted funds	37,069,035	13,950,110	(10,818,900)	1,439,559	148,829	41,788,633

2020 to 2021 charity	1 April 2020 £	Income £	Expenditure £	Investment gains £	Transfer between funds £	31 March 2021 £
Designated capital funds	21,176,960	-	(1,167,499)	-	205,811	20,215,272
Designated care income fund	-	-	-	-	6,925,613	6,925,613
Jill Farwell's memorial fund	80	-	(80)	-	-	-
Total designated funds	21,177,040	-	(1,167,579)	-	7,131,424	27,140,885
Unrestricted general funds	15,881,861	13,899,299	(9,606,101)	1,439,559	(6,982,595)	14,632,023
Total unrestricted funds	37,058,901	13,899,299	(10,773,680)	1,439,559	148,829	41,772,908

The Trustees have established designated capital funds which are equivalent to the net book value of unrestricted tangible and intangible fixed assets used to enable CHSW to carry out its charitable work. Of the net transfers between funds, **£53,595** represent the amounts spent on capital assets from restricted funds where the restrictions on the donations for assets have been fulfilled. In the year **£325,618** was spent on capital from general unrestricted funds and was transferred to designated capital funds.

The designated care income fund was established in 2021 to identify the funds that will be applied to the CHSW Care Endowment Fund (note 27).

Jill Farwell's Memorial Fund was established by donations to remember Jill's death in September 2004. The Trustees, together with Eddie Farwell, decided that the funds will be used to provide ongoing Music Therapy.

Unrestricted general funds have the primary aim of reducing the dependency of the charity on any of its income streams as they develop in the future and to specifically fund essential projects to improve the service of the organisation.

20 Analysis of fund balances between net assets				
As at 31 March 2022	Unrestricted £	Restricted £	Endowment £	Total £
Fixed assets	19,538,064	380,000	-	19,918,064
Investments	18,934,454	-	1,643,228	20,577,682
Net current assets	8,576,882	229,526	-	8,806,408
Non current liabilities	(1,422,659)	-	-	(1,422,659)
	45,626,741	609,526	1,643,228	47,879,495

As at 31 March 2021				
Fixed assets	20,215,270	380,000	-	20,595,270
Investments	13,441,146	-	1,605,712	15,046,858
Net current assets	9,716,870	221,550	-	9,938,420
Non current liabilities	(1,584,653)	-	-	(1,584,653)
	41,788,633	601,550	1,605,712	43,995,895

Free reserves	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Unrestricted general funds	18,116,361	14,647,748	18,104,661	14,632,023
	18,116,361	14,647,748	18,104,661	14,632,023
Free reserves target (ceiling)	14,878,581	13,411,160	14,878,581	13,411,160
Free reserves target (floor)	12,717,978	11,670,998	12,717,978	11,670,998

21 Status of the charitable company

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

22 Operating lease commitments

The total commitment under operating leases for premises is as follows

Payments falling due	2022 £	2021 £
Within 1 year	749,653	697,782
Between 2 and 5 years	1,053,553	1,056,321
In more than 5 years	80,262	-

The total commitment under operating leases for other assets is as follows

Payments falling due	2022 £	2021 £
Within 1 year	30,459	27,433
Between 2 and 5 years	95,980	37,325
In more than 5 years	1,518	-



23 Pension commitments

CHSW employees belonged to two principal pension schemes during the year. The NHS pension scheme for eligible staff is a defined benefit scheme. Non eligible members of staff are offered a defined contribution scheme administered by Scottish Widows.

NHS scheme

Only ex-NHS qualified doctors and nurses are eligible to join the NHS scheme. The NHS scheme is a multi-employer defined benefit pension scheme. As the charity is unable to identify its share of the assets and liabilities of the scheme on a consistent and reliable basis, the scheme is treated by the charity as if it were a defined contribution scheme, in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 'Retirement benefits'.

Total pension contributions and liabilities

The total pension costs, excluding salary exchange, charged in the year represent the charity's contributions to all the schemes and amounted to **£803,515** (2021:£723,845). The charity's contributions outstanding at 31 March 2022 were **£113,568** (2021:£101,953). The assets and liabilities of both schemes are held separately from those of the charity, in independently administered pension schemes.

