

Trustees' Annual Report and Accounts

2022–23





Front cover: Our Sue Ryder Nurses are there when it matters
This page: Our multidisciplinary teams offer expert palliative care



Our Hospice at Home teams provide compassionate care in people's homes

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Welcome from our Chief Executive and Chair of Trustees

At Sue Ryder we support people through the most difficult times of their lives. Whether that's a terminal illness, managing grief or a neurological condition – we're there when it matters. Our doctors, nurses and carers give people compassionate and expert care to help them live the best lives they possibly can. This past year has been no exception.

We have been working hard to provide more care for more people and influence new models of care across the UK. The landscape around us has been changing at pace, from developments in the wider healthcare system to the cost-of-living crisis. Despite this, we have grown and reached more people while upholding our values of being supportive, connected and impactful.

Supporting more people experiencing grief

We believe everyone who is grieving should be able to access supportive services and gain knowledge to help them understand their grief. That is why expanding our bereavement services has been high on our agenda. Our Sue Ryder Online Bereavement Support has grown, which has enabled even more people across the UK to get the help they need.

Key developments during the year included launching two innovative digital services. Our self-help platform, Sue Ryder Grief Guide, provides people with expert information and tools and helps them explore their emotions and feelings. Our text message support service, Sue Ryder Grief Coach, delivers personalised support straight to people's phones. Demand was higher than ever before for our Online Bereavement Community, which had almost 160,000 visitors and offered a place to talk to others who are grieving. We also saw close to a 150% increase in people registering for our Online Bereavement Counselling Service compared to the previous year.

Rolling out our new Sue Ryder Grief Kind Spaces has been another important initiative. Our research with over 8,500 people who had been bereaved showed the importance of more community-based forms of support. Grief Kind Spaces are weekly in-person drop-in sessions, run by trained volunteers in local communities, which provide people with a safe and supportive space to share their experiences of grief. Our aim is to give people permission to grieve and feel heard and less alone.

Accessing quality care

We have been incredibly proud of our hard-working healthcare teams who have delivered the expert, specialist care we are so well known for. Our palliative and end-of-life care (PEoLC) services continued to be developed in the past year to meet the evolving needs of those we support. We want to give people the care they need, so they can live as well as possible in the time they have left. Our expertise in neurological care was also recognised when we were nominated for several awards. This included our Sue Ryder Neurological Care Centre Lancashire being a finalist in the prestigious LaingBuisson Awards 2022.



We see a future where everyone can access the quality of care they need and deserve. That is why an important focus has been engaging with the new Integrated Care Systems (ICSs) and building relationships with key partners. We wanted to share our expertise and demonstrate how important high-quality palliative care is. We also led a collaborative piece of work with colleagues from across the PEoLC sector and published a paper with key recommendations for commissioning and delivering better end-of-life care within ICSs.

Reducing health inequalities and improving inclusivity

Exploring and addressing health inequalities has been a central part of our work this year. We want to better understand the communities we serve and deliver services that meet everyone's needs, regardless of faith or religion, circumstance, race, ethnicity, sexual orientation or geographical location.

We launched our Health Inequalities project with a pilot in Peterborough. This involved building connections with different communities and inviting representatives to Community Voices sessions at Sue Ryder Thorpe Hall Hospice. These were opportunities to discuss what was important to people at the end-of-life and barriers that might stop support being accessed. This also gave us a chance to look at how we can work together to shape our care and deliver it in the future. The next steps will be to share our findings with wider audiences and roll the pilot out to other areas.

It is crucial that our staff and volunteers reflect the diversity of the communities we support. Through expanding our Equity, Diversity and Inclusion work, we have strived to keep learning and building a more empowering culture across Sue Ryder.

Key initiatives have included introducing two tools to encourage open conversations – our Inclusion Passport, to help our staff explore their needs with their line manager, and an anonymous reporting tool to help us identify areas of improvement. We also carried out a pilot of our Rainbow Badge scheme, promoting a message of LGBTQ+ inclusion. This was rolled out more widely later in 2023 to give staff and volunteers the opportunity to complete training to wear rainbow badges at work. The badges are a strong visual symbol that "I am a good person to talk to about LGBTQ+ issues, and I will do my best to help you if you need it." Importantly, we launched our first Race Equity Programme, which began with a piece of research called Know Your Truth. We are looking forward to using the findings to develop a meaningful action plan in the coming months.

Creating more kindness around grief

Grief Kind, our national movement of grief kindness, has continued to gain momentum. The aim of Grief Kind is to give people the tools and knowledge to support their friends, families and colleagues who have been bereaved. Our first-ever television advert focused on the campaign and was narrated by acclaimed actor Richard E. Grant. It appeared on ITV in selected regions, bringing Sue Ryder directly into people's homes during prime-time viewing periods.

The people we support tell us how lonely grieving can be, particularly at mealtimes, so we launched a thought-provoking exhibit called 'Empty Chair'. In Leeds city centre we installed a dining table surrounded by empty chairs, each of which represented somebody who was being missed by those who have been supported by us and our celebrity ambassadors. This was a powerful representation of the many empty chairs at dinner tables around the UK. We also showcased the exhibit in the House of Commons, which acted as a strong engagement opportunity to strengthen our relationships with policy-makers.

Sustainability and shopping at Sue Ryder

Our retail teams have been busy finding creative and innovative ways to use more of what is generously donated to us. We want to inspire everyone to reduce, reuse and recycle to help make sure the planet – and everyone on it – can be cared for. Progress included launching our first upcycling and repair workshop, where staff and volunteers have been extending the life of unwanted items and transforming them into something new.

We have been working hard to become a more sustainable organisation, teaming up with the sustainability consultancy Bioregional to develop a plan to limit our environmental impact and reduce carbon emissions. Some of the steps we have taken so far have included starting to replace our shop lighting with LEDs and swapping our vehicles for electric options, as well as increasing our use of recycled materials. You can read more about our sustainability journey and net zero goals on page 56.

Thank you for your support

As the cost-of-living has been rising, our fundraising and retail teams have been working tirelessly to grow vital income, to help us provide more care for more people. They could not do this without the help of our incredible supporters. People support our work in many ways – from taking on challenges and arranging events, to donating money or unwanted items. We are also very lucky to have a dedicated team of volunteers who contribute their time and skills across our organisation. We want to say a special thank you to everyone who has supported us over the past year for your enthusiasm, kindness and generosity. It is thanks to your unwavering support that we are able to continue being there when it matters.

As well as our Annual Report, we publish a separate Impact Report illustrating how our services benefit the people we care for. You can read both reports on our website at sue Ryder.org

Inside the Annual Report

In this Annual Report you can read more about our achievements and how we have worked towards our aim of providing more care for more people. You can find our full financial review and accounts, as well as our legal and administrative information. Following the sad death of our Royal Patron, Queen Elizabeth II, this report also includes a special tribute to our late monarch.

A heartfelt thank you for your interest in Sue Ryder.

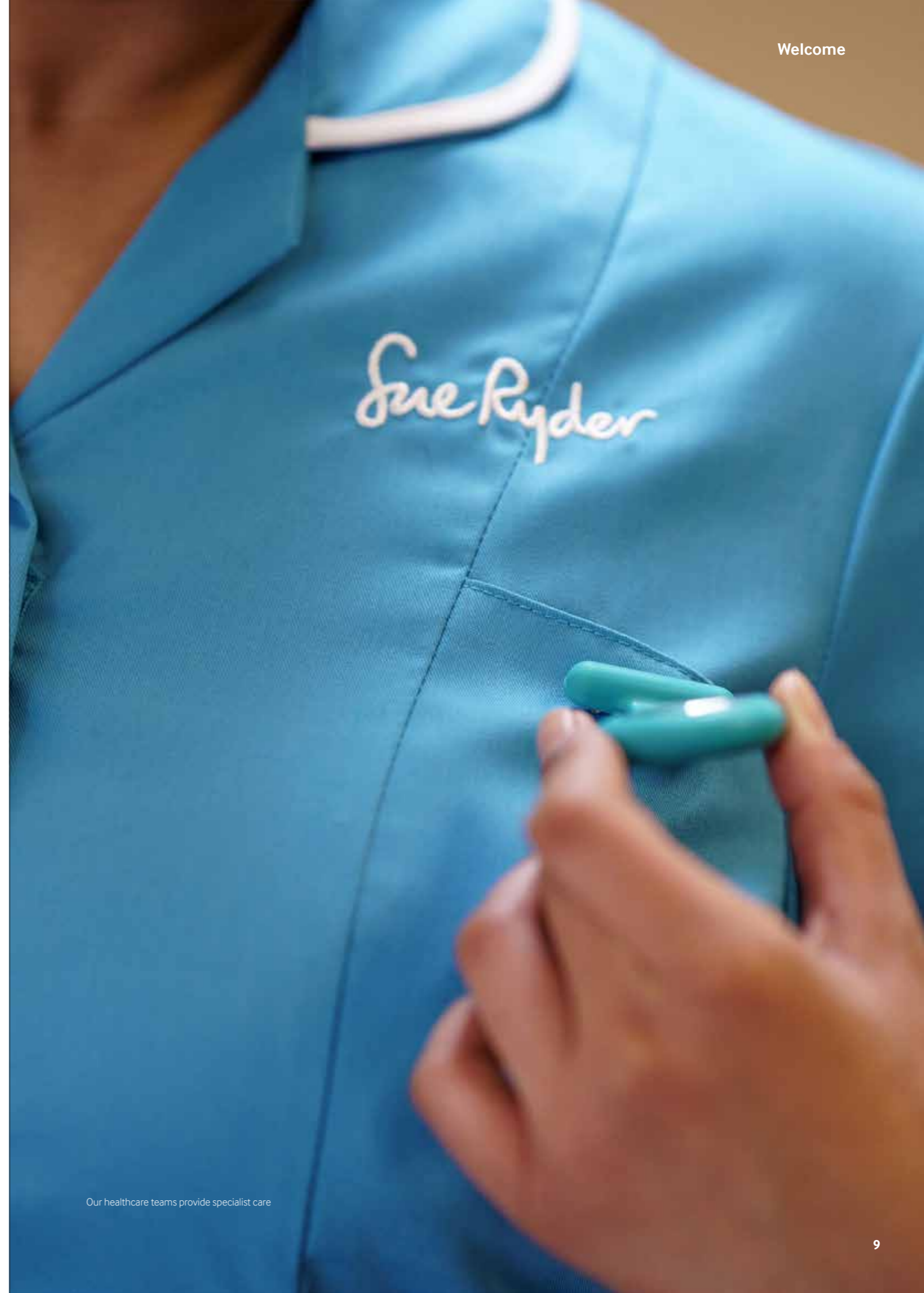
With our best wishes,



Dr Rima Makarem
Chair of Trustees



Heidi Travis
Chief Executive



Our healthcare teams provide specialist care

Our achievements

This section offers an overview of our key achievements in 2022–23. We continued to focus on our strategic aims of providing more care for more people and influencing new models of care across the UK. The key areas we concentrated on were Impact Growth, Brand and Culture, Financial Sustainability and Digital Technology.

We made great strides in areas such as growing our bereavement support services and raising awareness through our Grief Kind campaign. However, we did face challenges that we worked hard to respond to during the year, including changes in the wider healthcare system and the cost-of-living crisis.

We are proud of everything we have accomplished, but our work does not stop there. You can read about how we want to build on our achievements on page 23 and about our future plans on page 26.

Impact Growth

Growing our vital bereavement services



We believe everyone who is grieving should be able to access supportive services and gain knowledge to help them understand their grief. Over the past year we have expanded our national **Sue Ryder Online Bereavement Support**, offering more of our free services, so people can get the support they need at the time when they need it most.

Highlights included:

- A high demand for our **Online Bereavement Community**, a forum for people to talk to others who are grieving, share feelings and support each other. We had almost 160,000 visitors during the year, which was an increase from nearly 154,000 visitors during 2021–22. We also reached the milestone of 20,000 members – people who have registered for an account and are able to access more community features. We increased the number of active members by 6,000 compared to the previous year and also achieved our goal of an average of 700 new registrations per month.
- Our **Online Bereavement Counselling Service**, which offers free sessions delivered by professional counsellors, grew significantly in 2022–23. We saw almost a 150% increase in the number of people registering for our service, compared to the previous year. We also completed more assessments and counselling sessions to support people who were grieving. During the year, we delivered 4,700 hours of counselling sessions and more than 1,100 hours of assessments. We expanded our team to respond to the demand, which included recruiting additional bereavement counsellors.



Thank you to the person who helped me with my bereavement counselling. She was an angel when I needed her. She helped me more than she will ever know.

Feedback from a service user about our free Online Bereavement Counselling

95% of Sue Ryder Grief Coach survey respondents said they find the text messages helpful and supportive



- We launched two innovative digital services in 2022 to help even more people who are grieving:
 - Our online self-help platform, **Sue Ryder Grief Guide**, was unveiled in April 2022 to provide people with expert information, advice and tools to help them to understand their bereavement. The site proved to be popular – the content pages were viewed nearly 48,000 times in six months and we achieved our goal of 500 people registering for an account during the year. By the end of 2022–23, more than 2,000 Grief Guide accounts had been created. One of the most popular features was the digital memory box, a place for people to keep special memories safe.

- We also launched our text message support service, **Sue Ryder Grief Coach**, in July 2022. Subscribers were offered personalised grief support via text messages. It also included gentle coaching for friends and family who wanted to support the person who was grieving.

At the beginning of 2023 we started rolling out new **Sue Ryder Grief Kind Spaces** in community settings. These weekly, face-to-face drop-in sessions led by trained volunteers have been providing people with a safe and supportive place to share their experiences of grief. We have found they have given people permission to grieve, feel heard and less alone. We launched Grief Kind Spaces following our research with over 8,500 people who had been bereaved, which showed the need for more community-based support. At the time of publication, we had opened more than 10 Sue Ryder Grief Kind Spaces. Locations included Bedfordshire, Berkshire, Gloucestershire, Lincolnshire, the West Midlands and Yorkshire, with others due to open soon.

Find out more about our bereavement services at sueyder.org/GriefOnline

We saw almost a 150% increase in the number of people registering for our Online Bereavement Counselling Service



Our achievements (continued)

Shining a spotlight on... A better route through grief

In 2022 we published an in-depth research report based on more than 8,500 people's experiences of bereavement and grief. 'A better route through grief'¹ identified inequalities of access and availability in bereavement support across the UK. It also outlined our key recommendations for improving support for everyone.

We found support was not always available when needed or in the form wanted. The research revealed high levels of unmet need, with 70% of respondents who had experienced a close bereavement reporting they could not access the support they would have liked. This was driven by low availability and awareness of services, with some areas lacking variety and provision. It was also driven by high barriers to access for some types of support.

Additionally, certain demographics found it harder to get support than others. The most common types of formal support that people wanted but were not able to access were counselling (28%), financial support (28%) and written information (25%).

The research also indicated a potential link between the availability of services in areas and levels of prescription drugs, such as antidepressants, being used for bereavement.

Another key finding was that informal support can be powerful in supporting people who are grieving. The most common type was through family and friends, at 65%.

The report informed our recommendations for improving access to bereavement support. These included encouraging government and



healthcare decision-makers to commit to developing a bereavement specific pathway. The research also showed that as a society there is more we can do to play an important role in helping those who are grieving.

Our research was unveiled at a discussion panel in parliament (pictured) in June 2022 with Shadow Minister for Mental Health, Dr Rosena Allin-Khan MP; Sunday Times bestselling author, journalist and Sue Ryder Ambassador, Clover Stroud; Director of Compassionate Communities UK, Dr Julian Abel, and our Sue Ryder Head of Bereavement, Bianca Neumann. It was attended by MPs, Lords, civil servants, our Sue Ryder Ambassadors, and charity and healthcare representatives.

We have publicised our findings and are working to push these recommendations forward. We have done this through presenting at the National Bereavement Alliance and the Scottish Partnership for Palliative Care Bereavement Summit. This has allowed us to further our discussions with the bereavement team at the Department of Health and Social Care (DHSC) and engage with stakeholders involved in the UK Commission on Bereavement's report.

Developing our palliative care services



Our palliative and end-of-life care (PEoLC) services are there for people with life-limiting conditions. Over the past year, we have continued to develop our services to meet the evolving needs of those we support. We want to give people the care they need, so they can live as well as possible in the time they have left.

To help people remain independent, we offered a **range of therapies** such as occupational and complementary therapy. The therapy service at Sue Ryder Leckhampton Court Hospice has been **growing and adapting by offering more community visits** in people's homes. This has meant the hospice's therapies team has been able to care for more people in familiar surroundings and has helped them manage their conditions and enhance wellbeing. They have also been able to identify gaps and expand their services to meet people's needs, including developing a new breathlessness service.

Another highlight was partnering with **Paintings in Hospitals** for a special art therapy pilot project. Patients at Sue Ryder Leckhampton Court Hospice expressed their creativity and boosted their self-esteem in a series of workshops, supported by volunteer befrienders.

Our Sue Ryder Palliative Care Hub South Oxfordshire launched a vital new service **caring for patients in their homes at night**. A kind donation from The Anthony

(Tony) Lane Foundation allowed us to recruit new members into the Hospice at Home team to work overnight, which can be an especially worrying and difficult time.

You can read more about how we have been developing our services through our Health Inequalities project on page 14 and evolving our workforce on page 16.

Focusing on our neurological rehabilitation impact

We provide expert **neurological care** through our four specialist centres to help people live their lives to the fullest, supporting people with conditions that affect the brain and nervous system. These can be degenerative conditions that get worse over time, such as motor neurone disease.

Also, at two of our centres, in Lancashire and Suffolk, we offer shorter-term, more intensive **neurological rehabilitation services** to people with acquired conditions, which have resulted from a brain injury. During the year we cared for just under 80 people through these rehabilitation services, and the average length of stay was between 10 and 13 weeks.

Other highlights in 2022–23 included:

- Sue Ryder Neurological Care Centre Lancashire was a deserving **finalist** in the Healthcare Outcomes category of the **LaingBuisson Awards 2022**, which celebrates new standards of excellence within industries. The nomination recognised the centre's successful combination of personalised high-quality care along with physical, music, hydro, speech and language therapy, to help people regain their independence and achieve their goals. The supported living service at Sue Ryder Neurological Care Centre The Chantry was a **finalist** in the **Housing with Care Awards**. The service, which enables people to live as independently as possible, was shortlisted for the Tenant Co-Production award for putting tenants 'at the heart of everything they do'.

¹ Swords B, et al. 'A better route through grief: Support for people facing grief across the UK'. Research commissioned by Sue Ryder and conducted by ClearView Research, 2022. sueryder.org

Our achievements (continued)

- All of our specialist centres focus on offering a varied programme of **engaging activities** to support people’s health and wellbeing, and help them to gain confidence and valuable skills. Over the past year, activities have included arts and crafts, music – including performances by a string quartet and a brass band – gardening, wildlife, cooking, visits from therapy animals and a firework-themed sensory session.

Engaging with the new Integrated Care Systems (ICSs)

We are passionate about creating a future where everyone can access the quality of care they need. To improve the landscape for care, we work collaboratively with others in the wider healthcare sector, government and key stakeholders. An important focus has been **engaging with the new Integrated Care Systems (ICSs)**, which were formally introduced in July 2022. This is because the priority placed by an ICS on the delivery of care will impact the services and support available to people at a local level.

Over the past year:

- We have improved our **engagement with key partners within each ICS**, including meeting with the chairs and chief executives of Integrated Care Boards (ICBs) in areas where we have services. Our aim is for the ICBs to recognise and fully understand how vital access to, and the provision of, high-quality care is.
- We brought together colleagues from across the palliative and end-of-life care (PEoLC) sector for a workshop to create a **shared vision of how ICS structures could successfully commission and deliver end-of-life care**. This led to the joint publication of a paper called ‘Enablers for end-of-life care: Key recommendations for commissioning and delivering better end-of-life care within Integrated Care Systems (ICSs)’².

- The recommendations centred around four themes:
 - funding and commissioning
 - workforce: retention and pay, education and training
 - collaboration with the system
 - health inequalities, cultural awareness and minority groups.
- The paper also noted the importance of patient-centred care, longer term planning and data collection. We have been working with the DHSC, NHS England, ICSs and others in the sector to see these ‘enablers’ adopted.
- We responded to a call for evidence as part of **The Hewitt Review**, which considered the oversight and governance of ICSs. We highlighted our key recommendations for ensuring that ICSs would be able to support and deliver high-quality PEoLC.

Reducing health inequalities

At the beginning of 2022 we launched our **Health Inequalities project**. Our aim is to deliver services that meet everyone’s needs, regardless of faith or religion, circumstance, race, ethnicity, sexual orientation or geographical location.

We used Peterborough as a pilot location. Key highlights included:

- **Building connections** with communities from different religions, including Buddhism, Christianity, Hinduism, Islam, Judaism and Sikhism. We also connected with those who were homeless or have used hostels. Additionally, we built relationships with South Asian, Eastern European, African, and Caribbean communities, and those living in rural areas. We also made connections with faith leaders and organisations supporting under-represented groups such as refugees, asylum seekers and travelling communities.

- **Community Voices sessions** at Sue Ryder Thorpe Hall Hospice were opportunities to invite representatives from these communities to meet and share what is important to them at the end-of-life. We also discussed barriers that might stop them from accessing support from Sue Ryder or other end-of-life and bereavement services.
- We collated this valuable feedback and created themes around the learnings to produce action plans. The next steps will be to share our findings with wider audiences and roll the pilot out to other areas.

Engaging with our service users



The experience of our service users during their journey with Sue Ryder is at the heart of everything we do. We feel it is important for people to have their voices heard. In 2022–23 we made great strides in **gathering feedback from our service users** and involving them in our activities, to drive quality improvement and develop our work.

Highlights included:

- Introducing new **Experience and Engagement Volunteer roles** to our specialist centres, to capture detailed feedback about what we are doing well and what we could do better. We are aiming to recruit four volunteers per centre and by March 2023 we had made good progress and recruited more than 20 volunteers. We will continue with this work over the coming year. We also delivered experience and engagement training to our healthcare staff and volunteers, to equip them with the necessary knowledge and skills.
- Our **Service User Participation Groups**, which we re-established across many of our services last year, have grown and flourished. Service users have been attending regular meetings and sharing their perspectives to help shape what we do and how we do it. We have also been looking at how we can involve service users in our recruitment processes.

“It’s definitely important for service users to be able to contribute in this way as they have a different perspective. It’s a good opportunity to get people’s views and for you to give a little bit back to Sue Ryder.”

A member of a Service User Participation Group

- A panel of 46 service users used their own experiences of bereavement to **direct the development of our new Sue Ryder Grief Guide** online platform. The user panel was involved with key activities such as planning, design and the build. Following this success we also recruited a user panel for our Online Bereavement Community, so people could share their feedback and test new features.

² Sue Ryder et al. ‘Enablers for end-of-life care: Key recommendations for commissioning and delivering better end-of-life care within Integrated Care Systems’. Sue Ryder commissioned Traverse. 2022. sueryder.org

Our achievements (continued)



Providing the best possible care

Having a skilled and flexible clinical workforce is fundamental to delivering expert care. Over the past year, we continued to implement our **Clinical Education Strategy and Framework**. We want our staff to have equal access to high-quality education opportunities and have been supporting them to develop skills and knowledge. We have also introduced some new roles to make sure we have a responsive clinical workforce in the future.