24 Capital commitments

At the balance sheet date the Charity had capital commitments totalling £nil (2021:£nil).

25 Indemnities

Legacies

The charity has indemnified the executors of 3 estates in respect of residuary legacies distributed to the charity. The maximum liability under the indemnities at the date the accounts were approved is **£27,437** (2021:£27,437).

Solicitors' unclaimed client funds

Following the passing of relevant legislation, solicitors are now permitted to distribute to charities certain unclaimed client funds, however an indemnity is required from those charities to indefinitely commit to refund any funds that are subsequently claimed. The total of the charity's indemnities is **£104,919** (2021:£104,919).

26 Legacies receivable

As at 31 March 2022 the charity had been notified of a number of residuary legacies, the values of which were uncertain, as the executors were awaiting confirmation of other claims on the estate and may also be in the process of realising assets such as residential property. The estimated total of these legacies could be up to **£2.8 million**.

None of these legacies have been accrued in the financial statements.

27 Post balance sheet event

On the 27 April 2022 planning permission was granted to build 60 dwellings on the Land at Yatton, this decision can be appealed until 26 June 2022 (note 13a).

On the 14 July 2022 the CHSW Care Endowment Fund was formerly and legally set up.

28a Note to the cash flow statement

Reconciliation of net movement in funds to the net cash flow from operating activities

	Total 2022 £	Total 2021 £
Net movement in funds	3,883,600	4,819,860
Add back: depreciation and amortisation charges	1,056,422	1,167,498
Add back: (losses) on investments	(456,920)	(1,644,615)
Deduct: Investment income and deposit interest	(433,801)	(289,177)
(Profit)/Loss on disposal of fixed assets	(1,200)	110,650
(Increase)/decrease in stocks	(3,746)	9,979
(Increase) in debtors	(585,709)	(573,435)
Increase in creditors	874,564	1,442,915
(Decrease) in provisions	(161,944)	-
(Increase) in hope cove investment	(2,603)	(452,341)
Net cash provided by operating activities	4,168,663	4,591,334

28a Note to the cash flow statement

Analysis of changes in net cash resources

	Total 2022 £	Cash flow £	Total 2021 £
Cash at bank and in hand	6,482,467	(875,538)	5,606,929

“Thank you for the information I feel very confident that the whole team are working hard to keep supporting each family and at the same time keeping everyone safe.”

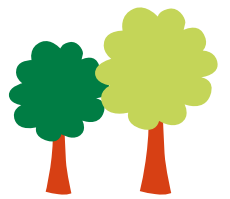


29 Prior year statement of financial activities

	Unrestricted £	Restricted £	Endowment £	Total 2021 £
Income from				
Donations and legacies	9,223,296	3,587,473	-	12,810,769
Charitable activities: Statutory funding	1,017,154	1,199,700	-	2,216,854
Trading activities	1,867,939	-	-	1,867,939
Investments	311,363	48,650	-	360,013
Other	1,530,358	-	-	1,530,358
Total income	13,950,110	4,835,823	-	18,785,933
Expenditure on				
Trading activities	4,653,991	-	-	4,653,991
Total income net of trading expenditure	9,296,119	4,835,823	-	14,131,942
Expenditure on				
Raising funds	1,750,573	-	-	1,750,573
Investment management fees	71,663	-	-	71,663
Net income available for charitable activities	7,473,883	4,835,823	-	12,309,706
Charitable activities				
Care of children, young people and families	4,342,673	4,791,788	-	9,134,461
Total expenditure	10,818,900	4,791,788	-	15,610,688
Net income before gains on investments	3,131,210	44,035	-	3,175,245
Net gains on investments	1,439,559	-	205,056	1,644,615
Net income	4,570,769	44,035	205,056	4,819,860
Transfer between funds	148,829	(148,829)	-	-
Net movement in funds	4,719,598	(104,794)	205,056	4,819,860
Reconciliation of funds				
Total funds brought forward	37,069,035	706,344	1,400,656	39,176,035
Total funds carried forward	41,788,633	601,550	1,605,712	43,995,895



Accounting policies



Basis of preparation and accounting policies

CHSW is a registered charity with the Charity Commission England and Wales (charity number 1003314) and was incorporated as a private company limited by guarantee (company number 02620879). Its registered office is Little Bridge House, Redlands Road, Fremington, Barnstaple, Devon EX31 2PZ. This is also the registered address of the subsidiary.

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements:

(a) Basis of preparation of accounts

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

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

These financial statements consolidate the results of the charity and its wholly owned subsidiary, C H S W Promotions Limited, on a line by line basis. All intergroup transactions are eliminated on consolidation.

A separate statement of financial activities and income and expenditure account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only cash flow statement and certain disclosures about the charity's financial instruments.

(b) Going concern

The group has cash resources and no requirement for external funding to fund normal operating activities. The Trustees believe that there are no material uncertainties about the group's ability to continue in operating existence for the foreseeable future, having reviewed our financial position, reserves levels and future plans. In forming these conclusions, the Trustees have considered the ongoing financial impact of COVID-19. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

(c) Fund accounting

Restricted funds are those to be used in accordance with specific instructions imposed by donors or which have been raised by the charity for specific purposes. The aim and use of each restricted fund is set out in the notes to the accounts where material.

The Baylis Endowment Fund is to be retained for the benefit of the charity as a capital fund. The income generated from the capital is restricted due to the wishes of the donor. The endowment fund included in these accounts is an expendable endowment.

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

The Trustees have designated certain unrestricted funds as capital funds, representing the net book value of the unrestricted fixed assets used to enable CHSW to carry out its charitable work. During the prior year the Trustees designated funds with the intention of setting up the CHSW Care Endowment Fund.

(d) Income

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

Income from voluntary sources is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable.

Income from Gift Aid tax reclaims is recognised for all donations made prior to the year end, where valid Gift Aid declarations are held, and allocated to the same fund as the underlying donation.

Donated services and facilities

Properties, investments, and other fixed assets donated to the charity are included as income and recognised as assets at market value at the time that the charity takes control of the item. Donated services and facilities are included as income, if material, at



their estimated value to the charity when received, and under the appropriate expenditure heading depending on the nature of service provided, at the same value and time. Although it is of significant value to the charity, time donated by the charity's many volunteers and Friends Group members is not recognised in the accounts as it cannot be reliably valued and is specifically exempted by the SORP. Details of the role played by volunteers and the nature of their contribution can be found in the Trustees' Report.

Stocks of donated goods for resale cannot be measured reliably in a cost-effective manner, due to the high volume of low value items received. Therefore donated goods for resale are not recognised on receipt, but their value is recognised as income when sold.

Legacy income

Legacies are recognised when the charity is entitled to the funds (when there is a valid will and they are notified of the benefactors death), when receipt is probable (indicated by grant of probate) and the charity can reliably estimate the legacy income receivable.

Recognition is therefore dependent upon the type of legacy:

- ☺ Pecuniary legacies are recognised when notification is received and probate has been granted
- ☺ Residuary legacies are recognised when notification is received, probate has been granted and a reliable estimate of the fair value can be made (the executors have compiled draft accounts)
- ☺ Discretionary/conditional legacies are not recognised until a distribution has been made or all conditions have been satisfied.

Where legacies have been notified to the charity but the criteria for income recognition have not been met the legacy is treated as a contingent asset and disclosed if material (note 26).

Income received in advance

Income received in advance of an event or provision of other specific service, is deferred until the criteria for income recognition are met.

Interest received

Interest on funds held on deposit is included when receivable.

Investment income

Investment income is credited to income on an accruals basis.

Grants (including Government grants)

Grants received for specific purposes are accounted for as restricted funds. Grants that provide core funding or are of a general nature provided by charitable foundations are recorded as donations. The grants detailed in note 4 have been included as income from charitable activities as they relate to the provision of care services. Grants are recognised in full when entitlement is established.