Developments included:

- Introducing a new national Senior Practice Educator role to lead and guide a consistent approach to education across our organisation. All our specialist centres also have a practice educator.
- Evolving our workforce by introducing new roles. These included:

- Piloting a Palliative Paramedic at Sue Ryder Thorpe Hall Hospice; a Trainee Advanced Clinical Practitioner role at Sue Ryder Wheatfields Hospice; and an Advanced Clinical Practitioner role at Sue Ryder Manorlands Hospice.
- Establishing a Registered Nursing Associate role.
- Developing a bespoke two-year training programme, in partnership with the University of Central Lancashire, for Trainee Assistant Practitioners in PEoLC.

- We also supported our healthcare staff to enhance their skills through the **Sue Ryder Healthcare Education Grant**. This 10-year programme, which was made possible by a very generous gift, provides greater access to additional training and professional development opportunities. In 2022–23, we focused on areas such as Makaton sign language communication training and The Florence Nightingale Foundation Leadership Scholarship Programme.

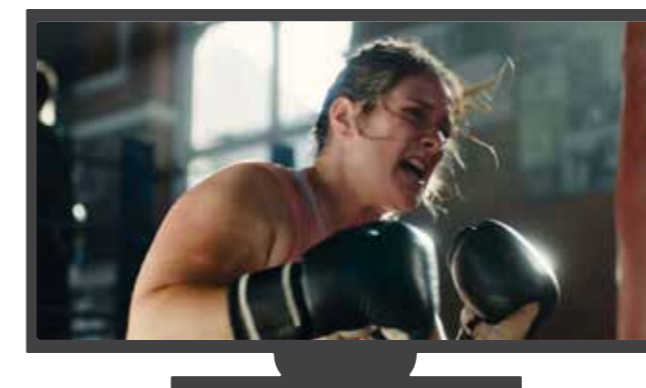
Brand and Culture

Grief Kind – creating a national movement of kindness around grief

In 2021 we launched our **Grief Kind campaign** to give people the confidence and tools to support their friends, families and colleagues who are grieving. Since then, we have reached millions of people across the UK and have seen our national movement of grief kindness really pick up pace.

Highlights over the past year included:

- In a bid to raise awareness and start conversations around grief, we released our **first-ever television advert** (pictured), narrated by acclaimed actor Richard E. Grant whose wife Joan died in 2021. The impactful 30-second advert appeared on regional ITV channels in two bursts in August 2022 and January 2023. It depicted the range of emotions that people who are grieving can feel, and also showed the different ways their support networks can help.



- To raise awareness and reach more people, we promoted our Grief Kind campaign through our digital channels. In 2022–23, nearly 43,000 signed up to receive packs of our Grief Kind sympathy cards, which have meaningful messages and are designed to support family or friends who are grieving (one card pictured below). Since we started offering the cards in 2021, more than 100,000 packs have been ordered. Also, more than 46,000 people visited the Grief Kind landing page on our website, which directs users to content that offers support. Additionally, more than 25,000 signed up to receive our Grief Kind emails, which deliver expert advice straight to inboxes.
- We also launched our thought-provoking **Empty Chair** initiative to highlight how lonely grieving can be, particularly at mealtimes. We installed an exhibit in Leeds city centre, using a dining table surrounded by empty chairs. Each empty seat was a powerful representation of someone who had died. The exhibit was also showcased in the House of Commons, which acted as a strong engagement opportunity to help strengthen our relationships with politicians and policy-makers. You can read more about the Empty Chair on the next page.
- As part of our campaign, we commissioned research to find out more about how **men experience grief**. Our research found that 80% of men felt alone in their grief, and over half of men said they bottled up how they were feeling from those closest to them (52%). In response, we launched a resource hub of useful advice for people supporting a male friend, family member or colleague.

Scan this QR code to watch our Grief Kind advert on YouTube



Find out more about Grief Kind at sue Ryder.org/GriefKind2023

Our achievements (continued)



Shining a spotlight on... the Empty Chair

Our research found that just under three quarters (72%) of people who have experienced a bereavement skip meals because they don't like eating alone. This insight sparked our Empty Chair initiative, which aimed to encourage people to be Grief Kind and offer their friends, neighbours or family members who are grieving a seat at their dinner table.

We launched the campaign in November 2022 with a thought-provoking exhibit (pictured). A dining table surrounded by 13 empty chairs was installed in Leeds city centre, designed to visually capture the sense of loss that people can feel when faced with an empty chair at mealtimes. Each empty chair represented someone who had died, including patients we had cared for through our hospices and palliative care hubs and relatives of people we had supported through our Online Bereavement Support. Their families helped to decorate the table with special items to celebrate their memories.

To build on this success and raise further awareness, our Community Fundraising teams organised roadshows showcasing empty chairs in popular locations around our specialist centres.

We also installed our exhibit at the House of Commons in March 2023, which had cross-party support and was sponsored by Peter Dowd MP (pictured) and the Rt Hon. Tobias Ellwood MP. This was a valuable opportunity to raise awareness and start conversations about grief, as we want to make sure every person experiencing grief can access the support they need.

Over the course of four days, our exhibit was viewed by MPs, Peers and their staff, as well as representatives from the hospice sector, our corporate partners and major donors. Our Sue Ryder Ambassador and actress, Lisa Riley, also lent her support and met with Kim Leadbeater MP during her visit (pictured).

'We are Sue Ryder' culture development programme



Over the past year we carried on improving our workplace culture through our 'We are Sue Ryder' culture development programme. This brings together all the great things that exist across Sue Ryder, creating an open, honest and inclusive working environment and a shared sense of belonging and purpose. The foundation of the programme is our three values – supportive, connected and impactful. We want our culture to be representative, enabling and flexible for everyone who works or volunteers with us, and reflective of the people we support through our care services.

Highlights of our culture development journey in 2022–23 included:

- We completed our project to introduce a new clear and equitable **pay progression framework** for all our roles. This had two key benefits – ensuring transparency and consistency, and allowing clear career progression opportunities to be identified. We want our staff to feel valued and be motivated to develop their careers at Sue Ryder.
- We expanded **leadership development opportunities** so our leaders could grow their skills and knowledge. This included the chance to work towards a coaching qualification by doing a Level 5 Coaching Professional Apprenticeship. We also introduced an improved **induction process**, to welcome our new starters in a way that connects them to our overall aim of providing more care for more people.

- Offering more **mental health and wellbeing opportunities** for our staff and volunteers was another priority. In 2022, as the cost-of-living rose, we launched a financial wellbeing resource hub on our intranet. This included useful information and advice, such as guidance sheets on different aspects of financial wellbeing. Other efforts included holding our first-ever men's mental health session during Men's Health Week.

More than 70 trained Mental Health First Aiders support our staff

Making Sue Ryder a more open place to be

We are committed to driving equity for all staff and volunteers across Sue Ryder, and our ongoing **Equity, Diversity and Inclusion** work is a key focus to ensure we achieve this. We want to build a more empowering culture across our charity. We see addressing health inequalities as an important part of our work and it is crucial that our staff and volunteers reflect the diversity of the communities we support.

Steps we took included:

- We completed a successful pilot of our **Rainbow Badge initiative**, promoting a message of LGBTQ+ inclusion. This was rolled out more widely later in 2023 to give staff and volunteers the opportunity to complete training to wear rainbow badges at work.



Over 620 nominations were submitted for our Sue Ryder VIP Awards in 2022, which celebrated staff and volunteer achievements

Our achievements (continued)

- We introduced two tools to encourage open conversations and provide valuable insights into our culture – the **Inclusion Passport**, helping our staff to talk to their line managers about the support they may need to be their best at work, and **InChorus**, an anonymous platform for staff and volunteers to flag any non-inclusive behaviours.
- We launched our first-ever **Race Equity Programme**, led by behaviour change experts New Ways. The programme began with a piece of research called Know Your Truth, which included interviews with senior leaders, colleagues of colour and an all-staff survey. We are now taking the findings and collaborating with New Ways to develop a meaningful action plan, setting out new initiatives and improvements to deliver better outcomes for colleagues of colour.
- We also offered a programme of **masterclasses**, giving staff the opportunity to learn more about topics ranging from faith at work, menopause and Black British history, to hidden disabilities, inclusive leadership and multigenerational workplaces.

- Integrated Care Systems (ICSs), to meet people’s needs and their statutory duties to deliver care
- managing the impact of the cost-of-living crisis on the end-of-life sector
- tackling health and care workforce shortages.

This involved responding to government and wider parliamentary consultations, such as the Health and Social Care Select Committee’s inquiry into workforce, recruitment, training and retention, and The Hewitt Review into ICSs, and raising the issue regularly with the Department of Health and Social Care, MPs and Peers.

Growing our income and our supporters

To fulfil our aim of providing more care for more people, our fundraising teams have been working hard to **grow income** and inspire and **build a bigger base of loyal, committed supporters**.

In the past year we continued to take action to move closer to our goals of doubling our fundraising income and supporters by 2025–26. This included creating and investing in key products and activities. For example:

- Our **Empty Chair fundraising campaign** asked our supporters to help us be there when it mattered for people grieving at Christmas. It also explored the concept of an empty chair and one fewer place set at the dinner table after the death of a friend or family member. Although the chair couldn’t be filled, we encouraged the public to help us make sure that everyone had someone to turn to, so no one had to grieve alone. This integrated campaign was supported by several teams across our charity. As well as raising funds, it raised awareness of our bereavement support. Key activity included a thought-provoking exhibit, community roadshows, social media content and posters in our shops. You can read more about our Empty Chair campaign on page 18.

We have four Equity, Diversity and Inclusion networks of staff and volunteers. They bring together communities with shared lived experience and shared identities, plus allies



Financial sustainability

Palliative care funding campaign

We highlight issues to the government that impact those we care for and their families, as well as our staff and services. In 2022–23, this included continuing to call for a sustainable funding solution for palliative care across the hospice sector. We focused on highlighting how important a sustainable solution was for:

- We focused on recruiting more supporters to our **Sue Ryder Lottery**, which gives people the chance to win cash prizes while all profits from the Lottery go towards helping us to provide more care for more people. In 2022–23 we continued to build on our recruitment efforts from the previous year, with almost 9,300 new Lottery players joining the weekly draw. We also invested in recruiting supporters to our **Friends of Sue Ryder programme**, which sees people go the extra mile by supporting us monthly. During the year we saw more than 9,300 Friends set up a regular donation to fund our work.

Visit sueyder.org/SupportOurCare

A more caring way to shop



We continued progressing our retail vision, **Retail 2025**, aiming to find creative and innovative ways to use more of what is generously donated to us. An important focus during 2022–23 was helping people shopping at Sue Ryder to live more sustainably. We want to inspire everyone to reduce, reuse and recycle to help make sure the planet – and everyone on it – can be cared for.

Our progress included:

- **Launching our first upcycling and repair workshop** (pictured) and turning unloved items into something new. Staff and volunteers at our Sue Ryder shop in Maidstone have been extending the life of unwanted, donated furniture and clothes, which may have otherwise gone into landfill, and transforming them into new items for sale to raise vital funds.

- **Providing products helping everyone to live a more sustainable lifestyle.** For example, we rolled out our range of sustainable, eco-friendly Christmas decorations to 177 Sue Ryder shops in 2022. We also launched a haberdashery range, with items for sewing, dress making and knitting, to 40 of our shops, and are planning to expand it to an additional 60 shops. Another highlight was introducing a Sustainable Living product range, from furniture repair sets to bamboo bedding and grow-your-own kits.

- **Promoting ways our customers can reduce, reuse and recycle.** We championed the sale of pre-loved items and clothes, including on our Sue Ryder Online Shop and eBay store. We introduced a new reusable Sue Ryder bag made from recycled bottles. Plus we encouraged the reuse of bags when items were donated and sold and investigated removing single-use plastic bags from some of our shops.

Additionally, last year Sue Ryder retail generated more contribution to the care we provide than at any other time (read about this from page 42).

Find out more about shopping with us at sueyder.org/ShopSueRyder

More than 400 Sue Ryder shops across the UK sell donated items



You can find out more about how we are working to become a more sustainable organisation on page 56

Our achievements (continued)

Digital Technology

Using digital technology more effectively

This year, we continued to explore how we could use **advances in digital technology** more effectively at Sue Ryder. We are investing in technology which helps us to be responsive, resilient, and innovative – and builds a solid foundation for growing and delivering our services.

Highlights in 2022–23 included:

- We invested in **Microsoft 365 technology** for better cyber security and to encourage greater communication and collaboration throughout Sue Ryder. Microsoft 365 has many new and improved features to help us protect our data, which in turn will help us to maintain industry security standards when it comes to compliance. Plus, the integration of its programmes, such as Microsoft Teams, will lead to new and more efficient ways to work together across our organisation.
- We upgraded our **Customer Relationship Management (CRM) system** to underpin our income growth plans and strengthen supporter relationships. This has improved functionality and will enable us to work in a more effective way and put our supporters at the heart of our ways of workings.
- We refreshed and updated significant portions of our **IT hardware** across Sue Ryder, so our staff have more modern and efficient devices to help them provide the best possible care.

Investing in cyber security

- To help keep our IT systems safe from cyber-attacks, we invested further in **cyber security defences** and employee education to increase awareness and understanding among our staff.



Marking our volunteers' contributions and launching our new online hub

Volunteers mean a lot to us at Sue Ryder. The time and skills of our **dedicated volunteers** make it possible for us to be there when it matters. They help us in many ways, from volunteering in our shops and raising vital funds, to supporting our healthcare teams and befriending.

In 2022–23, volunteers continued to make a difference across our charity. For example:

- **In healthcare**, as Covid-19 restrictions continued to ease, we were grateful that more volunteers were able to support us in our specialist centres and across our services. We offered a more varied selection of roles and built meaningful partnerships, including with Paintings in Hospitals for a volunteer-led art therapy pilot project (see page 13). We also recruited volunteers for our Sue Ryder Grief Kind Spaces (page 11).

- **In retail**, we were thankful for the support of approximately 6,000 active volunteers. We were supported by almost 20% more Senior Lead Volunteers in our Sue Ryder shops compared to the previous year. They supported day-to-day running and provided customers with the best possible experience. Next year we are aiming for half of our shops to have at least one Senior Lead Volunteer.

We are committed to ensuring our volunteers have a positive and rewarding experience at Sue Ryder. That is why we **launched a new online hub for our volunteers** in June 2022. This dedicated space on our website gives volunteers access to a range of useful information and resources, including:

- information on equity, diversity and inclusion, and wellbeing and mental health
- learning and development resources and opportunities, such as webinars, to help volunteers develop their skills and make the most out of their time with us
- supporting our induction process for new volunteers by helping them to learn more about what we do.

Towards the end of the 2022–23 year, the hub's homepage had received nearly 1,500 unique visits

We gave over 2,500 long service badges and certificates to retail volunteers in 2022–23 to thank them for their contribution



Building on our achievements

We are proud of everything we managed to achieve across so many aspects of our work over the past year, while responding to external changes and challenges such as the cost-of-living crisis.

However, our work does not stop there. There is more

we want to do and accomplish, so we can continue being there when it matters.

We want to build on our achievements in areas such as:

- **Finding even more ways to provide care and support** for more people, in order to extend our reach and increase our impact.
- Strengthening our **influencing work** and **using our voice** to help the people we support to be heard. We want to continue working with the government and key stakeholders to address issues that impact our patients and their families, such as tackling **health inequalities**.
- **Evolving our healthcare workforce**. We want to be flexible and keep developing our roles and supporting our staff to enhance their skills and knowledge.
- **Listening to and gathering feedback from our service users** and involving them in our activities. We want service user participation to be at the heart of what we do.
- **Driving Equity, Diversity and Inclusion** across our organisation. We want to continue our work building a more empowering culture.
- **Raising valuable awareness** about what we do, so we can increase our opportunities to **generate support** and provide **more care for more people**. For example, our **Grief Kind campaign** gives people the tools and knowledge to support friends and family who are grieving.
- **Growing our income and inspiring supporters**. Our **Cost of Dying campaign** will highlight the rising costs of caring and encourage the public to support us so we can be there for as many people as possible.

Our achievements (continued)

A statement from Sue Ryder

For 70 years, Sue Ryder has supported people through the most difficult times of their lives by providing expert, compassionate care to people living with palliative care needs, managing grief or a neurological condition.

While we have so much to be proud of, spreading our focus across three areas – palliative, neurological and bereavement – was becoming increasingly challenging. Our aim has always been to provide more care for more people and so in 2022, we undertook an in-depth review of each of our three areas to identify where we could scale up our work to support even more people. During the review, we also focused on where we could have the most impact in terms of reducing inequalities and influencing the wider healthcare system.

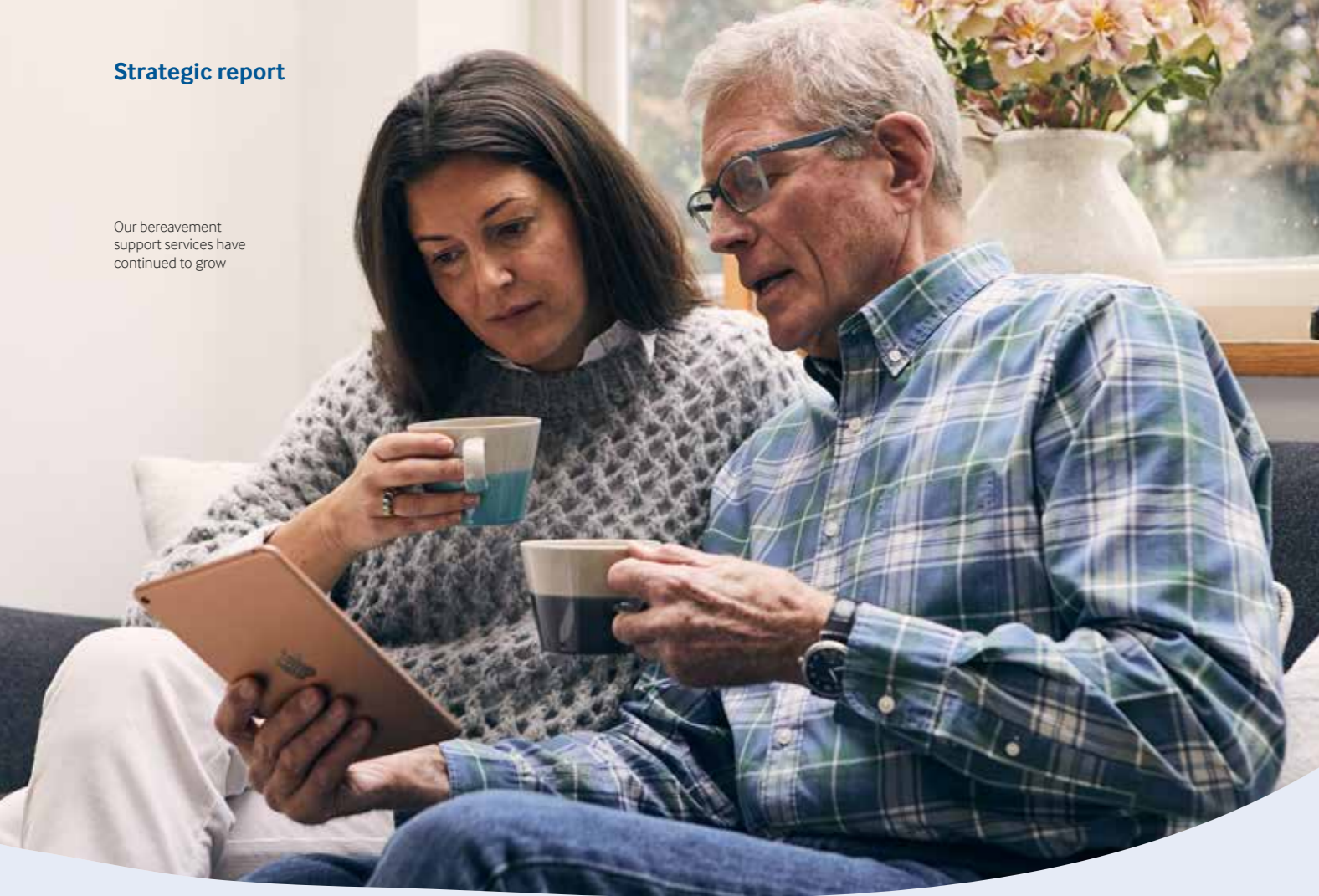
Following the review, The Board of Trustees and Executive Leadership Team made the decision to focus our strategic direction and growth on palliative and bereavement support, and divest our neurological services. Brainkind (previously The Disabilities Trust) took over ownership of our neurological services in England on 15 November 2023. Brainkind is the UK's leading charity helping people to thrive after a brain injury and the acquisition of Sue Ryder's neurological services in England was a natural extension to its services. All roles were protected and we worked closely with all affected staff, volunteers, residents and patients to ensure a smooth transition.



We support people through the most difficult times of their lives



Our bereavement support services have continued to grow




Our future plans

This year, 2023, will mark the close of our current five-year strategy to deliver 'More care for more people'.

Since our strategy launched in 2018, a lot has happened in the wider healthcare system – not least the impacts of living with the Covid-19 pandemic. Clinical Commissioning Groups have become Integrated Care Systems and we have been building our relationships with these teams so we can share our expertise. Our bereavement support services have also continued to grow and develop rapidly, and there has been an overwhelmingly positive response to our Grief Kind campaign. Our Board of Trustees and Executive Leadership Team (ELT) have been working to incorporate all of this into our new vision. Moving forward, from 2023–24 we will have a new vision and strategy, **'A better approach to dying and grief'**. You can read more at sue Ryder.org/vision or scan the QR code above.

Scan this QR code to find out more about our future plans on our website



A tribute to our Royal Patron Queen Elizabeth II

We were greatly saddened by the death of our Royal Patron Queen Elizabeth II, in September 2022.

As the longest-reigning British monarch in history, she proudly served the United Kingdom and the Commonwealth for 70 years.

It was our highest honour and privilege to have had Queen Elizabeth II as our Royal Patron since 1993. We will always be extremely grateful for the steadfast support she gave us.

A number of our staff and volunteers are lucky to have fond memories of her visiting us on several occasions to see our work first-hand.

She visited Sue Ryder Neurological Care Centre Dee View Court (pictured) in Aberdeen in 2017. "The Queen took the time to speak with everyone she met, asking questions about Sue Ryder and about the people who lived there. She was so engaging and made everyone feel special. It's a day we'll never forget," said Emma, our Head of Fundraising Strategy and Development.

Queen Elizabeth II also visited Sue Ryder St John's Hospice in Bedfordshire in 2006. "Meeting the Queen is a beautiful memory for me. It was just so lovely she found the time to visit and see what we are about, spending time with our patients and volunteers too," remembered Ronnie, the hospice's Domestic Assistant.



Section 172 statement

Our trustees' duties to promote the success of the charity

Under section 172 of the Companies Act 2006, Sue Ryder's trustees have a duty to act in the way they consider, in good faith, would be most likely to promote the success of the charity to achieve its charitable purposes.

In doing so, they are required to have regard to various factors, including:

- the likely long-term consequences of any decisions
- the interests of the charity's employees
- the need to foster the charity's relationships with suppliers, customers and others
- the impact of Sue Ryder's operations on the community and the environment
- the desirability of the charity maintaining a reputation for high standards of business conduct.

Throughout this report, we have summarised our governance and decision-making framework, our values and behaviours, and our engagement with our service users, employees, volunteers, commissioners and other stakeholders during the year. This demonstrates how these factors are embedded in decision-making at board and executive level, and throughout Sue Ryder.

The likely consequences of any decision in the long-term

Our five-year strategy was approved by the Board of Trustees in 2018. The Board has been working on the new vision. Moving forward, from 2023–24 we will have a new vision and strategy, 'A better approach to dying and grief'. This strategy will be the reference point for all decision making.

The Board considers the following to be the key decisions and considerations it has made during the year to March 2023: to retain and recruit staff in the current economic climate and to continue to grow our services to provide support to more people.

In making decisions, we listen to and engage with a wide range of stakeholders (as set out in the table on the next page) to ensure our decisions are sustainable in the long-term future of the charity. We want to ensure we are providing the services that the people who use or benefit from our services, and our commissioners, want to see provided.

Key to the long-term future of the charity is retaining and attracting the employees and volunteers we need to be able to deliver on our strategic aims, and this underpins many of our decisions. We ensure that the different needs of our stakeholders are taken into account and balance the needs of different groups so that no group is disproportionately impacted, but at the same time ensuring that we have a sustainable future and are delivering on our charitable objectives.

We are proud of everything we have achieved over the past year, as outlined in the tables on the following pages. Moving forward, we will continue to build on and develop how we listen to and engage with our stakeholders.

| Significant Board decision | Stakeholders affected | How we engaged | Action and impact |
|---|--|--|---|
| The Board in the 2022–2023 budget approved the investment in People (recruitment and retention) and the new pay framework, and continued investment in our Equity, Diversity and Inclusion (ED&I) journey | <ul style="list-style-type: none"> • Current employees and potential employees. | <ul style="list-style-type: none"> • Consultation with employees in healthcare over pay • Engagement surveys for employees (Let's Talk) and volunteers (Volunteer Voice) • Engaged a third party to carry out interviews with senior leaders and colleagues of colour for our Race Equity work • Collecting diversity data from employees. | <ul style="list-style-type: none"> • New pay policy to ensure a consistent approach across healthcare services – new pay framework • New job titles and clear career paths • Increased pay in retail – addressed pay differentials • Grading bands for all roles • Increased recruitment and retention of staff. This enabled us to care for more service users by opening up closed beds in our hospices • Appointment of behaviour change experts New Ways to assist the development of our Race Equity Programme • Launched an anonymous reporting tool (InChorus) so that employees can report non-inclusive behaviours witnessed or experienced • Upcoming launch of mandatory ED&I training • Collection of diversity data from employees. |



Section 172 statement (continued)

| Significant Board decision | Stakeholders affected | How we engaged | Action and impact |
|---|--|--|---|
| The Board approved the investment in brand; to increase national brand awareness and greater understanding of who we are; what we do and fundraising growth; to support the delivery of the fundraising strategy to double our income and supporters by 2025–2026 | <ul style="list-style-type: none"> • General public • Employees • Volunteers. | <ul style="list-style-type: none"> • Pre and post campaign surveys • YouGov daily brand tracking • Sue Ryder website and social media • Internal communications • Volunteer newsletter • Face-to-face acquisition of supporters. | <ul style="list-style-type: none"> • Increased face-to-face acquisition activity for regular gifts. This resulted in 9,288 new sign ups for the Sue Ryder Lottery and 9,385 'Friends', our regular giving product • Piloted two bursts of a regional TV advert to reach more people with our successful Grief Kind campaign. This had the objective to increase understanding of what we do and give people the tools and resources to support each other through grief • The TV campaign resulted in an uplift in awareness, impression and donation intent, an increase in visitors to our website and record numbers of people using our online bereavement services. |



| Significant Board decision | Stakeholders affected | How we engaged | Action and impact |
|--|--|--|---|
| In the 2022–2023 budget the Board approved the continued investment in Bereavement Impact Growth | <ul style="list-style-type: none"> • People experiencing bereavement. | <ul style="list-style-type: none"> • Surveys, for example of the general public • Commissioning research into bereavement, for example 'A better route through grief' looked at the access and availability of bereavement services across the UK • Feedback from users of our services • Focus groups • Marketing and PR activities, such as social media and press coverage, to help raise awareness of our services • Pilot of community grief support model. | <ul style="list-style-type: none"> • Launched online self-help platform Sue Ryder Grief Guide in April 2022 to provide people with information to help them understand their bereavement. Its content pages were viewed nearly 48,000 times in six months • Launched text message support service Sue Ryder Grief Coach in July 2022 offering personalised grief support via text message. 95% of survey respondents said they find the text messages helpful and supportive • Increased numbers of bereavement counsellors to reduce waiting times for those using our Online Bereavement Counselling services • Increase in numbers of people using our bereavement services such as our Online Bereavement Community • Rolling out Sue Ryder Grief Kind Spaces in community settings to offer people a safe and supportive place to share their experiences of grief. |

| | | | |
|---|---|--|---|
| The Board approved the investment in retail to support the development of the new retail strategy | <ul style="list-style-type: none"> • Employees • Volunteers • Members of the general public donating items to us and purchasing from our shops • People who use or benefit from our services. | <ul style="list-style-type: none"> • Consultation with employees and volunteers • Pilot of retail strategy concepts. | <ul style="list-style-type: none"> • Development of our online offering – to sell donated stock as well as new goods • Piloting an upcycling and repair workshop to transform unwanted, donated furniture and clothes into new items for sale. This avoids them being sent to landfill and also helps to raise funds • Bringing in new goods lines which help people live more sustainably, such as furniture repair kits. |
|---|---|--|---|

Section 172 statement (continued)

| Significant Board decision | Stakeholders affected | How we engaged | Action and impact |
|---|--|---|---|
| The Board approved the adoption of the 'One Planet Living®' (OPL) framework, and committed to achieving net zero on its scope one and two emissions by 2035 and its scope three emissions by 2050 | <ul style="list-style-type: none"> • Employees • Volunteers • General public. | <ul style="list-style-type: none"> • Consultation with employees. | <ul style="list-style-type: none"> • This will be used to guide decision making and investment to ensure target dates are achieved • Sourcing new goods which help people live more sustainably, such as grow-your-own kits and bamboo bedding • Promoting ways people can reduce, reuse and recycle in our retail shops • Offering more environmentally-friendly electric vehicles as company cars • Approving installation of charging points at our hospices so people can use electric vehicles. |
| The Board approved the installation of LED lighting in almost all our retail estate | <ul style="list-style-type: none"> • People who use or benefit from our services. | <ul style="list-style-type: none"> • N/A. | <ul style="list-style-type: none"> • This will reduce our carbon emissions as LED lights use less power • Reduce our energy costs • Reduce maintenance costs as LED lights last for longer • Reduced costs mean more money can be spent on charitable activities. |
| The Board was mindful of the impact of the cost-of-living increases on its employees and approved the payment of a pay increase to assist with the costs of living and a one-off performance-related payment to employees | <ul style="list-style-type: none"> • Employees. | <ul style="list-style-type: none"> • Internal communications to employees to communicate the decision. | <ul style="list-style-type: none"> • A one-off payment made to employees below Senior Leadership Team • 3% pay rise to all employees (other than the Executive Leadership Team). |

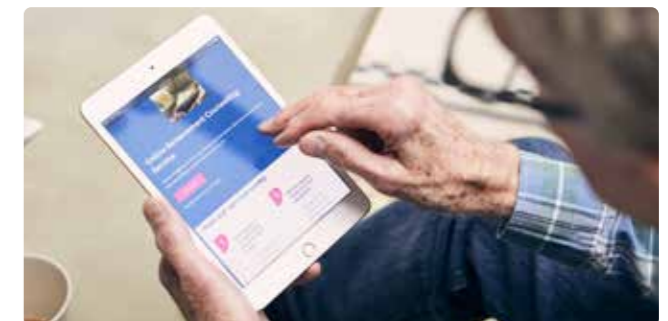
One of our Sue Ryder Nurses



Section 172 statement (continued)

The table below sets out in more detail how we have engaged with our key stakeholders and the impact of that engagement.

| Stakeholder group | Key considerations | How we engage | Key highlights, showing impact of our engagement | Further information |
|---|---|---|---|---------------------|
| <p>People who use or benefit from our services: Current service users, potential future beneficiaries including those with complex neurological conditions and those requiring palliative care</p> | <ul style="list-style-type: none"> To reach people who are not currently aware of our services and to overcome barriers to the use of our services to reduce health inequalities To adapt our services to reflect the external environment To improve the lives of people who live in our neurological care centres Providing a high quality of care and support To provide care and support to more people. | <ul style="list-style-type: none"> Research (identifying gaps and need) Consultation User feedback Quality and safety audits Healthcare Inequalities Project Lead running Community Voices engagement events around Peterborough to raise awareness of our services and to explore barriers to accessing our services Using and acting on 'real time' feedback in our services Engagement with commissioners. | <ul style="list-style-type: none"> Successfully engaged with representatives of different communities in Peterborough, led by our Healthcare Inequalities Project Lead. Collected feedback about barriers that might stop them from accessing support and created action plans. We plan to roll this pilot out to other areas Introduction of new nurse-led beds model at Sue Ryder Manorlands Hospice and medical light beds at Sue Ryder Thorpe Hall Hospice, helping to provide care for a wider range of patients. | Page 14 |
| <p>People who use or benefit from our services: Anyone experiencing bereavement or supporting those who are grieving</p> | <ul style="list-style-type: none"> To provide the support needed for those experiencing bereavement To raise awareness of our services To increase the numbers of people who can access our services To raise funds towards our bereavement services. | <ul style="list-style-type: none"> Commissioning research Focus groups Surveys Running pilots of new initiatives and services Engaging with MPs and putting on parliamentary events PR to help raise awareness of our bereavement services, such as our 'To Be Honest' campaign which encouraged openness in grief Applying to trusts for grants and funding Applying for corporate partnership opportunities and building relationships Engaging with corporates on our corporate offering. | <ul style="list-style-type: none"> Rolling out Sue Ryder Grief Kind Spaces in community settings following the successful pilot of Bereavement Help Points, to support more people who are grieving Online self-help platform Sue Ryder Grief Guide launched in April 2022 Launch of text message support service Sue Ryder Grief Coach in July 2022 Increased numbers of bereavement counsellors to reduce waiting times for those using our Online Bereavement Counselling Service Increase in numbers of people using our bereavement services Unveiled our 'A better route through grief' research report at a discussion panel in parliament in June 2022. This outlined our key recommendations for improving bereavement support for everyone. | Pages 10, 11, 12 |



Section 172 statement (continued)

| Stakeholder group | Key considerations | How we engage | Key highlights, showing impact of our engagement | Further information |
|---|--|--|--|-------------------------|
| <p>Existing and potential supporters individuals, trusts, corporates</p> | <ul style="list-style-type: none"> To increase fundraised income To retain and increase the number of supporters To raise awareness of our charity and how people’s support helps us to be there when it matters Our reputation, our values and behaviours To increase legacy income and ensure the charitable services we offer are financially sustainable. | <ul style="list-style-type: none"> Integrated campaigns and appeals Range of fundraising products and activities Supporter-centric approach Dedicated Supporter Care team Regular stewardship communications and supporter journeys Fundraising events Engaging with potentially lapsed supporters. | <ul style="list-style-type: none"> Increased legacy notifications and pledges Increased number of active contactable supporters on our database Increased income from legacies Increased numbers of Sue Ryder Lottery players and Regular Givers Secured corporate partnerships. | <p>Pages 20, 21, 53</p> |
| <p>Employees and volunteers</p> | <ul style="list-style-type: none"> For all employees and volunteers to feel valued, listened to and part of our inclusive ‘We are Sue Ryder’ culture To attract, retain and develop our employees and volunteers To look at innovative ways of overcoming the general shortage of healthcare staff To include volunteers with employees as one team To support the mental wellbeing of all Sue Ryder employees and volunteers To respond to the cost-of-living increase which is impacting employees and volunteers. | <ul style="list-style-type: none"> Let’s Talk and Volunteer Voice engagement surveys of employees and volunteers Pilots of new roles in healthcare Developing training programmes (Clinical Education Strategy and Framework) Internal communications (intranet, magazine, internal social network) Learning and development opportunities through our Sue Ryder Knowledge Academy and Learning and Organisational Development team Wellbeing resources including webinars ‘Ask ELT’ – questions from employees to Executive Leadership team (ELT) Staff consultations Feedback from our Equity, diversity and inclusion (ED&I) networks: Women and Non-Binary Individuals; People with Disabilities; LGBTQ+; Ethnic Diversity and Equity Continuing our ‘We are Sue Ryder’ culture development programme Values in Practice (VIP) Awards for employees and volunteers to celebrate achievements Leadership event to bring together and recognise our leaders. | <ul style="list-style-type: none"> Signposting to financial resources and holding financial wellbeing workshops for our staff in response to rising costs 50% discount on donated items in our retail shops for employees and volunteers offered from October 2022 New menopause and trans and non binary policies helping to support an inclusive culture Sue Ryder Inclusion Passport helping to encourage open conversations Redesign of pay structures – three job families, Healthcare, Retail and Business Support VIP Awards against each of our values, for staff and volunteers Development through the Sue Ryder Healthcare Education Grant for non-medical healthcare staff Successful pilot of Paramedic role in palliative and end-of-life care (PEoLC) New Trainee Assistant Practitioner Apprenticeship role introduced and training programme developed with University of Central Lancashire Introducing new Registered Nursing Associate role. | <p>Pages 16, 19</p> |

Section 172 statement (continued)

| Stakeholder group | Key considerations | How we engage | Key highlights, showing impact of our engagement | Further information |
|---|---|--|---|---------------------|
| <p>Commissioners (Integrated Care Boards (ICBs) and Integrated Care Partnerships (ICPs) and local authorities)</p> | <ul style="list-style-type: none"> To increase awareness of our services To provide services that are needed To obtain an increase in funding contribution for our palliative services and increases in fees for neurological, ensuring our charitable services are financially sustainable. | <ul style="list-style-type: none"> Setting up meetings with the new chairs and chief executives of ICBs in the footprint of our services Inviting the ICBs to see our services Meetings with commissioners Piloting new services Transparency on costs Forging strong and collaborative relationships between service directors and commissioners Providing evidence of need Sharing of efficacy, quality and safety data Creating supportive materials, for example the 'Enablers for end-of-life care' paper with key recommendations for commissioning and delivering better care. | <ul style="list-style-type: none"> Positive meetings held with ICBs in areas where we have services Funding for a new model of care at Sue Ryder Thorpe Hall Hospice which will use unused beds – a mixture of nurse-led and consultant-led beds. | <p>Page 14</p> |
| <p>Key opinion leaders and influencers (policymakers and parliamentarians)</p> | <ul style="list-style-type: none"> To raise the profile and awareness of Sue Ryder To obtain an increase in funding contribution for palliative care services To campaign and highlight issues that impact the people we support, for example our campaign for statutory bereavement leave. | <ul style="list-style-type: none"> Meeting regularly with key policy makers Responding to parliamentary and sector consultations Running campaigns Doing research Lobbying for change at a national and local government level Building relationships between centres and local MPs Attending events e.g. party conferences Use of social media to gain support and ask the public to influence MPs Collaborating with others in the sector to secure legislative commitments to issues that impact our communities and service delivery. | <ul style="list-style-type: none"> Encouraging conversations and raising awareness through our Empty Chair campaign, which included a thought-provoking exhibit in parliament Published research report 'A better route through grief' and launched it at a discussion panel event in parliament. This helped to identify inequalities of access and availability of bereavement support Webinars offering our corporate supporters the chance to learn more about topics such as grief. | <p>Pages 12, 18</p> |



Section 172 statement (continued)

| Stakeholder group | Key considerations | How we engage | Key highlights, showing impact of our engagement | Further information |
|----------------------------------|---|---|---|---------------------|
| Suppliers | <ul style="list-style-type: none"> To work in partnership with suppliers, and to build strategic long-term relationships with key suppliers based on honesty and accountability and with similar values of behaviour, to obtain best value To reduce our impact on the environment To pay suppliers in accordance with terms agreed To comply with the Modern Slavery Act 2015 To review supplier ED&I and sustainability policies as part of the procurement tender process to ensure that they are aligned with Sue Ryder. | <ul style="list-style-type: none"> Contracts managed by key stakeholders with scheduled reviews with the supplier, to review scope for improvements both economically and in reduction of carbon emissions Competitive selection process, to ensure best value is obtained; due diligence carried out on suppliers with tenders supported by the Procurement team for larger value contracts Targeting specific areas such as waste, energy, travel and logistics for sustainability projects Movement towards engaging more with UK-based companies and monitoring compliance with modern slavery audits on higher risk suppliers. | <ul style="list-style-type: none"> Working with Veolia to review our carbon footprint and to separate waste more closely. For example, by adding cardboard-only bins to our shop locations to prevent cardboard being mixed into general recycling bins Stopped sourcing items for retail goods direct from China and now dealing mostly with UK-based companies Introduced electric vehicles into our company car fleet In the process of moving to LED lighting in over 300 shops Working with Lloyds Bank, we have started exploring the benefits of their 'green buildings' tool to support our sustainability agenda. Also working together using data to benchmark our performance and better understand our customers and supporters. | Pages 61, 65 |
| Community and environment | <ul style="list-style-type: none"> To consider our reputation To uphold our values and behaviours To raise awareness of Sue Ryder To work towards being a more sustainable organisation. | <ul style="list-style-type: none"> Volunteering and work experience opportunities in our shops, at our fundraising events and in our hospices/centres Selling donated, pre-loved items in our shops and inspiring everyone to reduce, reuse and recycle Community Plus scheme supports the rehabilitation of people within the justice system by offering volunteering placements. | <ul style="list-style-type: none"> Working with sustainability consultancy Bioregional to advise us on how to reduce our carbon emissions and how we can achieve net zero Trialling an upcycling and repair workshop to bring new life to unwanted items and save them from going to landfill Adopting the 'One Planet Living' framework supporting sustainability. | Pages 21, 56, 65 |
| Customers | <ul style="list-style-type: none"> To uphold our values and behaviours To raise awareness of the cause To encourage customers to support Sue Ryder in other ways To inspire potential supporters To encourage donations of stock To provide the best possible customer service. | <ul style="list-style-type: none"> Messaging in shops Window displays celebrating significant dates and occasions throughout the year, e.g. Pride Month, Christmas and Eid Staff and volunteers interacting with and helping customers Promoting campaigns Retail strategy encouraging reducing, reusing and recycling Carrying out research Delivering engaging supporter journeys Sharing supporter newsletters. | <ul style="list-style-type: none"> Increased sales Donations of stock at pre-pandemic levels Promoting our services, such as our bereavement support, in our shops Trialling an upcycling and repair workshop Generation of income through Gift Aid. | Page 21 |

Financial review

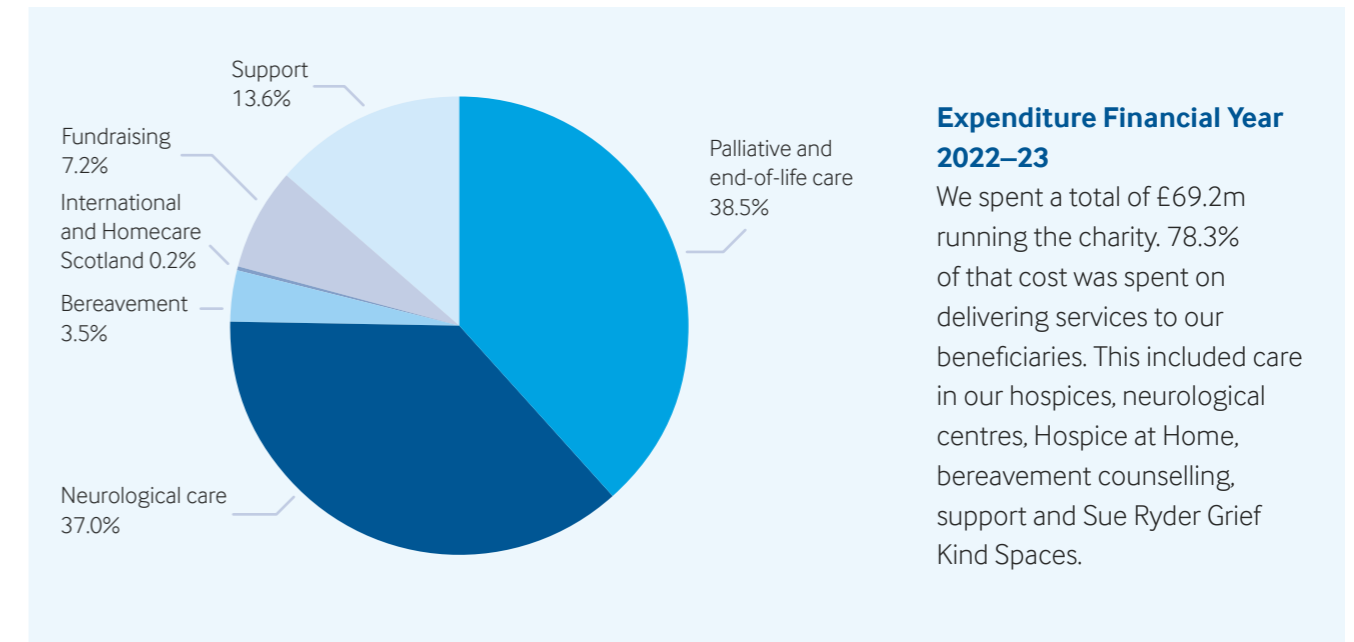
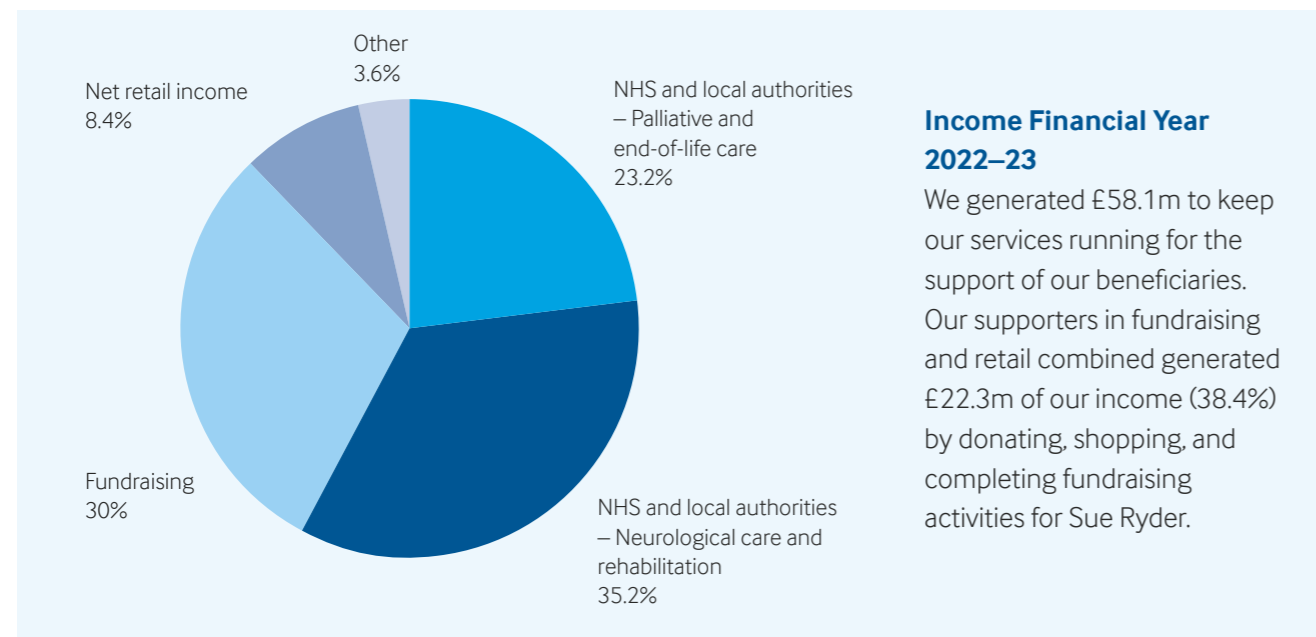
Sue Ryder reported a consolidated net deficit of £11.0m in 2022–23 compared to a consolidated restated net surplus of £6.5m in the previous year (which included £6m of Covid-19 pandemic related government support). Significant investment has been made during the year to grow our bereavement support services and increase beneficiary reach; ensure pay structures keep pace with market rates; and focus on our retail and fundraising strategies.