(e) Expenditure

Expenditure is accounted for on an accruals basis and is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure has been classified under the following activity headings:

- ☺ The costs of raising funds are those incurred in encouraging individuals and organisations to make voluntary contributions and donations to the charity. This includes the costs of the charity's fundraising offices and supporter groups, the cost of trading and investment management fees
- ☺ Charitable expenditure comprises direct expenditure including direct staff costs attributable to its care activities and support costs.

The treatment of VAT is detailed in (h) page 43.

Support costs include central functions and are allocated to activity cost categorised on a basis consistent with the use of resources. This allocation is carried out on a substantive activity basis and does not take account of incidental use.

Governance costs are included within support costs and comprise the costs of running the charity. This includes external audit, any legal advice for the Trustees and all costs of complying with constitutional and statutory requirements such as the costs of Board and Committee meetings.

(f) Operating leases

Rentals applicable to operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged in the statement of financial activities over the life of the lease on a straight line basis. They include retail shops, vehicles and photocopiers.

(g) Pension costs

The charity contributed to 1 defined benefit scheme in the year, but also operates a defined contribution pension scheme. Pension costs charged to the statement of financial activities represent the contributions payable by the charity in respect of the accounting period. Both schemes are accounted for as defined contribution schemes. Note 23 provides a detailed explanation.

(h) Taxation

The charity is exempt from Corporation Tax on its charitable activities.

The charity is registered for Value Added Tax. Irrecoverable VAT is allocated to the areas in which it is incurred.

(i) Tangible and intangible fixed assets

Tangible and intangible fixed assets are depreciated and amortised in equal annual instalments, using the straight-line basis, over their estimated useful lives, as follows

Little Bridge House, Charlton Farm and Little Harbour	50 years
Other freehold buildings	5 to 50 years
Leasehold property	Life of lease
Medical equipment	5 to 10 years
Furniture and equipment; fixtures and fittings	4 to 20 years
Garden, play and external equipment	5 to 10 years
Soft furnishings	4 to 5 years
Computer equipment and software	3 to 5 years
Motor vehicles	4 years

No depreciation is provided on freehold land.

The cost of minor additions, defined as those costing less than £500 each, are expensed in the year in which they are incurred.

(j) Fixed asset investments

Assets held with the intention of retaining them long-term for the continuing benefit of the charity through income and capital appreciation are classified as fixed asset investments. These may include investments listed on a recognised stock exchange (or ones valued by reference to such investments, such as common investment funds, open ended investment companies, and unit trusts), investment land or properties, investments in subsidiary undertakings, and cash held for investment purposes.

Fixed asset investments, other than cash deposits, are stated at market valuation and any gains or losses are dealt with in the statement of financial activities.

Investment in the subsidiary is stated at cost.

Current asset investment

Current asset investments consist of a property left to CHSW in a will. The property was valued by an independent agent at 31 March 2021 and has been recognised at the indicated value. Additional expenses are recognised at cost.

(k) Stock

Stock consists of purchased goods for resale. Purchased goods for resale are valued at the lower of cost and net realisable value, after allowing for obsolete and slow moving stock.

(l) Debtors

Other debtors, legacies receivable and accrued income are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any trade discount.





(m) Cash at bank and in hand

Cash at bank and in hand includes cash in hand and cash held by financial institutions.

(n) Creditors

Creditors are recognised when the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

(o) Financial instruments

The charity only has basic financial instruments that result in the recognition of financial assets and financial liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade and sundry creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(p) Significant estimates and judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements

where these judgements and estimates are especially significant:

Useful economic lives of tangible and intangible assets

The annual depreciation and amortisation charges for the tangible and intangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets. See notes 11 and 12 for the carrying amount of the tangible and intangible assets and policy (i) for the useful lives for each class of asset.

Impairment of debtors

The group makes an estimate of the recovery of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Provisions

The group has estimated the anticipated costs of dilapidations across its retail operations based on the age of the lease and the fit out costs.

The group has estimated the potential maximum claw-back on its retail grant income based on legal advice received and detailed calculations.

Audit report

Independent auditor's report to the members of CHSW



Opinion

We have audited the financial statements of Children's Hospice South West ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ☺ Give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council'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 trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the 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.