Results for 2022–23

The year under review was the first year since 2018–19 that retail and fundraising have been able to operate without restrictions imposed by the Covid-19 pandemic, and where government support was minimal. The public support has been significant, and not only did our retail teams get back to 'business as usual', they surpassed budget expectation and delivered the best annual sales performance on record. Our fundraising teams were able to return to a full year of public events and face-to-face operations, but this was not without challenge. Confidence in public events has been slow to return, and the cost-of-living crisis has had a significant impact.

Our healthcare services have continued to face the challenges that living with Covid-19 brings and have continued to implement strict infection prevention and control measures, while managing the staffing challenges posed by colleagues self-isolating.

We continued to monitor costs closely as the challenges of rising inflation and the cost-of-living crisis evolve. Quarterly forecasting is performed on a rolling basis to ensure that we can navigate any financial uncertainties, take mitigating action, flex our strategy, and monitor cashflow closely.



Our consolidated results include the income and costs of the charitable and trading subsidiaries. While retail provides income to the charity, the cost of operating retail is considerable. When the income is considered in gross terms, it can distort our income and expenditure analysis.

It is the net contribution of retail (after all operating expenses and allocated support costs) which the charity has available to spend on charitable activities.

The table below shows income and expenditure before impairment of fixed assets and gains on investments. The charity's retail contribution is shown net, rather than gross, and was £4.9m in the year.

Summary and net calculations of the Statement of Financial Activities

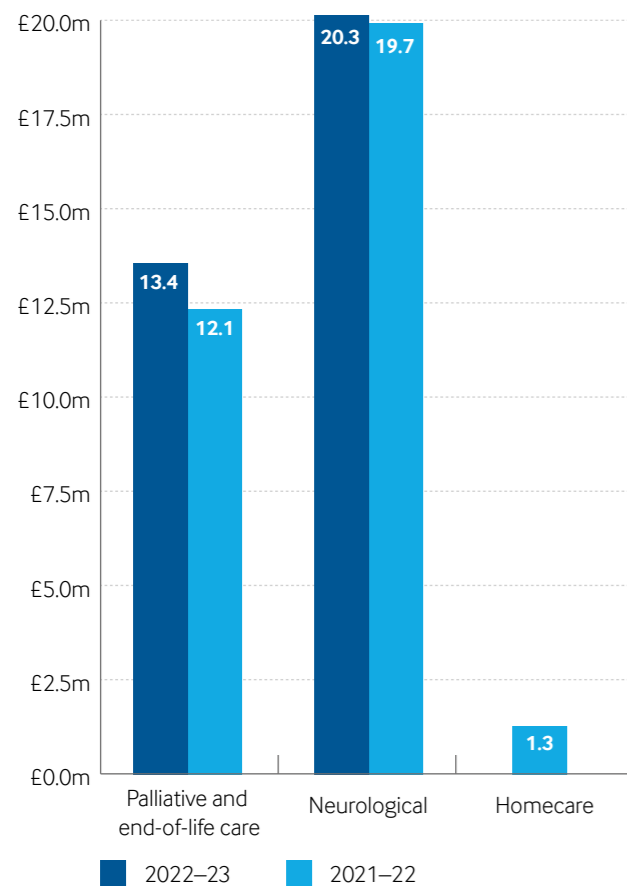
| | Income £000s | Expenditure £000s | 2022–23 Net £000s | 2021–22 Net restated £000s |
|---------------------------------|-----------------|----------------------|----------------------|----------------------------------|
| Charitable activities | | | | |
| Palliative and end-of-life care | 13,495 | (26,635) | (13,140) | (7,445) |
| Neurological care | 20,477 | (25,653) | (5,176) | (459) |
| Bereavement support | | (2,407) | (2,407) | (1,367) |
| Homecare Scotland | (2) | (82) | (84) | 158 |
| International | - | (80) | (80) | (80) |
| Raising funds | | | | |
| Fundraising | 17,450 | (5,001) | 12,449 | 14,727 |
| Retail contribution surplus | 4,995 | - | 4,995 | 3,788 |
| Other | | | | |
| Other | 2,111 | - | 2,111 | 1,646 |
| Support functions | - | (9,359) | (9,359) | (7,252) |
| CJRS and RHLGF Covid-19 support | (294) | - | (294) | 1,575 |
| Net (expenditure)/income | 58,232 | (69,219) | (10,987) | 5,291 |

Financial review (continued)

Income

Our principal sources of income are statutory funding from the NHS and local authorities for our palliative, neurological and homecare services; donations from the public, trusts, foundations and corporate partners; and retail activities. Our Online Bereavement Support, which we have continued to develop, is currently unfunded. The cost of running the services is met entirely by the charity.

Statutory income



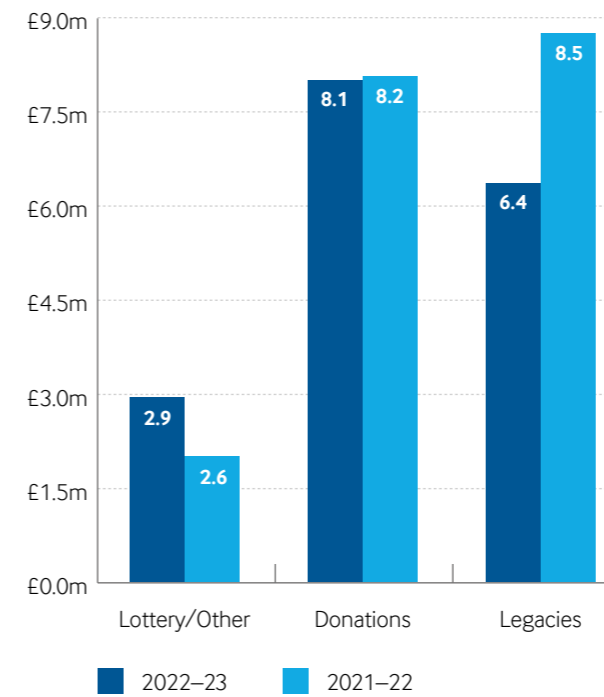
Income from the NHS and local authorities increased by £0.6m (1.8%) overall in the year to £33.7m (2021-22: £33.1m). At the end of the previous year, our Homecare Scotland services were divested. This has reduced our income in 2022-23 by £1.3m year on year. Income relating to palliative and end-of-life (PEoLC) and neurological care and rehabilitation services is up £1.9m (5.9%).

The core grants we received for PEoLC in our hospices remained broadly unchanged from previous years. We received non-recurring income of £0.5m during the year (2021-22: £0.1m) from additional funding released during the year and by Integrated Care Boards (ICBs) at the end of the financial year. The proportion of statutory income for PEoLC that relates to Hospice at Home is 21%. The balance is care delivered in our hospices.

Neurological fees increased by £0.6m to £20.3m. There have been no changes in the number of beds available in our neurological services compared to the prior year. Increased fees were achieved by negotiating increases commensurate with the increasing complexity of our clients' care needs. Our neurological centres also have a total of 20 rehabilitation beds across two of our services which generate higher fee revenue and costs than the inpatient and supported living units.

We received non-recurring income of £0.3m (2021-22: £4.4m) from commissioners and local authorities in continued response to challenges created by the Covid-19 pandemic. This income has been disclosed separately with other NHS, local and central government funding received because of the pandemic.

Fundraising



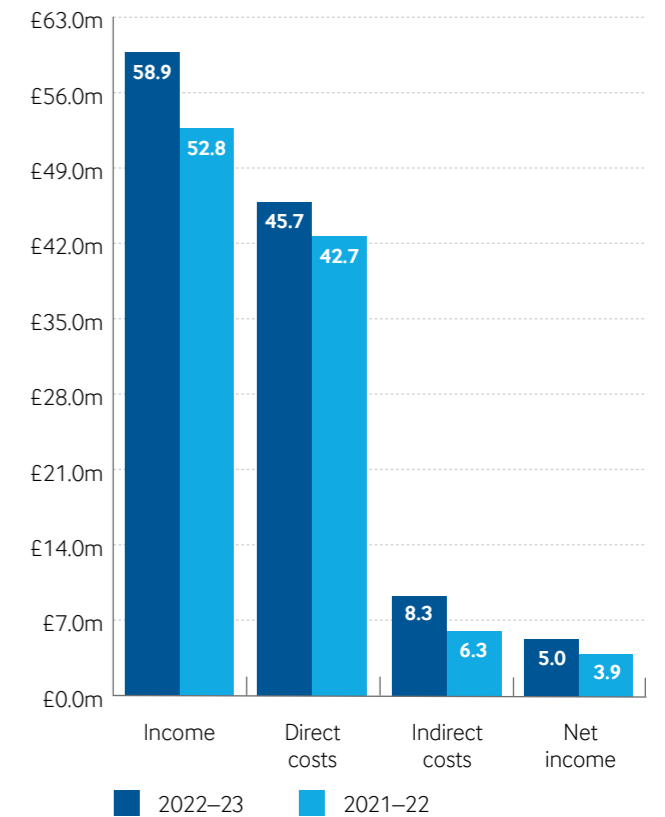
Total fundraising income declined by £1.9m to £17.4m in the year. Fundraising activities were challenging during the year as confidence in public and face-to-face fundraising events was slow to return and the cost-of-living crisis took hold. This impacted general donations which at £8.1m were down £0.1m on 2021-22 (£8.2m).

We launched our 'Empty Chair' campaign during the year, which aligned with our Grief Kind campaign in raising awareness and asking supporters to be there when it matters. In October 2022, 86 of our amazing supporters took on the London Marathon and raised £298k; and over 2,100 people joined our Starlight Hike walks to celebrate the life of someone special, raising over £210k.

We focused on recruiting more supporters of our Sue Ryder Lottery and Friends of Sue Ryder programme during the year, and income from the Sue Ryder Lottery increased to £2.8m in 2022-23 (2021-22: £2.5m). During the year we recruited over 9,000 Friends and sold Lottery tickets to over 9,000 supporters.

Legacies, unpredictable in nature, decreased by 24% to £6.4m in the year (2021-22: £8.5m). The prior year was positively impacted by three large individual legacies which provided a generous uplift to income.

Retail

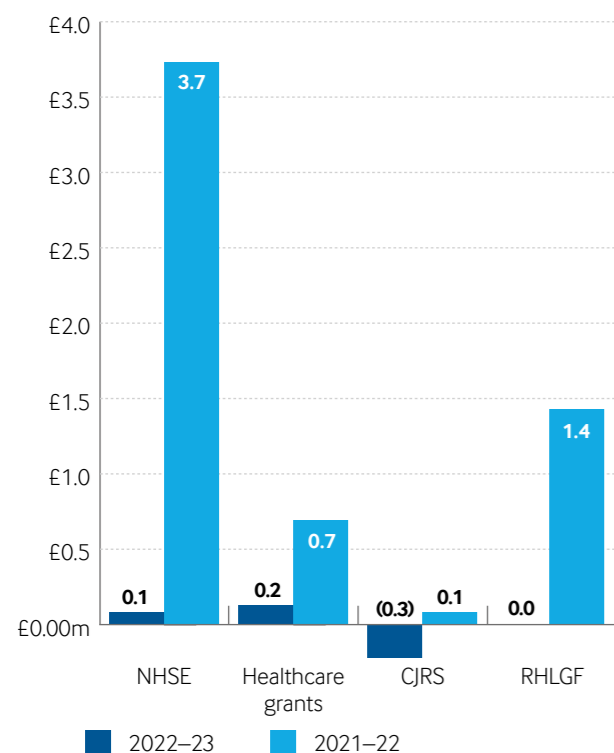


Retail trading has been buoyant throughout the year, particularly in donated goods. Sales have consistently outperformed expectations and 2022-23 delivered the best sales performance on record at Sue Ryder. Income was up £6.1m against the prior year, generating a surplus contribution of £5.0m in the year, after direct and indirect costs.

At the beginning of the prior year, we received government support from the Retail, Hospitality and Leisure Grant Fund (restart grants), generating an extra £1.5m of income which is recorded separately within income from legacies and donations on the Statement of Financial Activities.

Financial review (continued)

Covid-19 support funding



During the year there was minimal pandemic-related funding as Covid-19 became part of 'business as usual'. During the previous year, NHS England awarded £3.7m in winter funding to allow our PEoLC services to make available bed capacity and community support; and to provide support to people with complex needs in the context of the Covid-19 pandemic.

In 2022-23 we have continued to benefit from being able to claim costs relating to additional infection control directly from commissioners and local authorities. In England we received Covid-19 support through the Infection Control Fund, the Rapid Testing Fund and the Vaccine Fund. PPE has continued to be made available via government supplies direct to our services.

In Scotland we received provider payments to cover costs relating to colleague self-isolation and PPE associated with Covid-19. Across healthcare in England and Scotland during the year, the total income provided in response to the pandemic was £0.2m (2021-22: £0.7m).

The Coronavirus Job Retention Scheme (CJRS) support measure provided by the government was utilised until the scheme closed at the end of September 2021, when the final guidance was published by HMRC. The scheme was extremely complex in nature and the rules and guidance at their peak were changing several times a day. As a result, management undertook a full review and reconciliation of all furlough claimed during the 18-month period that the scheme was operating, based on the retrospectively published 'final' guidance. The project was concluded during the year under review and a repayment of £0.3m was made to HMRC (in 2021-22 the CJRS provided income of £0.1m).

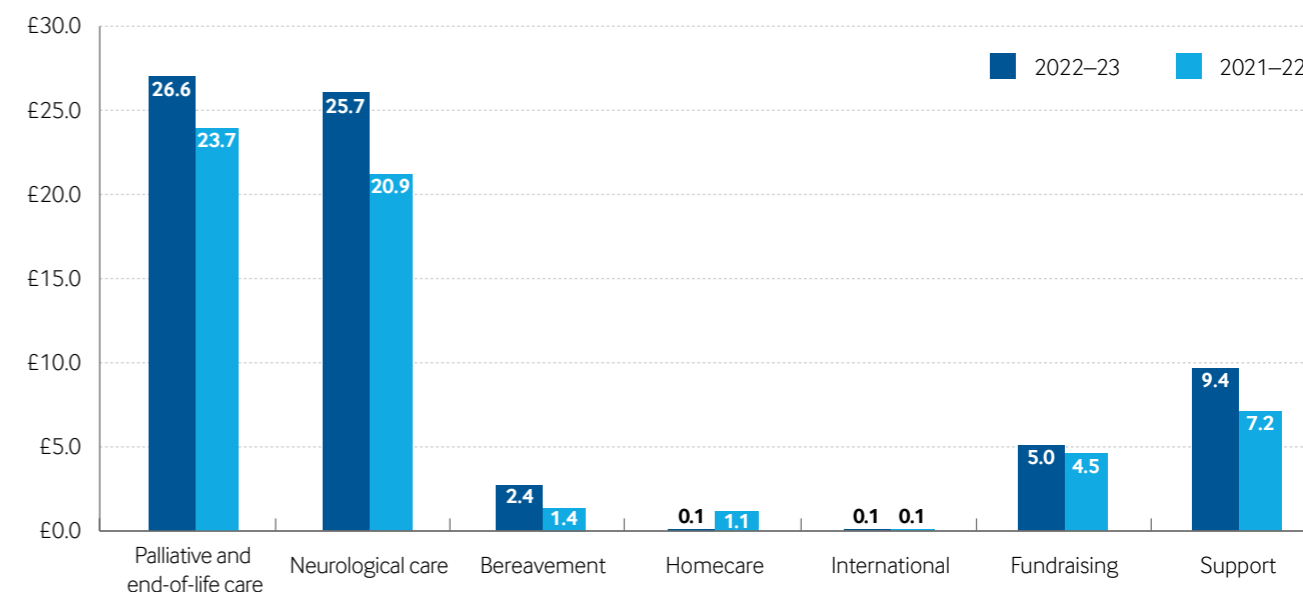
No further government grants were available in 2022-23 to support retail businesses, and no income was received against the Retail, Hospitality and Leisure Grant Fund (RHLGF), which was utilised in the prior year (2021-22 RHLGF income £1.5m).

Expenditure

Total expenditure (excluding retail) increased by 13.0% to £69.2m in the year (2021-22: £58.5m). Wages and other staff-related costs remain the largest cost to the charity. The total staff costs at £73.8m were up 13.6% on the prior year (2021-22: £65.0m). The increase includes rates of pay required to keep pace with market rates and include any statutory increases in the National Living Wage and contributions to workplace pensions.

PEoLC pay costs were the largest increase in expenditure and were up £2.7m on the prior year at £24.1m. This also applied to neurological care pay costs, which were up £1.7m at £18m.

We have seen a marginal increase in property costs across our healthcare services as repairs and maintenance that were not able to be completed during the pandemic (due to access limitations) were addressed. Food and medical consumables have also risen marginally year on year, driven by inflation.



Over the past year we have focused on growing our bereavement support services, and as a result costs have increased to £2.4m (2021-22: £1.4m). During the year we launched our Sue Ryder Grief Guide and Grief Coach services, as well as significantly increasing the beneficiary reach of our Online Bereavement Community and Counselling Services. All bereavement support services are currently funded entirely by the charity.

Costs relating to Homecare Scotland are minimal during the year at £0.1m (2021-22: £1.1m) due to the divestment of the service at the end of March 2022.

The increase in fundraising expenditure is largely due to increased expenditure on face-to-face fundraising, which was reduced in the prior year due to restrictions imposed by the Covid-19 pandemic. At the end of the financial year total net assets were £62.8m compared to £70.8m in the prior year. Total unrestricted funds in the consolidated balance sheet showed a surplus of £62.3 (2021-22 £69.6m). The decrease in net assets reflects the investment made to grow our bereavement support services; increase beneficiary reach; keep pace with market rates of pay; and focus on our retail, fundraising and brand strategies.

An impairment was recognised of £3.1m against our neurological service.

Reserves policy

At 31 March 2023, total funds (which is comprised of fixed and current assets including property, less liabilities), stood at £59.8m (2021-22 restated: £70.8m): £0.6m (2021-22: £1.1m) was restricted for specific purposes and £3.3m (2021-22: £3.4m) was property revaluation reserves, representing the excess over the historic cost, of the valuation applied as deemed cost on transition to FRS102.

Sue Ryder holds reserves to maintain services in the event of a temporary downturn in income and to invest in new opportunities as they become available. The charity depends on a number of diverse but fluctuating income streams to fund its services. In response to the challenges and risks caused by the pandemic, trustees reviewed the target level of reserves in September 2021, with the aim of maintaining a healthy target reserves position while being able to navigate ongoing challenges and remaining a going concern. In assessing the appropriate level of reserves that the charity should maintain, the trustees perform a risk-based review of our income and expenditure. Considering the diverse nature of our income streams, the levels of asset backing, current and future investment and borrowing projections, the growing demand for the services which we provide, and the general and specific market conditions in which we operate; they are of the opinion that an appropriate level of liquid free reserves (held as cash and investments) would be in the range of £21-27m.

Financial review (continued)

At year end, our liquid free reserves were £36.1m, comprising £23.6m cash at bank and £12.5m of portfolio investments (2021–22: £37.4m). SORP free reserves in the year were £28.4m (2021–22: £35.0m). The trustees use liquid free reserves as the measure, as they more accurately represent the going concern of the charity. While headline inflation has reduced, interest rates continue to rise and are anticipated to remain for longer, with recession a possibility. Management continues to seek the best financial return on liquid resources from a medium level of risk. A key reason for holding reserves is to ensure sufficient cover to continue to be able to provide services in the event of an unexpected or temporary downturn in income, while balancing availability of reserves for budgeted strategic and capital spend. The trustees are due to review the target level of reserves in September 2023 and will make any policy adjustment deemed necessary based on these factors and the economic environment.

Investments

Sue Ryder investments are managed on our behalf by Churches, Charities and Local Authorities (CCLA) Investment Management Limited and held in the COIF Charities Investment Fund. Investments are distributed in a range of asset classes, the details of which are included below. The Board of Trustees sets the overall performance and ethical parameters under which our investment managers operate.

The primary objectives of our investment portfolio are to:

- generate long-term income
- provide capital growth to fund new activities
- maintain an appropriate balance between equities, bonds, other investments and cash in order to spread and manage risk.

The total return on our portfolio over the financial year was an adverse return of (0.9%) (2021–22: 12%). The target return is CPI plus 5%.

The distribution of investments as at 31 March 2023 was:

- overseas equities 63.41%
- UK equities 8.04%
- UK fixed interest and gilts 7.84%
- overseas fixed interests and gilts 7.91%
- cash held for investment purposes 4.76%
- others 8.04%.

The trustees have declared that the charity will not directly invest in armaments, tobacco or pornography.

Going concern

Due to our strong liquid reserves position, we are undertaking a programme of strategic investment across the charity. We continue to closely monitor cashflow management and will react appropriately, acting as necessary to mitigate any changes within the economic environment that would adversely impact our cashflow projections.

We continue to navigate the challenges as we emerge from the evolving economic environment, including the cost-of-living crisis and the ongoing war in Ukraine. We have prepared a detailed forecast for the remainder of 2023–24 and beyond.

This forecast and our review of our liquid reserves position forms the basis of our assessment of going concern. Our forecasts have considered the ongoing war in Ukraine and other global factors which are impacting inflation rates, which earlier in the year caused an increase in inflation not seen for 40 years. In September 2021, to mitigate significant cost increases, our buying options on the commodity element of gas and electricity charges across the charity were forward purchased under a variable cap scenario until 30 September 2024. We have the ability to forward buy from now until the end of September 2026 under the same strategy. This covers the cost of commodities in our care centres, shops and offices. The impact of inflation on additional taxes, distribution, on costs and all other charity overheads has been included in our forecast for going concern.

In assessing going concern we have modelled three separate scenarios, as well as a final scenario which combines the three individual scenarios. The scenarios are detailed in our Going Concern Accounting Policy on page 92.

We have considered potential material uncertainty that could place significant doubt over the use of the going concern basis of accounting for a minimum period of 12 months from the date of approval of these accounts. In doing so, we have applied reverse stress tests to identify pre-defined outcomes of the charity failing or becoming unviable, exploring hypothetical scenarios that could result in that outcome.

In undertaking this review, we have identified a number of mitigating actions that would be available to us over and above those already modelled, including:

- reducing expenditure on discretionary items such as marketing and fundraising
- reducing or suspending strategic investment
- reducing the scope of services, for example bereavement or non-commissioned Hospice at Home services
- the potential for further emergency fundraising appeals
- using our investment reserves to mitigate shortfalls in cashflow.

Based on our forecasts and the reverse stress testing scenario analysis, the trustees have not identified any material uncertainties that would place doubt relating to going concern, and therefore consider that the going concern basis of accounting is appropriate in the preparation of the accounts and that the charity is financially stable enough to continue to operate for the foreseeable future.



Risk matrix

Principal risks and uncertainties

The Board of Trustees is responsible for ensuring there is adequate and effective risk management. The trustees also ensure a system of internal controls are in place to manage Sue Ryder’s major risks and support the achievement of our strategic objectives.

Processes are in place to manage the key risks that could affect Sue Ryder’s ability to achieve its objectives. These include the following:

- Each directorate maintains and reviews its own risk register in line with the Risk Management Framework. Key risks are identified and included in the Strategic Risk Register, which is reviewed by the Executive Leadership Team, the Audit and Risk Committee and the Board of Trustees.
- The Audit and Risk Committee approves the annual risk-based internal audit plan. Internal audits are carried out by both an experienced member of staff and a specialist firm. The Audit and Risk Committee reviews the audit results and tracks implementation of any improvement measures identified.
- A framework of delegated authority is established.

Our approach to risk management across Sue Ryder has been strengthened by the development and implementation of a robust Risk Management Framework which supports consistent delivery of risk management across the directorates and services.

We continue to expect to see financial challenges due to increased rates of inflation, driven by the rising cost-of-living, energy costs and the war in Ukraine. Donations and fundraising efforts may be affected as the cost-of-living increases impact the economy. We manage our financial performance closely to ensure we can deliver our services as efficiently as possible while still providing our high level of care.

Information relating to the principal risks to Sue Ryder’s objectives and how these are managed is set out on the next few pages.

| Principal risks | Key controls and mitigating factors |
|---|--|
| Fundraising income may not grow as anticipated | <ul style="list-style-type: none"> • Robust Objectives and Key Results (OKRs) in place for key products, events, appeals and activity which directly link to income targets • Dashboard in place to monitor planned activities • Embedded new integrated ways of working. For example, our various fundraising teams working in a more collaborative way to grow income and give our supporters the best possible experience. Plus, more widely, ensuring teams across Sue Ryder are collaborating closely to support fundraising, such as our healthcare and retail teams • Data led, test and learn approach to support decision making • Engagement proposition being evolved to align with our Grief Kind campaign/ bereavement work • Investing in our technologies to improve infrastructure and supporter experience • Planning a Cost of Dying campaign to drive income • Marketing, communications and digital services team integrating and collaborating even more closely with the fundraising teams to align our brand with fundraising • Focus on higher value major donor income and corporate partnerships • Face-to-face agencies now on board to reduce risk • Implementing learnings from evaluations to maximise all events and products • Removing data exclusions so we can reach more supporters and engage them with our appeals and activities. |
| Workforce culture and environment may not enable, attract, and retain workforce | <ul style="list-style-type: none"> • ‘We are Sue Ryder’ culture development programme in place. This is a long-term project to improve our workplace culture • Equity, Diversity and Inclusion programme in place, including training open to all staff to build a more empowering culture across our charity • Regular brand briefings for campaigns, to share information and engage our employees • Annual leadership conference planned for 2023 to bring together and engage our leaders • Improved our recruitment processes and developed the recruitment section of our website, to help attract candidates • Thorough induction programme in place to welcome and support new starters • Let’s Talk and Volunteer Voice feedback surveys annually to engage with staff and volunteers • Promotion of wellbeing policies and the development of: <ul style="list-style-type: none"> – mental health training and Mental Health First Aiders – wellbeing resources and webinars available to all staff – Sue Ryder Inclusion Passport, helping employees to talk about the support they may need to be their best at work, part of twice-yearly Performance Review process for many employees. |

Risk matrix (continued)

| | |
|---|---|
| Workforce capability and skills may not be ready to deliver the scale of our ambition | <ul style="list-style-type: none"> • Apprenticeships/Sue Ryder Knowledge Academy opportunities offered to develop staff members' skills and knowledge • Provision of coaching and team building opportunities to service directors • Inspire and Succeed management development programmes available to help build managers' skills • Healthcare workforce plan (including development, progression, pay and retention) • Retail workforce programme (including training, recognition and pay) • Performance Review process for all staff, including development plans, to encourage conversations, identify areas for training and focus on goals • Use of accessible Sue Ryder Virtual Classroom and e-learning for staff and volunteers • Volunteer development plans and training to help volunteers to make the most out of their time with us. |
| Information security breach may occur due to a successful cyber attack | <ul style="list-style-type: none"> • Governance structure includes Data Guardians Group and Information Management Group, to help keep information safe • Compliance with Cyber Essentials scheme, which helps to guard against common cyber threats • Payment Card Industry Data Security Standard (PCI-DSS) compliant, to increase security controls around cardholder data • Annual penetration testing of external services to check for vulnerabilities • Segregation of architecture e.g services split with major external suppliers • Active monitoring of device level threats e.g, malware • Full incident management framework • Data protection and cyber security e-learning is mandatory for all staff to increase awareness • Information breach reporting process in place • Review of major breaches occurring in other organisations to apply lessons learned to our systems and policies • Implementation of Microsoft 365 for better cyber security. |

Fundraising

Our supporters are incredibly important to us and raise vital funds to help us be there when it matters. The Charities (Protection and Social Investment) Act 2016 requires charities such as ours to include a statement on our fundraising. The following pages outline five aspects of our approach.

Fundraising statement:

1. Sue Ryder's approach to fundraising activity, and in particular whether a professional fundraiser or commercial participator was used.

Our fundraising teams work tirelessly to raise money in a number of different ways – through gifts left in Wills, corporate fundraising with local companies and national partners, soliciting gifts from trusts and foundations, as well as individual donors via our appeals and events fundraising. We continue to work with several professional fundraisers in order to recruit supporters to the Sue Ryder Lottery and our 'Friends of Sue Ryder' regular giving scheme and use agency QTS to make calls on our behalf to support our campaigns.

Following the success of our Mother's Day 2022 activity and partnership with Arena Flowers, this year the Arena Flowers team hosted a Grief Awareness activation in December, with sympathy messaging and signposting. They also donated £1 from sales of each of their Reverie bouquets.

In May 2022 following a staff vote, Sue Ryder was selected as HomeServe's national charity partner. The first year of our partnership has been filled with discovery and excitement. Through staff fundraising activity HomeServe has raised over £50,000.

We also have several new local partnerships – in Berkshire, In House Estate Agents donate £21 for every house sale, and Fraser Budgens and BP donate all carrier bag sales. In Yorkshire, Pure Residential Letting Agency gives £10 for every new let. In Bedfordshire,

another letting agents, Rent Any Property, donates £1 a month for every property they rent out. And finally in Cheltenham, Berrey's Pick and Mix donate 40% of their sales of a particular box of sweets via the Work for Good platform.

2. Details of any voluntary fundraising scheme or standards which the charity or anyone fundraising on its behalf has agreed to. This includes the regulation scheme established by the Fundraising Regulator.

Sue Ryder complies with current regulations and best practice set out by regulatory and professional membership bodies such as the Charity Commission, the Fundraising Regulator, the Chartered Institute of Fundraising and the Direct Marketing Association. We are registered with the Fundraising Regulator, and we are committed to adhering to the Code of Fundraising Practice and the Fundraising Promise.

3. How many complaints the charity or anyone acting on its behalf has received about fundraising for the charity. Any failure to comply with a scheme or standard cited.

Due to the nature and logistics of delivering fundraising across multiple sites, we are aware that the potential for breaches of fundraising compliance exists. We manage and minimise these risks through training and inductions for new starters, quality checking and audits and implementing compliance policies and procedures. We proactively engage and work with the Fundraising Regulator and other professional bodies to ensure that any concerns raised are addressed as a priority.

Fundraising (continued)

Sue Ryder received a total of 173 complaints about fundraising in the 2022–23 financial year. Door-to-door fundraising accounts for 118 complaints, which is a rise in line with increased activity. With 18,287 new supporters recruited via this channel and an estimated 500,000 conversations at the door, our complaint rate against these sign ups was 0.6%, or the equivalent of 0.02% if considered against our total volume of conversations. The second highest level of complaints relates to addressed mail fundraising, at 13 complaints.

On average, we received just over 14 complaints a month about fundraising. None required escalation to our trustees and no complaints were escalated to the Fundraising Regulator.

Of those 173 complaints, 94 were identified as breaches of the Code of Fundraising Practice. 76 of these were complaints about door-to-door fundraising, with 64 relating to the behaviour of a fundraiser. All complaints relating to our door-to-door fundraising are investigated and resolved with the relevant third-party agency. We continue to work with our agencies to improve the supporter experience and reduce complaints relating to this type of fundraising activity. We strive for this activity to be a positive experience for our supporters and for our face-to-face fundraising to increase the general public's awareness of Sue Ryder's work.

We report on the number of complaints we receive regarding fundraising each year to the Fundraising Regulator. We also publish an internal complaints report, reviewing complaints and suggesting actions and learnings taken from them that have positively impacted on our work. The charity has a Fundraising Complaints Policy which outlines how complaints should be dealt with and when serious complaints should be escalated to our Senior and Executive Leadership teams and trustees. This policy is included on our intranet and in our ongoing training on fundraising compliance. Our donor promise on the Sue Ryder website highlights how an individual can make a complaint and how they can contact us to do so.

4. Whether and how the charity monitored fundraising activities carried out on its behalf.

At Sue Ryder we acknowledge that the use of third parties can have a significant impact on our ability to raise funds and support our work, as well as improve efficiency and reduce cost. However, it is imperative that we have the right safeguards in place when working with suppliers and those who deliver fundraising work on our behalf to protect our reputation, our supporters, service users, their families and the financial position of Sue Ryder.

Sue Ryder requires that any agency or third party that we work with complies with data protection legislation as prescribed by the Code of Fundraising Practice, including the requirements of the Telephone, Mailing and Fundraising Preference Services. Details of how we do this are set out in our Privacy Policy.

We follow a robust procurement process when recruiting third parties to work on our behalf, making sure we apply appropriate due diligence and contracts for this work. We work closely with these third parties, regularly reviewing their work against performance targets and compliance with fundraising regulation, including the Code of Fundraising Practice. This ensures that we are delivering the best value for money for the charity and our supporters. We have organisational policies that outline what is expected at each stage of a relationship with a third party.

All third-party personnel adhere to a code of conduct when engaging with supporters and potential supporters on our behalf. That means they should be polite, respectful and aware that anyone can be in a vulnerable situation – even if it is not immediately apparent. It also means that nobody should be pressurised or made to feel guilty for not supporting us. They make it clear when communicating on our behalf how a person can register feedback or a complaint directly with the charity. This is also highlighted in communications sent on our behalf by third parties and in our donor pledges on the Sue Ryder website.



One of our customers purchasing tickets to play the Sue Ryder Lottery

5. What the charity has done to protect vulnerable people and others from unreasonable intrusion on a person's privacy, unreasonable persistent approaches or undue pressure to give, in the course of or in connection with fundraising for the charity. Here the charity might report whether it has signed up to receiving suppressions under the Fundraising Preference Service.

As part of our Ethical Fundraising Policy, the charity employs a code of conduct which sets out key principles and behaviours that we expect all charity personnel to adhere to, including those employed via a third party. It contains instruction to fundraisers to take all reasonable steps to treat donors fairly and make an informed decision, taking into account the needs of any potential donor who may be in a vulnerable circumstance or require additional support. It also includes specific instruction not to engage in fundraising that is an unreasonable intrusion on a person's privacy,

unreasonably persistent, or places undue pressure on a person to donate. We place age limits on who can be approached with a fundraising ask by our canvassers to protect minors and older people who may be vulnerable. Our Sue Ryder Lottery team works with the Gambling Commission to ensure we adhere to the law and offer self-exclusion for individuals who may have issues with gambling. Sue Ryder has a Vulnerable Supporters Policy to ensure all staff have guidance in this area and are comfortable in recognising a person in vulnerable circumstances. All of our direct marketing and thank you correspondence contains clear instructions as to how a supporter can easily opt out of receiving further communications from the charity should they choose to do so. Sue Ryder has signed up to the Fundraising Preference Service and to date has received and actioned 53 requests via this channel, nine of which were in the financial year 2022–23. We have seven fundraising pledges published on our website and shared with colleagues, which lets our supporters know how we expect our staff to behave.

Supporting sustainable development goals

Sustainability at Sue Ryder

We are continuing to work towards becoming a more sustainable organisation, with staff and volunteers playing their part. Sustainability is not a small topic and we know there is more we can do on our sustainability journey. We are committed to taking action to reduce our carbon emissions and promote sustainability.

In 2022–23, we teamed up with a sustainability consultancy called Bioregional to develop a plan to limit our environmental impact. This work was led by our Sue Ryder Environmental Sustainability Stakeholder group, made up of staff and trustees. We are committed to Bioregional’s vision of One Planet Living®, ‘where people can live happily and healthily within the natural limits of the planet, leaving space for wildlife and wilderness’.

We are also committed to achieving the UK government’s 2050 net zero target for our scope three carbon emissions. These are indirect emissions, for example when we are purchasing goods and services from our suppliers. We will continually review whether we can achieve an earlier date. Plus, we are committed to reaching net zero by 2035 on our scope one and scope two emissions. Scope one are direct emissions, for example from machinery, facilities and vehicles. Scope two are indirect emissions, for example the electricity we use across our organisation being produced. You can read more about our UK energy use and carbon emissions on page 64.



United Nations Sustainable Development Goals

To help us communicate our environmental, social and governance (ESG) considerations and demonstrate our commitment to sustainability, we have looked at how Sue Ryder is supporting the United Nations Sustainable Development Goals (SDGs). These are ‘a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet’.

We have used the SDGs as a starting point to summarise our recent key achievements and opportunities in these areas. In this report we have focused on 10 of the 17 goals and plan to add to and develop this going forward.

We have focused on:

- Goal 1: No poverty
- Goal 3: Good health and wellbeing
- Goal 4: Quality education
- Goal 7: Affordable and clean energy
- Goal 10: Reduced inequalities
- Goal 12: Responsible consumption and production
- Goal 13: Climate action
- Goal 15: Life on land
- Goal 16: Peace, justice and strong institutions
- Goal 17: Partnerships for the goals.



United Nations Sustainable Development Goals



End poverty in all its forms everywhere

Sue Ryder opportunities

- Our strategic aim is to ‘provide more care for more people’
- We want to inspire everyone to reduce, reuse and recycle to help make sure the planet – and everyone on it – can be cared for. Our retail vision, Retail 2025, seeks to find creative and innovative ways to make the most of items generously donated to our shops. We are also trialling upcycling and repair workshops (read more on page 21).

Sue Ryder achievements



- Provide our healthcare and bereavement support without charge to all service users
- Launched our Health Inequalities project in 2022 and aim to deliver services that meet everyone’s needs (read more on pages 14 and 15)
- Supporting circular economy, our retail shops and online sell pre-loved items at significantly lower prices than the equivalent new, reducing items sent to landfill and reducing the need to manufacture
- Introduced a clear and equitable pay progression framework for all of our roles (read more on page 19). To respond to the cost-of-living crisis, our staff were awarded a cost-of-living increase in autumn 2022.



Some of our specialist centres have kitchen gardens and vegetable plots



Supporting sustainable development goals (continued)

| United Nations Sustainable Development Goals | Sue Ryder opportunities | Sue Ryder achievements |
|--|--|---|
|  <p>3 GOOD HEALTH AND WELL-BEING</p> | <p>Ensure healthy lives and promote wellbeing for all at all ages</p> | <ul style="list-style-type: none"> • We want to further reduce workplace accidents. To support this, we have been rolling out RLDatix, our incident and risk management system, across the organisation. • Provide expert and compassionate care. Our specialist teams give people the care they need to help them live the best lives they possibly can • Launched our Health Inequalities project in 2022 and aim to deliver services that meet everyone’s needs • Continued to grow our free bereavement services so we can help more people who are grieving. This included starting to roll out new Sue Ryder Grief Kind Spaces in community settings (read more on page 11) • Offer a number of mental health and wellbeing opportunities for our staff and volunteers (read more on page 19). These include: <ul style="list-style-type: none"> – more than 70 Mental Health First Aiders across the organisation support our staff – a range of online support tools, including a wellbeing resource hub on our intranet with guidance and information. Staff can access an Employee Assistance Helpline and our retail staff can also access support through the Retail Trust. We also deliver a variety of wellbeing training sessions • Seek to support our staff who are grieving in practical ways such as offering paid bereavement leave. We have a bereavement leave, pay and support policy • Introduced a coaching service for colleagues • Hold annual staff Let's Talk and Volunteer Voice surveys with specific questions on wellbeing. |

| United Nations Sustainable Development Goals | Sue Ryder opportunities | Sue Ryder achievements |
|---|--|---|
|  <p>4 QUALITY EDUCATION</p> | <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> | <ul style="list-style-type: none"> • Explore career pathways for our retail and support staff. • Offer learning and development opportunities for all our staff. The Sue Ryder Learning Hub, our central point for e-learning, is available 24 hours a day and covers a wide variety of topics. The Sue Ryder Virtual Classroom, on Zoom, also offers a range of training • Offer structured external learning opportunities, such as apprenticeships, to all our paid staff in England through our Sue Ryder Knowledge Academy • Offer career pathways in healthcare. We have continued to implement our Clinical Education Strategy and Framework and want our staff to have equal access to high-quality education opportunities. We also have our Sue Ryder Healthcare Education grant, a programme to help non-medical healthcare staff enhance their skills (read more on page 16). |
|  <p>7 AFFORDABLE AND CLEAN ENERGY</p> | <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p> | <ul style="list-style-type: none"> • Develop a carbon reduction plan for whole organisation • Explore micro-generation opportunities • Nurture and enable local teams to develop location-specific actions. • Please see our recent key achievements in this area listed under goal 13 on page 61. |

Supporting sustainable development goals (continued)

| United Nations Sustainable Development Goals | Sue Ryder opportunities | Sue Ryder achievements |
|--|--|---|
|  <p>Reduce inequalities within and among countries</p> | <ul style="list-style-type: none"> Implement findings from our first Race Equity Programme (read more on page 20) Determine the way forward following our Health Inequalities project. | <ul style="list-style-type: none"> Continuing to implement our Sue Ryder ED&I strategy (read more on page 19) Appointed a Diversity and Inclusion manager ED&I is regularly discussed at senior management and Board level Have four ED&I networks that bring together communities with shared lived experience and shared identity, plus allies. They are: Ethnic Diversity and Equity; People with Disabilities; LGBTQ+; and Women and Non-Binary Individuals Hold regular ED&I awareness sessions and focus events Launched our Health Inequalities project in 2022 and aim to deliver services that meet everyone's needs Encourage engagement across our organisation, from shops creating Pride windows to coffee mornings Established a trans and non-binary policy Provide adjustments in our recruitment process, as needed, to help candidates perform their best. |
|  <p>Ensure sustainable consumption and production patterns</p> | <ul style="list-style-type: none"> Develop a sustainable and ethical procurement policy Develop local food sourcing strategies for our healthcare settings. | <ul style="list-style-type: none"> Sue Ryder retail supports a circular economy Our Retail 2025 vision promotes using more of what is generously donated to us by repairing and upcycling Retail reuse scheme for non-charity retailers to donate unwanted stock. |

| United Nations Sustainable Development Goals | Sue Ryder opportunities | Sue Ryder achievements |
|---|---|--|
|  <p>Take urgent action to combat climate change and its impacts</p> | <ul style="list-style-type: none"> Develop a carbon reduction plan for whole organisation Explore micro-generation opportunities Nurture and enable local teams to develop location-specific actions. | <ul style="list-style-type: none"> Commissioned Bioregional to conduct 'gap analysis', looking at principles such as materials and products, zero waste and travel and transport Committed to Bioregional's 'One Planet Living' approach Conducted a full organisation, all-scope carbon impact assessment Starting to replace petrol/diesel leased cars with electric vehicles, including part-funding charging devices at the homes of colleagues using these cars Investing to install electric vehicle charging points at our hospices, to enable community teams to utilise electric vehicle pool cars Investment agreed to replace majority of our shop lighting with LED lights Committed to reaching 'net zero' on our scope one and scope two emissions by 2035, with scope three emissions by 2050. |
|  <p>Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p> | <ul style="list-style-type: none"> Explore the possibility for food cultivation at our hospices with sufficiently sized gardens Through the development of a sustainable and ethical procurement policy promote sustainable, and where practical locally grown food Plan to reduce and in time eliminate food waste Nurture our outdoor spaces. | <ul style="list-style-type: none"> In our shops, we have begun selling products that support nature, from bird boxes and bird seed to bee houses and grow-your-own kits A number of our specialist centres have kitchen gardens and/or vegetable plots to grow their own fruit and vegetables. The produce is then used in the kitchens to prepare meals for everyone to enjoy. |

Supporting sustainable development goals (continued)

United Nations Sustainable Development Goals



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Sue Ryder opportunities

- We see a future where everyone can access the quality of care they need, and campaign and engage with the government and stakeholders to improve the landscape for care. We want to see health inequalities reduced across services.

Sue Ryder achievements

- Implemented recommendations from an external review of Board effectiveness
- Continue to develop, in partnership with our suppliers, due diligence of our product supply chains
- Comply with the Charity Governance Code and the Fundraising Regulator's Code of Practice.



Strengthen the means of implementation and revitalise the global partnership for sustainable development

- One of our Sue Ryder values is connected - we believe that when we work together, we can achieve so much more. We have an opportunity to further explore how we can work with others to support progress.
- On a wider level, we collaborate and work in partnership with other charities and organisations to develop care and support
- Work with a broad range of organisations who share our aims and values so that collectively our voice is stronger. For example, we are a member of Hospice UK and the National Bereavement Alliance
- Over the past year, we have worked with sustainability consultancy Bioregional to develop plans to reduce our environmental impact.



You can read more about our environmental, social and governance (ESG) considerations in this Annual Report. This includes our energy and carbon report on page 64 and our structure, governance and management section from page 68.

Growing tomatoes in the gardens at one of our hospices

Energy and carbon report

Over the following pages, we describe our UK energy use and carbon emissions, in accordance with the government's Streamlined Energy and Carbon Reporting (SECR) scheme.

1. Summary report

Company information

Sue Ryder is a private charitable company limited by guarantee, incorporated in the UK (00943228). Registered address: Kings House, King Street, Sudbury, Suffolk, CO10 2ED.

Reporting period

1 April 2022–31 March 2023, corresponding with the company's financial period.

Reasons for change in emissions

This is the fourth year of reporting under SECR. The current emissions compared to the base year (April 2019–March 2020) have been reduced by 3,276.4 tonnes of CO₂e, which accounts for a 55% reduction. The main factors causing this drop in emissions are associated with a reduction in natural gas and electricity consumption mainly.

Business travel

Activities relating to travel are limited to company cars and employee-owned vehicles for business use.

Quantification and reporting methodology

'HM Government Environmental Reporting Guidelines: including streamlined energy and carbon reporting guidance' (March 2019) has been used for the collation of data sources and reporting of emissions. 'UK Government GHG Conversion Factors for Company Reporting' has been used for the reporting of emissions, using the 2022 version.

Organisational boundary

The financial boundary of the business has been used to determine the reporting boundary.

Operational scope

Measurements include mandatory scope one, two, and three emissions. Estimates have been made with the collation of data. Additionally, optional emissions from electricity transmission and distribution losses have been included in the report.

Exclusions

There are no data exclusions in this reporting period.

Base year

The base year is April 2019–March 2020 and the gross reported emissions during that period were 5,971 tonnes of CO₂e. The emissions for the current period show a significant reduction (55%) against the base year (the main factors causing this reduction are associated with the reduction in gas and electricity consumption).

Target setting and responsibilities

The target is to reduce gross scope one, two and three emissions in tonnes of CO₂e per hundred ft² of retail floor used by 2% per year. The reduction of the performance of the current period against the target was 54%.

The target set for the fifth year is to keep the emissions at least 8% lower than the base year.