“ Thank you all for your professionalism and dedication for the really important care you provide for the families and children you look after. ”



Opinions on other matters prescribed by the Companies Act 2006

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

- 🕒 The information given in the Trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements
- 🕒 The strategic report and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- 🕒 Adequate and proper accounting records have not been kept
- 🕒 The financial statements are not in agreement with the accounting records and returns
- 🕒 Certain disclosures of Trustees' remuneration specified by law are not made
- 🕒 We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 21, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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



Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were Care Quality Commission (CQC) Regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Investment and Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for

biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

Guy Biggin
Senior Statutory Auditor

For and on behalf of Crowe
UK LLP Statutory Auditor
4th Floor, St James House,
St James Square,
Cheltenham GL50 3PR

Date: 2 August 2022

☺ Structure, governance and management



CHSW is a registered charity with the Charity Commission in England and Wales (charity number 1003314) and was incorporated as a private company limited by guarantee (company number 02620879), on 17 June 1991. Legal and company information is set out on page 52 and lists the Directors and Trustees, the SMT and the principal advisors and forms part of this report.

Principal object of the charity

The charity was established 'to promote the relief of illness and suffering in such ways as the Association shall from time to time think fit, and particularly in the South West counties of England and adjacent areas' and in particular:

- ☺ By establishing, maintaining and conducting residential nursing homes for the reception and care of young persons who are suffering from any chronic or terminal illness or from any other physical or mental infirmity, disability or disease and for the reception and care of the members of the family of such persons whether adult or otherwise, and so that any such home may be restricted to patients (and the families of patients) of under a certain age limit or to patients suffering from any particular types of illness, disability, disease or infirmity, and by providing medical or other treatment or attention for any such persons and their families as aforesaid in their own homes
- ☺ By conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity as aforesaid and particularly into the care and treatment of persons suffering from terminal illness and the care of the families of such persons and by providing for the dissemination of the results of such research
- ☺ By promoting or encouraging or assisting in the teaching or training of Doctors, Nurses, Physiotherapists, Administrators, Social Workers, and other persons engaged in any branch of medicine, surgery, nursing or allied services, and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services
- ☺ By providing or assisting or encouraging the provision of spiritual help and guidance for any persons resident (either as patients or as families) or associated in any way with any such home or homes as aforesaid.

In pursuing the principal objectives of the organisation, activities that CHSW provides to the families in the South West are detailed on page 8 to 13.

Organisational structure

The charity is constituted as a company limited by guarantee, and, therefore, is governed by a Memorandum and Articles of Association and has no share capital.

The charity has a wholly owned subsidiary, C H S W Promotions Limited. The principal activity of the subsidiary is the sale of promotional and bought in goods in support of CHSW.

The Directors of this subsidiary throughout the year, unless otherwise stated, are as follows:

- ☺ Nicola Mason, CHSW Trustee
- ☺ Jessica Patel, CHSW Director of Marketing and Communications
- ☺ David Turner, CHSW Trustee
- ☺ Jonathan Webber, CHSW Director of Finance and Retail.

All Directors of CHSW, (excluding the SMT), are also Trustees of the charity and there are no other Trustees. All the Trustees named on page 52 served throughout the year and until the date this report has been signed, unless otherwise stated.

The charity is organised so that the Trustees meet collectively 4 times a year to direct the management of its affairs. Strategy days are also held periodically. The members (the members of the charity include all Trustees' and 3 other individuals) of the charity may, by ordinary resolution, appoint persons who are willing to act to be Trustees.

“The Child Death Overview Panel (CDOP) reviewed the case of one of our CHSW children who died at home and wanted to recognise the good practice of close and collaborative working between professionals which enabled her and her family to be supported to remain in their choice for end of life care.”



☺ Structure, governance and management

Assurance Committees

In addition to regular Board meetings, with the attendance of all Trustees and the SMT, delegated authority has been given to Assurance Committees to assist the Board in several functional and risk areas of the organisation. These Assurance Committees are attended by Trustees with relevant skills and experience, meet at least 3 times per year and report directly to the Board. They currently include:

- ☺ Care Assurance Committee
- ☺ Income Generation and Marketing Assurance Committee
- ☺ Investment and Finance Assurance Committee
- ☺ Governance Assurance Committee (incorporating risk and remuneration).

Appointment of Trustees

The Board of Trustees is responsible for confirming the appointment of a new Trustee following a clear recruitment and selection policy and procedure. The term of office is 3 years after which period a Trustee must seek re-appointment by the Board if he or she wishes to continue as a Trustee. There is currently a 3 term maximum on the number of terms of office a Trustee can serve.

CHSW will ensure it maintains and enhances its own accountability and wider public confidence in its work by:

- ☺ Engaging effectively with the community it serves
- ☺ Responding equitably to the needs of its users
- ☺ Endeavouring to ensure a mix of Trustees that reflects the mix of CHSW beneficiaries and its local communities.

New Trustees are offered a programme of induction which includes reading a certain amount of literature, meeting with some of those who lead the organisation, and gaining some first-hand experience of situations in which we work. The programme of induction contains the following elements:

- ☺ A document pack including:
 - Organisational structure chart
 - Governing documents and governance policies
 - Strategic plan
 - Latest annual report
 - Latest management accounts
 - Risk register
 - Annual meeting schedule

- ☺ Meeting key personnel including the chair of Trustees and individual members of the SMT
- ☺ Taking a tour of one of our hospices and meeting with the Head of Care
- ☺ Attending a welcome day with other new staff
- ☺ Spending time on a shift, working with the Care Team, pending restrictions
- ☺ Attending other key events, fundraising events and a Friends Group conference.

Management

The day-to-day operation of the charity is carried out by SMT, listed on page 52, who have delegated responsibility and are employees of the charity.

Care services throughout the charity are provided under the direction of the Director of Care, Allison Ryder. Fundraising staff work under the direction of the Director of Fundraising, Paul Courtney. The Director of Marketing and Communications, Jessica Patel, oversees marketing and communication issues together with IT services. The finance function is overseen by the Director of Finance and Retail, Jonathan Webber. Jonathan is also Company Secretary and is responsible for retail trading operations.

The Director of HR, Daphne Sands, is also responsible for facilities management and health and safety.

The above members of SMT report to the Chief Executive, Eddie Farwell, who oversees all operational and strategic matters.

SMT remuneration, including that of the Chief Executive, is reviewed annually by the Governance Assurance Committee. Senior management remuneration is established and reviewed periodically based on the Hay Group methodology in respect to job evaluation and also having due regard to CHSW's duty to ensure best value and after taking advice on pay levels, market conditions and other relevant factors.

Other than allowable business expenses, CHSW makes no payments in addition to the basic salary to the Chief Executive and SMT for undertaking their core role. Any authorised additional hours will be subject to the conditions in line with all staff.

Employees

CHSW is committed to the principle of equal opportunities in employment and recognises its obligations under the Equality Act 2010. CHSW declares its opposition to any form of less favourable treatment, whether through direct or indirect, associated or perceived discrimination accorded to CHSW staff, or job applicants, on the grounds of their race, nationality or ethnic origin, disability, sex, age, sexual orientation and gender reassignment, marital and civil partnership status, pregnancy and maternity, religion or belief, (otherwise known as 'protected characteristics' as defined by the Equality Act 2010), including Human Rights.

CHSW is committed to creating a positive culture of respect for all CHSW staff and to promote positive practice and value the diversity of all individuals and communities.

CHSW embraces and recognises the importance of diversity, and that different people bring different perspectives, ideas, knowledge and culture, and that this difference brings great strength as well as contributing to employee wellbeing and engagement.

Our aim is to create a culture that respects and values each person's differences, that promotes dignity, equality, diversity and inclusivity, and that encourages individuals to develop and maximise their true potential.

We expect commitment and involvement from all CHSW staff, partners and providers of goods and services in working towards the achievement of our aim. Continued close attention is paid to the health and safety of employees while at work and all employees are provided with appropriate training in compliance with our CHSW Health and Safety Policy.