Intensity measurement

The reporting metric chosen is scope one, two and three emissions in tonnes of CO₂e per hundred ft² of retail floor, as this best reflects business activity. The intensity measurement will be reported each year, with a comparison made against the previous year's performance.

Carbon offsetting

Carbon offsetting from electricity purchased under green supply contracts has been considered in this report.

2. Energy efficiency actions

In the financial period, from April 2022 to March 2023 Sue Ryder has helped to minimise energy consumption by:

- setting up a sustainability group, which works with the external consultant Bioregional on implementing their One Planet Living® framework for a sustainable future
- improving the waste collection with Veolia by separating cardboard from general mixed recycling
- replacing fluorescent for LED lighting in some shops
- approving the plan to upgrade the lighting to LEDs in 250 shops during the next financial year
- recruiting a Sustainability Officer
- starting a transition to replace leased car fleet from petrol/diesel to electric
- approving a plan to install EV charging facilities at the hospices to enable community team pool cars to be replaced by electric.



Energy and carbon report (continued)

| | | | | | | |
|---|-------------|------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Scope 1 CO2e (tonnes) | % estimated | Exclusions | April 19– March 20 | April 20– March 21 | April 21– March 22 | April 22– March 23 |
| Natural gas | 0 | None | 1,057.6 | 1,119.7 | 1,193.5 | 709.5 |
| Company-owned transport | 0 | None | 533.1 | 201.3 | 407.1 | 374.4 |
| Total Scope 1 | 0 | | 1,590.7 | 1,321.0 | 1,600.6 | 1,083.9 |
| Scope 2 CO2e (tonnes) | % estimated | Exclusions | April 19– March 20 | April 20– March 21 | April 21– March 22 | April 22– March 23 |
| Electricity | 0 | None | 2,799.5 | 1,243.5 | 1,767.4 | 1,319.5 |
| Total Scope 2 | 0 | | 2,799.5 | 1,243.5 | 1,767.4 | 1,319.5 |
| Scope 3 CO2e (tonnes) | % estimated | Exclusions | April 19– March 20 | April 20– March 21 | April 21– March 22 | April 22– March 23 |
| Electricity T and D losses | 0 | None | 237.7 | 106.9 | 156.4 | 120.7 |
| Private transport for business purposes | 0 | None | 1,342.7 | 95.7 | 195.9 | 170.0 |
| Total Scope 3 | 0 | | 1,580.4 | 202.6 | 352.3 | 290.7 |
| Total CO2e Scope 1,2,3 gross emissions (tonnes) | | | 5,970.6 | 2,767.1 | 3,720.3 | 2,694.1 |
| Intensity metric measure (hundred ft2 of retail floor area) | | | 5,327 | 5,295 | 5,191 | 5,191 |
| Intensity metric (gross emissions) tCO2e/hundred ft2 of retail floor area | | | 1.121 | 0.523 | 0.717 | 0.519 |
| Energy consumption | | Exclusions | April 19– March 20 | April 20– March 21 | April 21– March 22 | April 22– March 23 |
| kWh | | As above | 24,452,677 | 12,664,265 | 17,358,806 | 12,742,464 |
| Carbon offsets (green electricity supply contracts) | | | 0.0 | 462.2 | 1,738.0 | 1,319.5 |
| Total CO2e Scope 1,2,3 Net emissions (tonnes) | | | 5,970.6 | 2,304.9 | 1,982.3 | 1,374.6 |
| Intensity metric (net emissions) tCO2e/hundred ft2 of retail floor area | | | 1.121 | 0.435 | 0.382 | 0.265 |

Emissions Summary, Sue Ryder Streamlined Energy and Carbon Reporting.



Our upcycling and repair workshop transforms unwanted, donated furniture and clothes into new items for sale

Structure, governance and management

In this section, we outline key information related to how our charity operates.

Objects of the charity

The main activities undertaken in relation to the purposes of the charity are described in the Welcome on page 6.

Our objects are as follows:

1. To provide or assist in the provision of care for persons suffering from any serious or permanent disability, incapacity or illness, whether physical or mental
2. To relieve the needs of those people potentially excluded from society by reason of old age, ill health (physical or mental), disability, poverty, or criminal history, and to assist their integration into society for the public benefit
3. To advance the education of the public about the causes of disability, incapacity or illness, whether physical or mental, and the means of relieving those needs
4. To relieve the mental and physical suffering of persons affected by bereavement or loss, including by the provision of counselling and support for such persons.

The Sue Ryder group is comprised of Sue Ryder (the main operating charity through which all charitable activity is undertaken), Sue Ryder Direct Limited (a trading company which sells new goods and operates the donated Gift Aid scheme) and Sue Ryder Lottery Limited (a company which runs the Sue Ryder Lottery and holds a gambling licence to do so).

Board of Trustees

The Board of Trustees is responsible for the overall governance of Sue Ryder. Trustees are appointed by the board for three years and can be reappointed for further terms of three years up to a maximum of nine years.

Responsibility for the day-to-day running of the charity is delegated to the Chief Executive. The Chief Executive is supported by a group of executives and senior managers. The Chief Executive attends all board meetings and other executives attend as required.

The Nominations Committee oversees the recruitment, appointment, induction and training of new trustees. Trustees are recruited following open advertising or by using the services of external advisors. Appointment is based on merit against objective criteria and taking into account the benefits of diversity on the board. In recruiting new trustees, we seek to maintain a balance of skills and experience appropriate to the charity's activities. The Chief Executive and Chair of Trustees take responsibility for ensuring trustees receive a corporate induction, including access to organisation documents and those relevant to the committees on which they sit, as well as an online pack of up-to-date strategic information. They are taken through the legal requirements of their role and, on starting, one-to-ones with board colleagues are arranged in a timely manner. Trustees may also attend an online induction from The National Council for Voluntary Organisations (NCVO).

The Board of Trustees meets five times a year to review the performance of the charity both financially and in meeting its charitable objectives. To discharge its governance responsibilities effectively, the board has created a number of committees (trustees form the membership with managers in attendance) which have delegated powers from the main Board of Trustees.

These committees and their remits are:

- Health and Social Care Committee (five times a year) – supports and develops a sustainable healthcare strategy and oversees clinical risk.
- People and Remuneration Committee (five times a year) – covering all aspects of human resources.

- Nominations Committee (as required) – recommends the appointment of new members of the Board of Trustees.
- The Finance, Investment and Commercial Committee (five times a year), which monitors and reviews the financial performance of the charity including its investment and commercial performance, and reviews strategies and business cases.
- The Audit and Risk Committee (five times a year), which monitors and reviews financial and other risk and associated controls, integrated governance (both clinical and corporate) and financial assurance across the whole of the charity's activities.

Charity Governance Code

The Board of Trustees supports the principles of good governance set out in the Charity Governance Code and uses the code to evaluate its effectiveness.

The performance of individual trustees is assessed each year when the Chair holds an annual review with trustees. The board reviews its performance annually against the Charity Governance Code using the Governance Code assessment with the specific areas of the code being monitored by the relevant board committees.

Governance, risk management and internal controls

The trustees regularly review the risks faced by the charity to develop proportionate controls and deliver on the charity's strategic aims. The main risks being monitored are the principal risks documented from page 50 of this Annual Report.

Trustees receive regular performance information by way of financial reports and analysis, cash flow forecasts and key performance indicators.

The Director of Risk and Governance has been reviewing the charity's approach to risk, and has brought in a new Risk Management Framework and has been embedding a risk culture in the charity.

The Director of Risk and Governance has regular risk sessions to go through the Directorate Risk Registers and attends all meetings of the Board of Trustees and its committees to report on the risks, and has developed a Board Assurance Framework which goes to both the Audit and Risk Committee and the Board.

Trustees receive assurance from internal assurance providers which have been assessed as fit for purpose. These are the Quality and Governance team, which reports to the Health and Social Care Committee, and Internal Audit, which reports to the Audit and Risk Committee.

Regular audits are undertaken from a risk-based annual audit plan as approved by the Audit and Risk Committee. Progress on audit and risk activity and implementation of management action plans are reported on at meetings of the Audit and Risk Committee.

Financial risk management

Internal controls over all forms of income, assets, commitment and expenditure continue to be refined to improve efficiency. Performance is monitored and appropriate management information is prepared and reviewed regularly, together with proposed corrective actions by both the Chief Executive and the trustees. The charity currently produces an annual budget and reports monthly against that budget, requiring senior management to comment on variances and outline corrective action. Updated financial forecasting is undertaken during the year to reflect changes in the operating environment and their impact on income and expenditure.

Internal audit

Our Internal Audit function implements an approved risk-based internal audit plan of work to cover the major risks identified by the trustees and management. Audit results and progress by management on the implementation of the audit recommendations are presented to the Executive Leadership Team and the Audit and Risk Committee. The Head of Internal Audit had regular one-to-ones with the Chair of the Audit and Risk Committee.

Structure, governance and management (continued)

This Internal Audit function has now been outsourced to Mazars and the Director of Risk and Governance will liaise with Mazars and the Chair of the Audit and Risk Committee and the Executive Leadership Team. Reports on progress of audits undertaken by Mazars on Sue Ryder’s behalf will be presented to the Audit and Risk Committee.

Management and policies

Grant making

Sue Ryder currently provides a £20,000 grant each quarter to support the ongoing work of an independent Sue Ryder organisation in Albania. Sue Ryder does not provide grants to any other organisations.

Foreign exchange

The charity’s trading subsidiary, Sue Ryder Direct Limited, purchased new goods directly from overseas suppliers in the first half of the year, which required payment in US dollars. The US dollars are purchased at the spot rate to satisfy short-term contractual commitments. Since October 2022 new goods have been sourced from UK based suppliers and settled in sterling.

Policy and practice on the payment of creditors

The charity complies with best practice and always endeavours to meet the payment terms agreed with suppliers through our procurement and tendering process. The ratio of amounts owed to trade creditors at the year-end to purchases during the year was 9.1% (2021–22: 7.8%).

Pensions

Sue Ryder operates the following pension schemes:

- **Group personal pension plan:** Sue Ryder contributes to individual personal pension plans, under a group personal pension plan operated by Royal London
- **The People’s Pension:** Sue Ryder provides an auto-enrolment scheme through The People’s Pension.

Sue Ryder also contributes to a defined benefit contributory pension scheme on behalf of certain former National Health Service employees. As it is not possible to identify the surpluses or deficits that relate to Sue Ryder, this scheme is treated as a defined contribution scheme under FRS102.

Employment of disabled persons

Sue Ryder is committed to a policy of recruitment and promotion on the basis of aptitude and ability without negative discrimination of any kind.

Management actively pursues both the employment of disabled persons whenever a suitable vacancy arises and the continued employment and retaining of employees who become disabled while employed by the charity. Where a current employee or volunteer becomes disabled due to illness or injury, the charity, wherever possible and reasonable, will provide assistance with rehabilitation, adaptation to premises, modification of equipment, provision of special aids, job restructuring, retraining and/or redeployment opportunities.

Sue Ryder also has a People with Disabilities network group which feeds into our Equity, Diversity and Inclusion work. The group aims to raise awareness among all colleagues of the breadth of impact that having a disability can have, and to encourage our staff and volunteers with disabilities to come forward and gain support in a safe space.

Gender pay gap

At Sue Ryder, our mean gender pay gap is 1.5%. This shows that, on average, the hourly rate men are paid is just fractionally higher than the rate women receive. This compares well to the national average of 13.9%. Our median gender pay gap is -2.6%. This shows that the median pay point is lower for men. This is the difference if we line up all salaries and take the middle paid man and woman. The national figure for this is 14.9%, so we compare very favourably. We have about 2,900 staff based across the UK and the gender split is 82.7% women and 17.3% men.

Although our pay gap figures are low, we still strive to eliminate any gender bias.

Sue Ryder has policies and procedures in place in our recruitment, development, pay and progression of employees which avoid gender discrimination or any other type of discrimination. We are committed to addressing inequality when it is identified. We employ a full-time Diversity and Inclusion Manager. We have recently introduced a charity-wide job grading structure which ensures pay can be managed for jobs of equal size across all parts of the organisation.

Remuneration policy

Our reward policies ensure that the charity can attract, retain and motivate our staff by offering and maintaining appropriate remuneration and benefits. This includes both financial and non-financial rewards and recognition.

During 2022–23 we developed new pay structures for our workforce and introduced job families and job evaluation to ensure equity and fairness across all roles, linking pay to job grade and function, benchmarked against the relevant job market.

It is our aim to pay and provide employee benefits at the market midpoint; that is the average of similar employers in the locality of where the job is based.

Since the pandemic we have made pay awards when affordable. In 2022 we introduced new pay structures for our healthcare and retail staff, with varying pay increases, to facilitate greater market competitiveness and retention. All other staff received a 2% increase in July. In light of the financial crisis, we awarded all staff (excluding the Executive Leadership Team) a further pay award of 3% in November, coupled with a one-off performance-related payment of £150 (apart from the Executive Leadership Team and senior leaders).

Executive Leadership Team pay and remuneration is set by trustees who sit on the People and Remuneration Committee. Benchmark salary data is shared annually at this committee, along with a review of performance during the year and the committee agrees the appropriate pay award for each member of the Executive Leadership Team and the Chief Executive.

We aim to encourage a culture where all people feel included and valued for the unique contribution they bring to our organisation. We seek to attract and engage people from a diversity of backgrounds, cultures, ages and abilities who bring a broad range of knowledge, skills and experience. We do not discriminate on the basis of sex, age, disability, race, religion or belief, sexual orientation or any other protected characteristic. We encourage and reward innovation, achievement and behaviours through recognition schemes, appraisal criteria, development plans and skills frameworks. Reasons for reward decisions are clearly communicated to those concerned.

Employee/volunteer involvement

Information about aims and activities is disseminated to all staff and volunteers through management briefings, extended use of our intranet, email and printed publications.

We also run annual surveys for both staff and volunteers to gather feedback on people’s experiences of working and volunteering at Sue Ryder. As well as local improvements, feedback from previous years sparked the launch of our ‘We are Sue Ryder’ culture development programme and led to the creation of the Sue Ryder Knowledge Academy. We’ve also improved our volunteer experience and developed new volunteer communications as a result of volunteer feedback, including a monthly e-newsletter and Facebook group. The results influence the way we move forward with our strategy and help to make Sue Ryder a better place to work and volunteer.

Structure, governance and management (continued)

Auditors

Following competitive tendering, RSM UK Audit LLP were appointed as our auditors for the 2022–2023 audit.

Trustees’ responsibilities

The trustees, who are also directors for the purposes of company law, are responsible for preparing the Annual Report (including the Strategic report) and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and accounting 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
- observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2019)
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity’s transactions and disclose with reasonable accuracy at any time the financial position of the charity, and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity’s website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity’s website is the responsibility of the trustees. The trustees’ responsibility also extends to the ongoing integrity of the financial statements contained therein.

Public benefit

The Board of Trustees has given regard to the legislative and regulatory requirements for disclosing how its charitable objectives have provided benefit to the public.

The trustees confirm that they have complied with their duty under the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity. This report outlines how our achievements during 2022–23 have benefited the public, either directly or indirectly.

The trustees confirm that, so far as they are aware, there is no relevant audit information of which the auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees’ Annual Report, incorporating the Strategic report and Directors’ report, was approved by the Board of Trustees on 6 December 2023.



Dr Rima Makarem
Chair of Trustees

An art room in one of our hospices



Legal and administrative details

For the year ended 31 March 2023

Status

Sue Ryder is a charitable company limited by guarantee, incorporated on 28 November 1968 (last amended on 6 December 2019), and registered as a charity in England and Wales on 17 January 1996 and in Scotland on 14 May 2008.

Governing document

Sue Ryder was established under a Memorandum of Association and is governed under its Articles of Association, which establish the objects and powers of the organisation.

Company number

943228

Charity number

1052076

Scottish charity number

SC039578

Registered office

King's House, King Street, Sudbury, Suffolk CO10 2ED

Principal office

183 Eversholt Street, London, NW1 1BU

Board of Trustees

Our trustees are responsible for the overall control and strategic direction of Sue Ryder. They work voluntarily to make sure we are doing everything we can to support people through the most difficult times of their lives. Unless otherwise indicated, the trustees were in post from 1 April 2022 to 31 March 2023. Membership of committees is also indicated.



Dr Rima Makarem
Chair of Trustees
Chair of Nominations

Rima initially trained as a scientist before going on to hold senior roles within the global pharmaceutical sector. She has built up a broad non-executive track record over recent years, including significant work locally, regionally and nationally in the health and care sector. She currently chairs the Bedfordshire, Luton and Milton Keynes Integrated Care System. Other roles in her portfolio include Lay Council member for the General Pharmaceutical Council, and Chair of Queen Square Enterprises Ltd. Rima was also until recently the Senior Independent Director and Audit Chair of the National Institute for Health and Care Excellence (NICE), as well as the Audit Chair and an External Commissioner at the House of Commons Commission, working closely with the Speaker and the Leader of the House.

Committees: Nominations (ex officio member of Finance, Investment and Commercial, Health and Social Care and People and Remuneration)



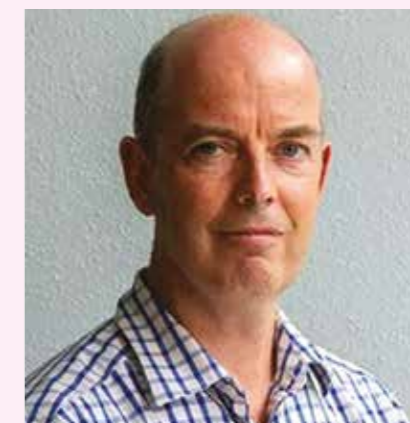
Dr Katherine Buxton

Katherine currently works as a Consultant in Palliative Medicine at Imperial College in London. Since her appointment in January 2012, she has developed and led on numerous work streams focused around her interests of improving planned care pathways, the electronic co-ordination of care across healthcare settings and enhanced supportive care in advanced liver disease.

Katherine was appointed as Clinical Lead for End-of-Life Care for Imperial College in July 2017. Since her appointment she has led on several key projects, including the development of clinical tools within the Trust electronic patient record, development of data dashboards and improvements related to CPR and treatment escalation decisions.

External to her roles within Imperial, Katherine is currently the Clinical Director for Palliative and End of Life Care for the Clinical Strategic Network in London and the Clinical Lead for the Universal Care Plan Programme.

Committees: Health and Social Care



Guy Boersma

Guy Boersma is a Social Enterprise CEO and a creative collaborator on social change. Currently Strategy and Development Director and previously CEO at Kent Surrey Sussex Academic Health Science Network, he has led its establishment and rapid growth. He also serves as Healthcare Denmark's UK Ambassador and is Professor of Translational Experimental Medicine at the University of Surrey. Guy brings a wealth of health and care and public service experience from central government and closer to the public service frontline. He convenes creative partnerships, collaborates generously with partners while working together with them on systems change, effective joint working and increasing impact.

Committees: Health and Social Care

Legal and administrative details (continued)



Linda Goodacre

Linda has worked in property for over 35 years. Most of that time has been spent working in national and multinational retailers, where she has dealt with all types of property including logistics, manufacturing, residential, research, leisure, hospitality and all types of retail.

Linda has been a Fellow of the Royal Institution of Chartered Surveyors since 2011. From April 2018 to April 2022, she was Director of Estates and Facilities at the University of Nottingham, which is her hometown. Linda looked after the estates capital programme, all facilities management and all catering and hospitality. Linda has recently moved to Barclays as Head of Retail Strategy and Portfolio Execution.

In her time in retail she has been a representative of many organisational bodies including the Confederation of British Industry (CBI); British Retail Consortium (BRC); The Property Managers Association (PMA); and Business in the Community (BITC).

Committees: Finance, Investment and Commercial and Audit and Risk



Nicola Hayes

Chair of Finance, Investments and Commercial Committee

Nicola has had a wide-ranging career covering everything from pedigree dogs and universities to trade associations, with the vast majority spent in financial services at two firms, Invesco Perpetual and Baring Asset Management. When she left Barings in December 2016, she was Global Head of Client Service and Relationship Management, and a non-executive director of eight fund management companies.

Nicola now works as a senior advisor to Independent Audit Ltd, the leading board effectiveness consultancy, and chairs the Investment Committee of the Metropolitan Police Friendly Society (Metfriendly). She has an MA in Modern History from the University of St Andrews.

Committees: Finance, Investment and Commercial; Health and Social Care



Sue Hopgood

Chair of People and Remuneration Committee (from February 2022)

Sue has over 35 years of experience gained across NHS organisations and the wider public sector. Sue has recently retired from the role of Managing Director of the Cross Sector Leadership Exchange, a community interest company that brings together leaders from different sectors.

Sue's expertise lies in human resource management and organisational development, and she has an MA in Strategic Human Resources. She has dedicated the last 18 years to specialising in leadership development, talent management, employee engagement and culture change. She is passionate about helping individuals and organisations to be the very best they can be, which in turn improves organisational and individual performance.

Committees: People and Remuneration; Audit and Risk; Nominations



Stuart Hudson

**Senior Independent Trustee
Chair of Audit and Risk Committee**

Stuart Hudson is a Partner at the consulting firm Brunswick where he advises companies on mergers and acquisitions, regulation and public policy. Previously Stuart served at the Competition and Markets Authority (CMA) as Senior Director of Strategy, a member of the Executive Committee and an adviser to the Board. During the global financial crisis he was appointed a Special Adviser to Prime Minister Gordon Brown and, prior to that, he was Head of Government Affairs at the energy regulator, Ofgem. He originally trained in European competition policy with the Office of Fair Trading.

Stuart holds a BA in History and Politics from the University of Oxford and an MSc in Finance from the University of London.

Committees: Audit and Risk; Nominations

Legal and administrative details (continued)



Christine Kanu

Christine is a senior finance professional with over 20 years' experience spanning several sectors including not-for-profit and social purpose organisations.

She enjoys collaborating with modern, dynamic, forward-thinking organisations that are active on physical and mental health, the environment and climate issues, human rights and social justice.

She currently serves as Chief Financial Officer at the Anna Freud National Centre for Children and Families. Christine also holds governance roles with Global Witness and The Recruitment and Employment Confederation (REC). In addition, she is a mentor for the University of London's Careers Group Advisory Panel for Colleagues who are Black, Asian and of Diverse Heritage.

Steering Groups: Equity, Diversity and Inclusion
Committees: Finance, Investment and Commercial; People and Remuneration



Andrew Richmond

Director of Sue Ryder Lottery Ltd

Andrew was a number one rated healthcare and smaller companies analyst enjoying a wide-ranging career in London in stockbroking, fund management and private equity. His non-executive positions have included being Deputy Chair of the Scottish Ambulance Service, sitting on the Board of NHS Tayside, and chairing Hub North Scotland, which is an infrastructure procurement specialist delivering properties for both the NHS and local authorities. He has also chaired the Angus Community Health Partnership (CHP) and sat on the Court of the University of Dundee, where he chaired the Finance and Resources Committee.

He currently chairs Frontier IP Group PLC, which is a London Stock Exchange Alternative Investment Market (AIM) traded Intellectual Property (IP) specialist, is Vice Chair of the Management Board of the Caledonia Housing Association (CHA), is a Trustee of the Church of Scotland Investors Trust and is a Trustee of Scotland's Charity Air Ambulance (SCAA).

Andrew has an MA in Economics and Accounting from the University of Edinburgh and is an Associate of the Society of Investment Professionals (ASIP).