Employee views are sought through a number of forums including 121s, team meetings, steering groups, staff survey and the Staff Council. CHSW's strong 'Speaking Up' culture is also supported by a team of Freedom to Speak Up Champions from across the organisation which includes a Trustee. There were no concerns raised via the Whistleblowing Policy this year. Information concerning the charity and its activities and performance are shared with employees through several mediums including Internal Communications via email, the Staff Intranet, and Site Meetings. These forms of communication are constantly evolving and the use of video conferencing over Zoom and Teams has become embedded into our new ways of working.

Engaging with our stakeholders

The CHSW Trustees set out to define discrete stakeholder groups and recognises that in many cases they have complementary interests and shared priorities. Stakeholders identified include children and young people living with life-limiting conditions, their families, donors, staff, volunteers, CCGs, local communities, contractors, suppliers, and our Patron.

The Trustees have in place a strategy for regular and effective communication with these stakeholders about the charity's purposes, values, work and achievements. Examples of this includes marketing strategies and a family engagement programme.

The Trustees communicate how the charity is governed, who they are, and decisions being made through the CHSW website and the Trustee Annual Report. The Trustees ensure that stakeholders have an opportunity to hold the board to account through agreed processes and routes such as Friend's Group Conferences, Volunteer Appreciations days, Parent Forums, Parent Feedback Questionnaires, Staff Council and regular Staff Surveys.

The Trustees make sure there is suitable consultation with stakeholders about significant changes to the charity's services or policies.

Memberships

To assist in its decision making and to ensure current and best practice is always followed, the charity is an active participant in the membership of several 'not for profit' organisations. These include the following:

- ☉ Hospice UK
- ☉ Together for Short Lives
- ☉ Fundraising Regulator
- ☉ Charity Retail Association
- ☉ Hospice Lottery Association
- ☉ Gambling Commission
- ☉ The Lotteries Council.

Related parties

CHSW has a trading subsidiary C H S W Promotions Limited which is responsible for the sale of all new goods, including Christmas cards. The relationship between the 2 organisations is set out in a memorandum of understanding.

Charity governance code

CHSW is a not-for-profit organisation which aims to follow charity sector best practice. The Charity Governance Code for larger charities was adopted into our new Governance Framework, which was completed in March 2021. The code sets out the principles and recommend practice for good governance and is a tool for continuous improvement towards the highest standards.

A working party made up of Trustees from the Risk and Governance sub-committee undertook the Charity Governance Code Self-Assessment in August 2019 and reported back to the full subcommittee in October 2019 with their recommendations for areas for increased focus and improvement. This work was reinforced at the Board Development Day held in January 2020.

Our governance and risk frameworks were reviewed and updated last year. Our focus for this year will include Trustee recruitment and continuing with our stakeholder voice reviews to support the strategic development of our care services.



Energy and carbon reporting

In November 2019, CHSW engaged an independent firm of consultants to demonstrate compliance under the Energy Savings and Opportunities Scheme. This piece of work involved assessing the organisations current energy usage including business, transport, and process, and suggesting energy efficient opportunities. This requires compliance every 4 years and is due again in 2023.

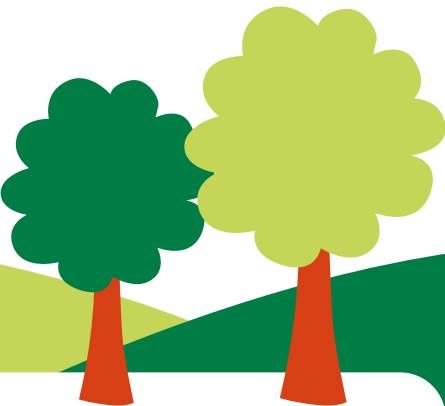
In the year ended 31 March 2022 the organisation's annual energy usage as 1,436,224 kWh (2021:978,022 kWh) which equates to 406,552 CO2e (2021:276,849 CO2e). When assessed against the organisations charitable spend of £8,863,482 this gives an intensity ratio of 1 CO2e:£22 charitable spend.

The report suggested the top 5 energy efficient opportunities which are currently being considered by the SMT and the Trustees:

- 1 Rationalise Heating, Ventilation, and Air Conditioning (HVAC) setpoints - heating and cooling
- 2 Upgrade lighting to LEDs
- 3 Rationalise HVAC timings - match with occupancy
- 4 Behaviour change
- 5 Upgrade heating systems.

Progress has been limited by COVID-19 and the different ways we have been using our hospices however the LED lighting programme has continued, and we are currently piloting the use of hybrid cars for our Area Retail Managers and considering electric car charging points in hospice car parks.

☺ Reference and administration



Company number	02620879
Charity number	1003314
Trustees	Stephen Hindley CBE, DL David Turner Karen Rogers Nicola Mason Patricia Morris Alan Broughton Roger Knight Elizabeth Childs Kate Martin
Secretary	Jonathan Webber
Registered office	Little Bridge House, Redlands Road, Fremington, Barnstaple, Devon EX31 2PZ
Senior Management Team (SMT)	Chief Executive (CEO): Eddie Farwell MBE, Hon LLD Director of Care: Allison Ryder Director of Finance and Retail: Jonathan Webber Director of HR: Daphne Sands Director of Fundraising: Paul Courtney Director of Marketing and Communications: Jessica Patel
Advisors	Principal Bankers: Barclays Bank Plc 3rd Floor, 3 Bedford Street, Exeter EX1 1LX Principal Solicitors: Burges Salmon LLP 1 Glass Wharf, Bristol BS2 0ZX Investment Managers: Aberdeen Standard Capital Limited 1 George Street, Edinburgh EH2 2LL Investment Managers: Sarasin & Partners LLP Juxon House, 100 St Paul's Churchyard, London EC4M 8BU Independent Auditor: Crowe UK LLP Statutory Auditor 4th Floor, St James House, St James Square, Cheltenham GL50 3PR

☺ Fundraising standards

Committed to the highest standards

Children's Hospice South West is committed to ensuring all our fundraising activities are safe, respectful, transparent and accountable. We are registered with the Fundraising Regulator and through consistent training and monitoring, benchmark all of our activities against the Code of Fundraising Practise. Many of our Fundraising Team are individual members of the Chartered Institute of Fundraising, enabling them to keep up to date with best practise and developing industry guidelines.

These high standards of fundraising that we expect of our teams also extend to those acting on behalf of CHSW. Volunteers receive extensive training to ensure they are up to date with regulatory changes and any agencies or commercial participators that represent the CHSW brand must demonstrate their commitment to standards before work commences.

In the year to March 2022, CHSW was also supported by Engage & Connect to undertake door-to-door and private site fundraising for our Raise a smile Lottery. Engage & Connect canvassers have received regular training from the charity and agency throughout the year. We also undertake regular reviews of activity, monitor feedback from quality assurance questionnaires and have begun a programme of mystery shopping to ensure the highest standards of CHSW are reflected by those employed by this Professional Fundraising Organisation.

During the year, there were several Customer Relationship Management (CRM) agreements with companies partnering with us to raise funds. These agreements were reviewed regularly to ensure companies carrying the CHSW logo acted in-line with the standards expected at all times.

While we are committed to these very high standards, there are times when we do receive concerns or complaints. In the last year, 1 person (2021:2) contacted us to raise a concern about our fundraising and marketing activities and we received 2 complaints (2021:6). These were reviewed and resolved in line with the charity's complaints policies and no further escalation or involvement of external regulators was required.

In addition to ongoing training and updates on COVID-19 safe fundraising practises throughout the last year, CHSW has continued to deliver training to ensure that everyone respects the privacy of supporters (especially those who may be classified as vulnerable). Everyone at CHSW is committed to behaviour and communications that ensure no potential or existing supporter feels under any undue pressure to support our work.





www.chsw.org.uk
enquiries@chsw.org.uk



Little Bridge House

Redlands Road, Fremington, Barnstaple, Devon EX31 2PZ
01271 325 270

Charlton Farm

Charlton Drive, Wraxall, North Somerset BS48 1PE
01275 866 600

Little Harbour

Porthpean Road, Porthpean, St Austell, Cornwall PL26 6AZ
01726 871 800



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