Committees: Audit and Risk; People and Remuneration



Kevin Rusling

Director of Sue Ryder Direct Ltd
Chair of People and Remuneration Committee

With over 28 years of experience in the global consumer space, Kevin is currently Corporate Development Officer at De La Rue plc. Kevin has substantial experience designing, leading and implementing corporate growth and realignment strategies across a global footprint. His early career at Marks and Spencer gave him excellent grounding in retail, and he went on to lead teams at Walmart and Monsoon Accessorize prior to joining Mothercare to lead the transformation of the business. Kevin's expertise lies in shaping and delivering a strategic vision across challenging, international business portfolios. He brings tremendous energy, drive and exceptional focus working collaboratively with leadership teams to deliver outstanding results.

Committees: Finance, Investment and Commercial; Chair of People and Remuneration



Helen Thomson

Chair of Health and Social Care Committee

Helen has over 20 years of experience as a Chief Nurse and Deputy CEO within the NHS. She is a registered nurse and midwife, and also has a number of years of experience as a coach. Upon retiring from the NHS in 2014, she formed her own business offering consultancy and coaching. She is an Associate of the Florence Nightingale Foundation, Non-Executive Director for Leeds Community NHS Trust and a Council Member of the University of Huddersfield. She was also appointed Deputy Lieutenant for West Yorkshire in 2012 and Vice Lord-Lieutenant in 2022.

Committees: Health and Social Care; Audit and Risk

Legal and administrative details (continued)



Jeremy Chataway (to 13 July 2022)

After qualifying in medicine at Cambridge and Oxford Universities, and general medical training in London, Jeremy specialised in neurology over an eight-year period with posts in Edinburgh, Cambridge and the National Hospital for Neurology and Neurosurgery (NHNN) in London. He took up the post as a Consultant Neurologist at the NHNN in 2001. He is fully familiar with managing diverse conditions such as dementia, motor neurone disease and stroke, at all stages of disability, with a focus on multiple sclerosis (MS). As Professor of Neurology, he combines an NHS clinical role in MS with an academic role in clinical trials and their design, again predominantly in MS.

Committees: Health and Social Care (to 13 July 2022)



Polly Bishop (joined May 2023)

Polly is a leader in digitally enabled healthcare strategy and transformation, with over 25 years of experience in consulting and healthcare. She is passionate about the potential for digital and data to enable the transformation of healthcare experiences and outcomes, reduce inequalities and drive efficiency.

Polly has worked across the healthcare sector, with Cap Gemini Ernst & Young, Eli Lilly, Bupa and the NHS. As NHSX Director of Digital Experience, Polly led national digital citizen healthcare services including the NHS website and the NHS App. She is now working as an independent consultant and interim Chief Digital Information Officer.

Polly has an MBA from INSEAD and a postgraduate diploma in digital leadership from Imperial College London. She maintains involvement in NHS digital policy and strategy through research and voluntary work.



Tabetha Darmon (joined July 2023)

Tabetha Darmon joined University Hospitals of Morecambe Bay NHS Foundation Trust (UHMBT) as Chief Nursing Officer on 1 May 2023. She was previously Executive Director of Nursing, AHPs and Quality for Nottinghamshire Healthcare NHS Foundation Trust. Nottinghamshire Healthcare has more than 9,000 members of staff, and provides integrated healthcare services, including mental health, intellectual disability and physical health services in a variety of settings ranging from the community through to acute wards, as well as secure settings.

Tabetha is a registered Mental Health Nurse, who holds a BA (Hons) in Applied Youth and Community Work, a post graduate diploma in Management, post grad (cert) in Health Promotion, Risk and Society, Prince2 project Management and an MBA. She has more than 30 years' leadership experience at a local and national level.

Auditors

RSM UK Audit LLP, Blenheim House, Newmarket Road, Bury St Edmunds, Suffolk IP33 3SB

Bankers

Lloyds TSB plc, 13 Cornhill, Ipswich IP1 1DG

Solicitors

Eversheds, Bridgewater Place, Water Lane, Leeds LS11 5DR

Willans, 34 Imperial Square, Cheltenham, Gloucestershire GL50 1QZ

Gately Legal, Minerva, 29 East Parade, Leeds LS1 5PS

Investment advisers

CCLA, 1 Angel Lane, London, EC4R 3AB

Our Executive Leadership Team

The Executive Leadership Team (ELT), led by our Chief Executive, Heidi Travis, is responsible for the day-to-day running of Sue Ryder. Key management personnel are defined as trustees and the roles of Chief Executive and the Chief Finance Officer, supported by the ELT.



Chief Executive
Heidi Travis



Chief Operating Officer
Alan Bowers



Chief Medical Director
Dr Paul Perkins



**Company Secretary and
General Counsel
(to September 2023)**
Helen Organ

A new Company Secretary, Bernice Ackah, joined Sue Ryder in October 2023



**Chief Finance Officer (from
May 2023. Previously Director
of Finance)**
Kirsten Stevens



**Director of Fundraising
(to June 2023)**
Caroline Graham



**Director of Patient Services
and Nursing (to March 2023)**
Sarah Gigg



**Chief Nursing Officer (from
August 2023. Previously Interim
Director of Patient Services and
Nursing from April 2023)**
Jane Turner



**Chief People and Culture
Officer (from May 2023.
Previously Director of People
and Corporate Services)**
Tracey Taylor-Huckfield



**Chief Commercial Officer (from
July 2023. Previously Director
of Retail and Estates)**
Martin Wildsmith



**Executive Strategic
Programme Director**
Joanna Lee

Independent auditor's report to the trustees and members of Sue Ryder

Opinion

We have audited the financial statements of Sue Ryder (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities incorporating the consolidated income and expenditure account, the Charity Statement of Financial Activity incorporating the charity income and expenditure account, the Consolidated and Charity Cash Flow Statements, 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2023; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Independent auditor's report to the trustees and members of Sue Ryder

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 72 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 group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud and;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

Independent auditor's report to the trustees and members of Sue Ryder

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of Charities Accounts (Scotland) Regulations 2006, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and inspecting correspondence with local tax authorities.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Quality Commission. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected any correspondence with the regulator during the year.

The group audit engagement team identified the risk of management override of controls, completeness of income and existence of retail income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and performing tests of details on relation to the completeness of income and existence of retail income.

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

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees 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, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Claire Sutherland

CLAIRE SUTHERLAND (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP,

Statutory Auditor
Chartered Accountants

Blenheim House
Newmarket Road
Bury St Edmunds
IP33 3SB

13 December 2023

RSM UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Accounts for the year ended 31 March 2023

Consolidated Statement of Financial Activities, incorporating consolidated income and expenditure account – year ending 31 March 2023

| | Note | Unrestricted funds £000s | Restricted funds £000s | Total 2022–23 £000s | Unrestricted funds £000s | Restricted funds £000s | Total 2021–22 restated (note 22) £000s |
|---|--------------|-----------------------------|---------------------------|---------------------------|-----------------------------|---------------------------|--|
| Income: | | | | | | | |
| Donations and legacies | 3 | 4,119 | 10,088 | 14,207 | 8,391 | 9,878 | 18,269 |
| Charitable activities | 4 | 35,199 | 645 | 35,844 | 35,037 | 4,052 | 39,089 |
| Other trading activities | 5 | 61,912 | - | 61,912 | 55,388 | - | 55,388 |
| Investment income | 6 | 196 | - | 196 | 8 | - | 8 |
| Total income | | 101,426 | 10,733 | 112,159 | 98,824 | 13,930 | 112,754 |
| Expenditure: | | | | | | | |
| Raising funds | 7 | 60,083 | - | 60,083 | 54,471 | - | 54,471 |
| Charitable activities | | | | | | | |
| Palliative and end-of-life care | | 20,465 | 9,841 | 30,306 | 5,432 | 20,640 | 26,072 |
| Long-term neurological care | | 29,532 | 423 | 29,955 | 23,791 | 240 | 24,031 |
| Bereavement | | 2,471 | 155 | 2,626 | 1,480 | - | 1,480 |
| Homecare | | 96 | - | 96 | 1,328 | 1 | 1,329 |
| International | 8 | 80 | - | 80 | 80 | - | 80 |
| Total expenditure on charitable activities | | 52,644 | 10,419 | 63,063 | 32,111 | 20,881 | 52,992 |
| Total expenditure | 7 | 112,727 | 10,419 | 123,146 | 86,582 | 20,881 | 107,463 |
| Net (expenditure)/income for the year | | (11,301) | 314 | (10,987) | 12,242 | (6,951) | 5,291 |
| Gain on disposal of fixed assets | | - | - | - | 24 | - | 24 |
| Gains on investment assets | 11 | 35 | - | 35 | 1,217 | - | 1,217 |
| Net (expenditure)/income for the year before transfers | | (11,266) | 314 | (10,952) | 13,483 | (6,951) | 6,532 |
| Transfer between funds | 17,18 | 862 | (862) | - | - | - | - |
| Net (expenditure)/income for the year after transfers | | (10,404) | (548) | (10,952) | 13,483 | (6,951) | 6,532 |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | 17,18 | 69,630 | 1,142 | 70,772 | 56,147 | 8,093 | 64,240 |
| Net movement of funds for the year | | (10,404) | (548) | (10,952) | 13,483 | (6,951) | 6,532 |
| Total funds carried forward as at 31 March 2023 | 17,18 | 59,226 | 594 | 59,820 | 69,630 | 1,142 | 70,772 |

Accounts for the year ended 31 March 2023 (continued)

Charity Statement of Financial Activities, incorporating charity income and expenditure account – year ending 31 March 2023

| | Note | Unrestricted funds £000s | Restricted funds £000s | Total 2022–23 £000s | Unrestricted funds restated (note 22) £000s | Restricted funds £000s | Total 2021–22 restated (note 22) £000s |
|---|--------------|-----------------------------|---------------------------|---------------------------|--|---------------------------|--|
| Income: | | | | | | | |
| Donations and legacies | 3 | 4,119 | 10,088 | 14,207 | 8,338 | 9,878 | 18,216 |
| Charitable activities | 4 | 35,199 | 645 | 35,844 | 35,037 | 4,052 | 39,089 |
| Other trading activities | 5 | 56,940 | - | 56,940 | 50,006 | - | 50,006 |
| Investment income | 6 | 194 | - | 194 | 8 | - | 8 |
| Total income | | 96,452 | 10,733 | 107,185 | 93,389 | 13,930 | 107,319 |
| Expenditure: | | | | | | | |
| Raising funds | | 55,109 | - | 55,109 | 49,045 | - | 49,045 |
| Charitable activities | | | | | | | |
| Palliative and end-of-life care | | 20,465 | 9,841 | 30,306 | 5,432 | 20,640 | 26,072 |
| Long-term neurological care | | 29,532 | 423 | 29,955 | 23,791 | 240 | 24,031 |
| Bereavement support | | 2,471 | 155 | 2,626 | 1,480 | - | 1,480 |
| Homecare | | 96 | - | 96 | 1,328 | 1 | 1,329 |
| International | 8 | 80 | - | 80 | 80 | - | 80 |
| Total expenditure on charitable activities | | 52,644 | 10,419 | 63,063 | 32,111 | 20,881 | 52,992 |
| Total expenditure | 7 | 107,753 | 10,419 | 118,172 | 81,156 | 20,881 | 102,037 |
| Net (expenditure)/income for the year | | (11,301) | 314 | (10,987) | 12,233 | (6,951) | 5,282 |
| Gain on disposal of fixed assets | | - | - | - | 24 | - | 24 |
| Gains on investment assets | 11 | 35 | - | 35 | 1,217 | - | 1,217 |
| Net (expenditure)/income for the year before transfers | | (11,266) | 314 | (10,952) | 13,474 | (6,951) | 6,523 |
| Transfer between funds | 17,18 | 862 | (862) | - | - | - | - |
| Net (expenditure)/income for the year after transfers | | (10,404) | (548) | (10,952) | 13,474 | (6,951) | 6,523 |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | 17,18 | 69,617 | 1,142 | 70,759 | 56,143 | 8,093 | 64,236 |
| Net movement of funds for the year | | (10,404) | (548) | (10,952) | 13,474 | (6,951) | 6,523 |
| Total funds carried forward as at 31 March 2023 | 17,18 | 59,213 | 594 | 59,807 | 69,617 | 1,142 | 70,759 |

The Statement of Financial Activities includes all gains and losses recognised in the 12 month period. The notes on pages 92 to 124 form part of these financial statements.

Consolidated and charity balance sheets

Company registration number: 00943228

| | Note | Consolidated | | Charity | |
|---|------|------------------------|---|------------------------|---|
| | | 31 March 2023 £000s | 31 March 2022 restated (note 22) £000s | 31 March 2023 £000s | 31 March 2022 restated (note 22) £000s |
| Fixed assets | | | | | |
| Tangible assets | 10 | 30,732 | 34,597 | 30,732 | 34,597 |
| Freehold properties held for sale | 12 | - | 1,900 | - | 1,900 |
| Investments | 11 | 12,495 | 11,130 | 12,495 | 11,130 |
| | | 43,227 | 47,627 | 43,227 | 47,627 |
| Current assets | | | | | |
| Stocks | | 1,038 | 1,444 | - | 21 |
| Debtors | 13 | 16,997 | 16,842 | 17,468 | 18,230 |
| Cash at bank and in hand | | 23,581 | 26,326 | 23,118 | 25,823 |
| | | 41,616 | 44,612 | 40,586 | 44,074 |
| Creditors, amounts falling due within one year | 14 | (12,639) | (10,274) | (12,122) | (9,870) |
| Net current assets | | 28,977 | 34,338 | 28,464 | 34,204 |
| Total assets less current liabilities | | 72,204 | 81,965 | 71,691 | 81,831 |
| Creditors: amounts falling due after one year | 15 | (6,842) | (6,985) | (6,842) | (6,985) |
| Provisions for liabilities | 16 | (5,542) | (4,208) | (5,042) | (4,087) |
| Long-term liabilities and provisions | | (12,384) | (11,193) | (11,884) | (11,072) |
| Total net assets | | 59,820 | 70,772 | 59,807 | 70,759 |
| Funds of the charity | | | | | |
| Unrestricted funds | | | | | |
| Property revaluation reserve | 17 | 3,323 | 3,365 | 3,323 | 3,365 |
| Unrestricted general funds | 17 | 55,903 | 66,265 | 55,890 | 66,252 |
| Total unrestricted funds | | 59,226 | 69,630 | 59,213 | 69,617 |
| Restricted funds | 18 | 594 | 1,142 | 594 | 1,142 |
| Total funds | | 59,820 | 70,772 | 59,807 | 70,759 |

The notes on pages 92 to 124 form part of these financial statements.

Approved and authorised for issue by the Board of Trustees on 6 December 2023 and signed on its behalf by



Dr Rima Makarem
Chair of Trustees

Accounts for the year ended 31 March 2023 (continued)

Consolidated cash flow statement

| | Note | Consolidated | | Charity | |
|--|-----------|------------------|------------------|------------------|------------------|
| | | 2022–23 £000s | 2021–22 £000s | 2022–23 £000s | 2021–22 £000s |
| Cash flows from operating activities | | | | | |
| Net cash (outflow)/inflow provided by operating activities | 24 | (471) | 6,585 | (427) | 6,582 |
| Cash flows from investing activities | | | | | |
| Investment income received | | 196 | 8 | 194 | 8 |
| Net receipts from sales of fixed assets held for sale | | 1,900 | 8,045 | 1,900 | 8,045 |
| Payments to acquire tangible fixed assets | 10 | (2,445) | (1,520) | (2,445) | (1,520) |
| Purchase of investments | 11 | (1,400) | - | (1,400) | - |
| Net cash (used)/generated in investing activities | | (1,749) | 6,533 | (1,751) | 6,533 |
| Cash flows from financing activities | | | | | |
| Interest repayments on borrowings to finance fixed asset development | 24 | (311) | (166) | (311) | (166) |
| Capital repayments on borrowings to finance fixed asset development | | (214) | (252) | (214) | (252) |
| Net cash provided by financing activities | | (525) | (418) | (525) | (418) |
| Change in cash and cash equivalents during the year | | (2,745) | 12,700 | (2,703) | 12,695 |
| Cash and cash equivalents at the beginning of the year | | 26,326 | 13,627 | 25,821 | 13,127 |
| Change in cash and cash equivalents due to exchange rate movements | | - | (1) | - | (1) |
| Cash and cash equivalents as at the end of the year | | 23,581 | 26,326 | 23,118 | 25,823 |

Analysis of changes in net debt

| | Consolidated | | | Charity | | |
|---|------------------|----------------|----------------|------------------|----------------|----------------|
| | At start of year | Net cash flows | At end of year | At start of year | Net cash flows | At end of year |
| Bank and cash | 26,326 | (2,745) | 23,581 | 25,823 | (2,705) | 23,118 |
| Loans falling due within one year | (242) | 71 | (171) | (242) | 71 | (171) |
| Loans falling due within one and five years | (1,035) | 4 | (1,031) | (1,035) | 4 | (1,031) |
| Loans falling due after five years | (5,950) | 139 | (5,811) | (5,950) | 139 | (5,811) |
| | (7,227) | 214 | (7,013) | (7,227) | 214 | (7,013) |
| Total change in net debt | 19,099 | (2,531) | 16,568 | 18,596 | (2,491) | 16,105 |

We support patients and their families



Notes to the accounts

1 Accounting policies

(a) Basis of preparation

The financial statements are prepared in accordance and compliance with: (i) FRS 102, the Financial Reporting Standard applicable in the United Kingdom; (ii) 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) 'Charities SORP (FRS 102) (second edition – October 2019)' issued by the Charity Commission; (iii) Companies Act 2006; Charities and Trustee Investment (Scotland) Act 2005; and Charities Accounts (Scotland) Regulations 2006.

Sue Ryder meets the definition of public benefit entity under FRS102. Monetary values are calculated under the historical cost convention, as modified by the revaluation of investments.

(b) Company information

Sue Ryder (the charity) is a charitable company limited by guarantee, incorporated in England and registered as a charity in England, Wales and Scotland. The registered office of the company is disclosed on page 74.

(c) Going concern

The trustees have not identified any material uncertainties and are not aware of any specific or general event that would place significant doubt on the charity's or groups' ability to continue as a going concern.

Management maintains tight controls over costs and cashflow management reporting in order to mitigate any impact of loss of income caused by interest rates and inflation driving the cost-of-living crisis. Because of these tight controls our year end cash and reserves remain in a strong position. Our approved detailed budget for 2023–24 reflects the charity's ambition to continue to invest reserves into the infrastructure and help us build our supporter base. We continue to monitor the

cashflow forecast and while the ongoing war in Ukraine has caused energy prices to soar, we have agreements in place pre-pandemic which are protecting us from the significant inflationary increases seen in the sector.

This forecast and our ongoing assessment of our liquid reserves position forms the basis of our assessment of going concern. Our forecasts consider current levels of inflation and rising costs where we don't have agreements in place, as well as the impact that the ongoing cost-of-living crisis is having on our donors. Our retail shops continue to perform well, particularly against sales of donated goods.

In assessing the going concern of the charity, cashflows have been prepared for 12 months from the date of sign off, and our forecast has been stress tested to reflect several different scenarios around the potential future impact of significant increases in costs due to inflation and loss of income due to the cost-of-living crisis. In running a number of different scenarios on our key forecast assumptions, we have included an extreme scenario which models a combination of economic factors significantly increasing our pay and non-pay costs and reductions in legacy and other fundraising income, as well as reduction in retail income. As we have cost agreements in place with a number of our larger suppliers for a number of years to come, this scenario is considered to be very unlikely. We have also given consideration to any potential material uncertainty that could place significant doubt over the use of the going concern basis of accounting for a minimum of 12 months from the date of approval of these accounts.

While the scenarios modelled would have a significant adverse financial impact, all scenarios demonstrate that we remain in the cash positive position. In carrying out the reverse stress testing, we gained assurance that we would be able to continue as a going concern in the event of the following adverse scenarios, both individually and combined:

- further inflationary increases of +5% on pay and non-pay costs
- lower than forecast fundraising income: legacies at 70% of budget and all other fundraising at 80%
- retail shop closures for up to three months, with no further support or income, based on a pandemic type scenario.

The combined scenarios assume that management would not do anything to mitigate against downsides. In reality, and as proven over the last three years, management responses would be swift, and expenditure would be tightly controlled in line with any shortfall in income and significant increases in costs. Spend on discretionary items and strategic investment could be reduced and consideration could be given to reducing the scope of services.

Based on our forecasts and the reverse stress testing scenario analysis, the trustees have not identified any material uncertainties that would place doubt relating to going concern and therefore consider that the going concern basis of accounting is appropriate in the preparation of the accounts.

(d) Consolidated financial statements

Consolidated financial statements have been prepared in respect of Sue Ryder, its wholly owned trading subsidiaries, Sue Ryder Direct Limited and Sue Ryder Lottery Limited.

(e) Restricted funds

Restricted funds are those which are subject to specific conditions imposed by donors, grant making organisations or terms of appeal.

(f) Unrestricted General Fund

The General Fund is comprised of accumulated net income and expenditure in the Statement of Financial Activities after any transfers between funds.

(g) Designated funds

Designated funds are those which the trustees have assigned to a particular project or purpose.

(h) Income

All income is included when the charity is entitled to the income, the receipt of funds is probable and the amount can be reliably quantified.

Income for the provision of care services, principally from clinical commissioning groups and local authorities, is recorded on a receivable basis in respect of the services provided in the period in which the care is delivered.

Donations are shown as income on receipt, unless there is earlier evidence of entitlement and the amount can be measured reliably.

Legacy income is recognised when there is legal entitlement (from date of probate, or from receipt if earlier), receipt is probable (there are no material uncertainties on the estate) and the amount can be measured reliably (financial information in respect of the estate has been received). A 10% provision is made as an estimate to allow for legal costs and diminution in estate assets. Where legacies have been notified to the charity but these criteria are not fully met, the legacy is treated as a contingent asset and disclosed if material (see note 13).

Income received from grants is recognised when it was awarded and when the terms and conditions of any performance criteria linked to the grant award or stage payments have been met.

Income in the charity's wholly owned subsidiaries is included under other trading income. Income is accounted for on an accruals basis. New goods income represents the value of new goods sold after trade discounts and net of value added tax.

Tax rebates under Gift Aid are accrued for in accordance with the appropriate Gift Aid rules.

Notes to the accounts (continued)

1 Accounting policies (continued)

Gifts donated for resale are included as income when they are sold. No amounts are included in the financial statements for services donated by volunteers.

Gift Aid income claimed under the UK retail Gift Aid scheme is estimated and accrued at the point of sale.

Interest receivable is accrued on a day-to-day basis, and other investment income is recognised on receipt.

(i) Expenditure

All expenditure is accounted for on an accruals basis and grants are recognised when a constructive or actual obligation arises.

Costs are allocated to the cost of raising funds and charitable activities on the basis of direct allocation and apportionment of support costs as detailed in note 7.

Costs of raising funds include fundraising, all retail and property trading activities and the costs of managing the investment portfolio.

Charitable activities include the costs of care provided, grants to the independent Sue Ryder charity in Albania and funding for research and service improvement.

Business rates relief is treated as an absent cost and the charge in the Statement of Financial Activities has been reduced for the period of the relief.

(j) Termination payments

Sue Ryder's policy is to make redundancy payments in line with minimum statutory requirements unless the employee has protected rights from a previous employer. Termination payments are included when the decision to make the payment has been authorised by trustees for a member of the Executive Leadership Team (ELT) and by the Chief Executive and Chief People and Culture Officer for all other employees.

(k) Fixed assets

Tangible fixed assets are included in the financial statements at cost less depreciation with the exception of freehold land which is held at deemed cost since the transitioning to FRS102 from 1 April 2014. Items with a value of £1,000 or more and with a useful life of more than one year are capitalised. Where assets are valued at less than £1,000 but form part of a group of assets (e.g. a computer network) which totals more than £1,000 they are capitalised.

Assets in the course of construction are included in the financial statements at cost of construction. They are depreciated once the asset becomes operational and moved into the category of freehold land and buildings.

Where an asset comprises two or more major components, the components are reviewed and consideration is given to whether they have substantially different useful economic lives which should be depreciated separately.

Management undertake a review of useful economic lives where appropriate. Depreciation is provided to write off assets over their estimated useful lives at the following annual rates:

| Asset category | Depreciation rate |
|--|--|
| Freehold land | Not depreciated |
| Freehold buildings | 2.5%–6.67% dependent on the component |
| Leasehold buildings | Over the lesser of the term of the lease or the life of the asset in its current use |
| Motor vehicles | 10% of the original cost |
| Care centre fixtures and fittings | 10%–25% of the original cost |
| Retail shops fixtures and fittings original cost | 25% of the original cost |
| Computer equipment and software | 33.33% of the original cost |

Profits or losses on disposal of fixed assets are calculated as proceeds after any legal and other associated costs less the net book value at time of disposal.

Freehold and leasehold properties transferring to assets held for resale are considered for impairment at the point the decision was made to dispose of the asset. An appropriate adjustment is made where the realisable value is lower than the carrying value.

(l) Stocks – new goods for resale

Stocks on new goods are valued at the lower of cost or net realisable value, after making due allowance for obsolete and slow moving items, based on the principle of first in, first out.

It is not practical or appropriate to recognise donated goods for resale as stock on the balance sheet on the grounds that the cost of obtaining stock information would outweigh the benefit.

(m) Pension costs

Defined contribution schemes are available to eligible employees with contributions payable by both Sue Ryder and the members. The contributions are charged to expenditure in the year they are payable to the scheme.

Sue Ryder contributes to defined benefit contributory pension schemes on behalf of certain former National Health Service employees.

These contributions are fixed by reference to quinquennial valuations by the government actuary. The contributions are charged to expenditure on the basis of ensuring a level charge over the remaining service lives of employees. Information is not available to identify the surplus or deficit that relate to Sue Ryder, and as a result of this, the scheme is treated as a defined contribution scheme under the provisions of FRS 102.

(n) Value Added Tax (VAT)

Sue Ryder bears VAT to the extent that there is no recovery in respect of the care centres' expenditure of a revenue or capital nature, other than that recoverable under Section 33D of the VAT Act 1994 as a Palliative Charity, and only partial recovery in respect of administrative expenditure. Irrecoverable VAT is allocated across the expenses that give rise to the tax.

(o) Investments

Investments are stated at sale/bid value at the balance sheet date. Realised and unrealised gains and losses are recorded in the Statement of Financial Activities.

(p) Leasing**Plant and machinery/fixtures and fittings**

Rentals paid under operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to expenditure as incurred. Assets held under finance leases are capitalised on project completion and disclosed under tangible fixed assets at their net book value. The capital element of the future payments is treated as a liability and the interest is charged to the Statement of Financial Activities on a straight-line basis.

Property

Rentals paid under operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to expenditure as incurred.

Property lease premiums are expensed over the lease period. This may include periods beyond the primary lease period, when it is reasonably certain at lease inception that the extension clauses will be exercised.

The effect of any rent-free period or other lease incentives received is spread over the primary period of the lease.

Notes to the accounts (continued)

1 Accounting policies (continued)

Rent received under operating leases where substantially all of the benefits and risks of ownership remain with the lessee are recognised as income when due.

(q) Taxation

The company is a Charity within the meaning of Part 1 of Schedule 6 to the Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

The subsidiary companies make qualifying donations of all taxable profits to Sue Ryder under deed of covenant, keeping reserves in the subsidiary Sue Ryder Direct Limited above an agreed level. No subsidiary corporation tax charges arise in the accounts.

No provision for deferred tax is made in the subsidiaries' accounts, as in the view of the trustees, any tax charge in the subsidiaries will be minimal due to the arrangements to gift their taxable profits to the parent charity.

(r) Grants**Grant expenditure**

Sue Ryder awarded a grant to support the work of a Sue Ryder organisation overseas. This is recognised when there is a valid expectation by the grantee that the amount will be paid.

(s) Foreign currency transactions

Sue Ryder accounts for foreign currency purchases at the rate prevailing at the time the currency is bought. All other transactions during the year are calculated using the previous month's average rate. Assets and liabilities held in foreign currency at the balance sheet date are valued at the rate prevailing at that date. Differences on exchange are taken to the Statement of Financial Activities.

(t) Debtors and prepayments

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

(u) Cash and cash equivalents

Cash and cash equivalents comprise bank balances and deposits held at call with banks available on demand. These are carried in the balance sheets at face value.

(v) Creditors and provisions

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

(w) Financial instruments

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

2 Accounting estimates and judgements

a) Accounting estimates and judgements

In preparing these financial statements within the accounting frameworks set out in Note 1(a), the trustees are required to adopt those accounting policies most appropriate to the charity's circumstances with a view to presenting fairly the charity's financial position. In determining and applying accounting policies, trustees make estimates and judgements and the matters set out below are considered to be the most important in understanding the judgements that have been involved in preparing the financial statements and the uncertainties that could impact the amounts reported.

b) Legacy recognition and provision for solicitor fees

Legacy income is recognised when there is legal entitlement (from date of probate, or from receipt if earlier), receipt is probable (there are no material uncertainties on the estate) and the amount can be measured reliably (financial information in respect of the estate has been received). A 10% provision is made as an estimate to allow for legal costs and diminution in estate assets. Where legacies have been notified to the charity but these criteria are not fully met, the legacy is treated as a contingent asset and disclosed if material (see note 13).

c) Retail and hospitality grants

Within deferred income there is a balance of £650k in relation to Retail, Hospitality and Leisure Grants received during the Covid-19 pandemic. The provision is in place as eligibility requirements to receive grants varied by local authority. Local authorities are undertaking reviews of grants issued. Until confirmation that all local authorities have concluded their reviews is received; or a period of seven years has elapsed, the charity will continue to carry the balance within deferred income.

d) Estimation of assets' useful lives

During the year the freehold properties have been reviewed considering their material constituent parts with consideration to their differing useful economic lives. The difference between the standard depreciation policy and the change to the depreciation of the component parts has been adjusted for in the 2022–23 financial statements. A prior year adjustment has also been made to reflect the adjustment in the accounting policy from the 1 April 2014. See note 22 for details on the adjustment.

e) Provision for dilapidations

Dilapidation provisions are calculated using an average dilapidation cost per square foot for all properties vacated during the previous two years. The average cost is applied to the rateable value of all properties in the estate to calculate the expected liability at the end of the lease. The provision is recognised on a straight line basis over the life of the lease and discounted back from the lease end date to the balance sheet date using a rate of 4%. A rate of 4% has been arrived at as the majority of the leases are between five and 10 years. While currently the discount rate is high, given the average length of the lease being between five and 10 years, economic forecasts suggest that it will be coming back down over the next two years.

f) Provision for slow moving and obsolescent stock

Donated goods for resale is not recognised as stock on the balance sheet on the grounds that the cost of obtaining stock information would be outweighed by any benefit.

Notes to the accounts (continued)

3 Income from donations and legacies

| | Consolidated | | Charity | |
|--|------------------|------------------|------------------|------------------|
| | 2022-23 £000s | 2021-22 £000s | 2022-23 £000s | 2021-22 £000s |
| Legacies | 6,412 | 8,470 | 6,412 | 8,470 |
| Donations and other voluntary income | 8,089 | 8,224 | 8,089 | 8,224 |
| Retail, Hospitality and Leisure Grant fund | - | 1,457 | - | 1,414 |
| Coronavirus Job Retention Scheme | (294) | 118 | (294) | 108 |
| Total | 14,207 | 18,269 | 14,207 | 18,216 |

4 Income from charitable activities

| | Consolidated | | Charity | |
|--|------------------|------------------|------------------|------------------|
| | 2022-23 £000s | 2021-22 £000s | 2022-23 £000s | 2021-22 £000s |
| Provision of end-of-life care: | | | | |
| NHS and local authorities | 13,399 | 12,104 | 13,399 | 12,104 |
| NHS Covid-19 funding | 96 | 3,724 | 96 | 3,724 |
| Private care | 13 | 27 | 13 | 27 |
| Other | 1,149 | 789 | 1,149 | 789 |
| | 14,657 | 16,644 | 14,657 | 16,644 |
| Provision of long-term neurological care: | | | | |
| NHS and local authorities | 20,280 | 19,705 | 20,280 | 19,705 |
| NHS and local authorities Covid-19 funding | 197 | 693 | 197 | 693 |
| Private care | 494 | 563 | 494 | 563 |
| Other | 200 | 143 | 200 | 143 |
| | 21,171 | 21,104 | 21,171 | 21,104 |
| Homecare: | | | | |
| Local authorities and other commissioners | (2) | 1,285 | (2) | 1,285 |
| NHS and local authorities Covid-19 funding | - | 6 | - | 6 |
| Private care | - | 19 | - | 19 |
| Other | 18 | 31 | 18 | 31 |
| | 16 | 1,341 | 16 | 1,341 |
| Total | 35,844 | 39,089 | 35,844 | 39,089 |

5 Income from other trading activities

| | Consolidated | | Charity | |
|--|------------------|------------------|------------------|------------------|
| | 2022-23 £000s | 2021-22 £000s | 2022-23 £000s | 2021-22 £000s |
| Income | | | | |
| Fundraising events | 126 | 82 | 126 | 82 |
| Shop income from selling donated and bought in goods | 58,922 | 52,768 | 56,773 | 49,858 |
| Income from Sue Ryder Lottery | 2,823 | 2,472 | - | - |
| Property letting and licensing | 41 | 66 | 41 | 66 |
| Total | 61,912 | 55,388 | 56,940 | 50,006 |

6 Investment income

| | Consolidated | | Charity | |
|------------------------|------------------|------------------|------------------|------------------|
| | 2022-23 £000s | 2021-22 £000s | 2022-23 £000s | 2021-22 £000s |
| Bank interest received | 196 | 8 | 194 | 8 |
| Total | 196 | 8 | 194 | 8 |

7 Expenditure

2022-23 Consolidated

| | Activities undertaken directly £000s | Grant funding of activities £000s | Support costs £000s | Impairment £000s | Total 2022-23 £000s |
|------------------------------------|---|---|------------------------|---------------------|---------------------------|
| Raising funds | | | | | |
| Raising funds - fundraising costs | 5,001 | - | 1,083 | - | 6,084 |
| Raising funds - retail costs | 45,671 | - | 8,258 | - | 53,929 |
| Investment management costs | 70 | - | - | - | 70 |
| Total cost of raising funds | 50,742 | - | 9,341 | - | 60,083 |
| Charitable activities | | | | | |
| Palliative and end-of-life care | 26,635 | - | 3,671 | - | 30,306 |
| Long-term neurological care | 22,511 | - | 4,302 | 3,142 | 29,955 |
| Bereavement support | 2,407 | - | 219 | - | 2,626 |
| Homecare | 82 | - | 14 | - | 96 |
| Support for International | - | 80 | - | - | 80 |
| Total charitable activities | 51,637 | 80 | 8,206 | 3,142 | 63,063 |
| Total expenditure | 102,379 | 80 | 17,547 | 3,142 | 123,146 |

Notes to the accounts (continued)

7 Expenditure (continued)

2022–23 Charity

| | Activities undertaken directly £000s | Grant funding of activities £000s | Support costs £000s | Impairment £000s | Total 2022–23 £000s |
|------------------------------------|---|--------------------------------------|------------------------|---------------------|---------------------------|
| Raising funds | | | | | |
| Raising funds - fundraising costs | 4,678 | - | 1,083 | - | 5,761 |
| Raising funds - retail costs | 41,020 | - | 8,258 | - | 49,278 |
| Investment management costs | 70 | - | - | - | 70 |
| Total cost of raising funds | 45,768 | - | 9,341 | - | 55,109 |
| Charitable activities | | | | | |
| Palliative and end-of-life care | 26,635 | - | 3,671 | - | 30,306 |
| Long-term neurological care | 22,511 | - | 4,302 | 3,142 | 29,955 |
| Bereavement support | 2,407 | - | 219 | - | 2,626 |
| Homecare | 82 | - | 14 | - | 96 |
| Support for International | - | 80 | - | - | 80 |
| Total charitable activities | 51,637 | 80 | 8,206 | 3,142 | 63,063 |
| Total expenditure | 97,403 | 80 | 17,547 | 3,142 | 118,172 |

2021–22 Consolidated

| | Activities undertaken directly restated (note 22) £000s | Grant funding of activities £000s | Support costs restated (note 22) £000s | Total 2021–22 restated (note 22) £000s |
|------------------------------------|--|--------------------------------------|---|--|
| Raising funds | | | | |
| Raising funds - fundraising costs | 4,521 | - | 903 | 5,424 |
| Raising funds - retail costs | 42,669 | - | 6,311 | 48,980 |
| Investment management costs | 67 | - | - | 67 |
| Total cost of raising funds | 47,257 | - | 7,214 | 54,471 |
| Charitable activities | | | | |
| Palliative and end-of-life care | 23,273 | - | 2,799 | 26,072 |
| Long-term neurological care | 20,857 | - | 3,174 | 24,031 |
| Bereavement support | 1,367 | - | 113 | 1,480 |
| Homecare | 1,133 | - | 196 | 1,329 |
| Support for International | - | 80 | - | 80 |
| Total charitable activities | 46,630 | 80 | 6,282 | 52,992 |
| Total expenditure | 93,887 | 80 | 13,496 | 107,463 |

7 Expenditure (continued)

2021–22 Charity

| | Activities undertaken directly restated (note 22) £000s | Grant funding of activities £000s | Support costs restated (note 22) £000s | Total 2021–22 restated (note 22) £000s |
|------------------------------------|--|--------------------------------------|---|--|
| Raising funds | | | | |
| Raising funds - fundraising costs | 4,226 | - | 903 | 5,129 |
| Raising funds - retail costs | 37,538 | - | 6,311 | 43,849 |
| Investment management costs | 67 | - | - | 67 |
| Total cost of raising funds | 41,831 | - | 7,214 | 49,045 |
| Charitable activities | | | | |
| Palliative and end-of-life care | 23,273 | - | 2,799 | 26,072 |
| Long-term neurological care | 20,857 | - | 3,174 | 24,031 |
| Bereavement support | 1,367 | - | 113 | 1,480 |
| Homecare | 1,133 | - | 196 | 1,329 |
| Support for International | - | 80 | - | 80 |
| Total charitable activities | 46,630 | 80 | 6,282 | 52,992 |
| Total expenditure | 88,461 | 80 | 13,496 | 102,037 |

Included within long-term neurological care is £3.142m relating to the impairment of tangible fixed assets as explained in note 23.

Notes to the accounts (continued)

7 Expenditure (continued)

2022–23 Consolidated and Charity

| Activity | Total £000s | Central Management and Admin £000s | Finance and Governance £000s | Human Resources £000s | IT £000s | Legal and Property Services £000s | Marketing and Communications £000s |
|--|----------------|---|---------------------------------------|-----------------------------|--------------|--|--|
| Palliative and end-of-life care | 3,671 | 474 | 650 | 668 | 647 | 424 | 808 |
| Long-term neurological care | 4,302 | 565 | 773 | 965 | 934 | 504 | 561 |
| Bereavement support | 219 | 53 | 72 | 24 | 23 | 47 | - |
| Homecare | 14 | 2 | 1 | 4 | 4 | 2 | 1 |
| Retail shops | 8,258 | 995 | 1,361 | 1,393 | 1,349 | 887 | 2,273 |
| Fundraising | 1,083 | 103 | 141 | 93 | 90 | 92 | 564 |
| Total support costs allocated 2022–23 | 17,547 | 2,192 | 2,998 | 3,147 | 3,047 | 1,956 | 4,207 |

2021–22 Consolidated and Charity

| Activity | Total £000s | Central Management and Admin restated (note 22) £000s | Finance and Governance restated (note 22) £000s | Human Resources restated (note 22) £000s | IT restated (note 22) £000s | Legal and Property Services restated (note 22) £000s | Marketing and Communications restated (note 22) £000s |
|---|----------------|--|--|--|--------------------------------------|---|---|
| Palliative and end-of-life care | 2,799 | 402 | 416 | 506 | 559 | 288 | 628 |
| Long-term neurological care | 3,174 | 473 | 489 | 689 | 762 | 339 | 422 |
| Bereavement support | 113 | 28 | 29 | 17 | 19 | 20 | - |
| Homecare | 196 | 23 | 24 | 43 | 48 | 17 | 41 |
| Retail shops | 6,311 | 865 | 893 | 1,075 | 1,189 | 619 | 1,670 |
| Fundraising | 903 | 88 | 91 | 69 | 76 | 63 | 516 |
| Restated total support costs allocated 2021–22 | 13,496 | 1,879 | 1,942 | 2,399 | 2,653 | 1,346 | 3,277 |

Details of the restatement and impact on the costs can be seen in note 22.

| Support Service | Allocation basis |
|---------------------------------------|------------------|
| Central Management and Administration | Expenditure |
| Finance | Expenditure |
| Human Resources | Headcount |
| Legal and Property | Expenditure |
| IT Services | Headcount |
| Marketing and Communications | Income |

Included within Central Management and Administration costs are governance costs of £802 (2021–22: £375). These are detailed below:

| | 2022–23 £000s | 2021–22 £000s |
|--------------------------------------|------------------|------------------|
| Governance | | |
| Staff costs | 194 | 170 |
| Auditors fees | 105 | 86 |
| Legal and professional fees | 420 | 72 |
| Meeting, travel and associated costs | 62 | 12 |
| Training costs | - | 6 |
| Other costs | 21 | 29 |
| Total | 802 | 375 |

7 Expenditure (continued)

Net (expenditure)/income is stated after charging/(crediting):

| | 2022–23 £000s | 2021–22 restated (note 22) £000s |
|--|------------------|---|
| Depreciation (note 10) | 3,168 | 3,047 |
| Operating leases: | 10,961 | 11,198 |
| Land and buildings | 10,498 | 10,569 |
| Motor vehicles | 199 | 365 |
| Other | 264 | 264 |
| Auditors remuneration | 110 | 86 |
| Charity - RSM | 85 | - |
| Trading subsidiaries - RSM | 20 | - |
| Charity - BDO | 5 | 70 |
| Trading subsidiaries - BDO | - | 16 |
| Other services | 288 | 16 |
| Tax compliance - RSM | 10 | - |
| Tax compliance - BDO | - | 7 |
| Tax advisory - BDO | 78 | - |
| Strategic consultancy - BDO | - | 9 |
| Strategic consultancy | 200 | - |
| Trustee indemnity insurance | 8 | 6 |
| Defined contribution pension costs (note 9) | 2,403 | 2,166 |

8 International grant expenditure

An independent Sue Ryder charity operates in the country shown below. The organisation is independent of this charity but bears the name Sue Ryder.

Charity and consolidated

| | 2022–23 £000s | 2021–22 £000s |
|-----------------------|------------------|------------------|
| Grants awarded | | |
| Albania | 80 | 80 |
| Total grants | 80 | 80 |

Notes to the accounts (continued)

9 Staff costs

| | Consolidated | | Charity | |
|-----------------------|------------------|------------------|------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s | 2022–23 £000s | 2021–22 £000s |
| Wages and salaries | 66,322 | 58,289 | 65,633 | 57,762 |
| Social security costs | 5,085 | 4,528 | 5,021 | 4,064 |
| Pension costs | 2,403 | 2,166 | 2,383 | 2,182 |
| Total | 73,810 | 64,983 | 73,037 | 64,008 |

Included within the consolidated wages and consolidated salaries figure above are the costs of £5,854,000 (2021–22: £4,359,000) for agency costs, medical consultants and consultants fees in the year. Charity salaries figure include agency costs of £5,490,000 (2021–22: £4,351,000). No remuneration was paid to any trustee during the period (2021–22: Nil).

Included in wages and salaries are redundancy and termination payments made in the year of £152,000 (2021–22: £240,000). Of this £27,000 was outstanding as at 31 March 2023 (2021–22: £1,000). Sue Ryder's policy is to make redundancy payments in line with minimum statutory requirements unless the employee has protected rights from a previous employer. No funding has been received for these payments.

During the year, higher paid employees comprised the following:

| | Consolidated | | Charity | |
|---------------------|----------------|----------------|----------------|----------------|
| | 2022–23 No. | 2021–22 No. | 2022–23 No. | 2021–22 No. |
| £60,001 – £70,000 | 27 | 12 | 26 | 12 |
| £70,001 – £80,000 | 7 | 10 | 6 | 10 |
| £80,001 – £90,000 | 4 | 3 | 4 | 3 |
| £90,001 – £100,000 | 3 | 4 | 3 | 4 |
| £100,001 – £110,000 | 2 | - | 2 | - |
| £110,001 – £120,000 | - | 1 | - | 1 |
| £120,001 – £130,000 | 1 | 1 | 1 | 1 |
| £130,001 – £140,000 | 1 | - | 1 | - |
| £140,001 – £150,000 | - | 1 | - | 1 |
| £150,001 – £160,000 | 1 | - | 1 | - |

The bandings exclude employers' national insurance and employers pension. Contributions to pension schemes for these employees amounted to £185,000 (2021–22: 185,000). Included in the above figures are members of the Executive Leadership Team as follows:

| | 2022–23 No. | 2021–22 No. |
|---------------------|----------------|----------------|
| £70,001 – £80,000 | - | 1 |
| £80,001 – £90,000 | 2 | 2 |
| £90,001 – £100,000 | 3 | 4 |
| £100,001 – £110,000 | 2 | - |
| £110,001 – £120,000 | - | 1 |
| £120,001 – £130,000 | 1 | 1 |
| £130,001 – £140,000 | 1 | - |
| £140,001 – £150,000 | - | 1 |
| £150,001 – £160,000 | 1 | - |

9 Staff costs (continued)

The bandings exclude employers' national insurance and employers pension. Contributions to pension schemes for these employees amounted to £60,000 (2021–22: £69,000) consolidated. The charity amounted to £182,000 (2021–22: £182,000). The total remuneration for members of the Executive Leadership Team during the year, including Employers' National Insurance and pension contributions, was £1,289,000 (2021–22: £1,206,000). Contributions to pension schemes for these employees amounted to £60,000 (2021–22: £56,000).

Remuneration of key management personnel, including employers' national insurance and pension contributions were £294,000 (2021–22: £269,000). Key management personnel are defined as trustees and the roles of Chief Executive and the Chief Finance Officer.

No emoluments are payable to any trustee and only directly incurred travel expenses are reimbursed. During the year, travel expenses of £1,000 (2021–22: nil) were reimbursed to five trustees (2021–22: nil). The charity also incurred expenditure of £9,000 in respect of Trustees' and Officers' liability insurance for the period (2021–22: £8,000).

Consolidated

| | Total number of employees | | Adjusted for full-time equivalent | |
|---------------------|---------------------------|----------------|-----------------------------------|----------------|
| | 2022–23 No. | 2021–22 No. | 2022–23 No. | 2021–22 No. |
| Care services | 1,375 | 1,455 | 914 | 992 |
| Bereavement support | 20 | 15 | 16 | 13 |
| Retail | 1,154 | 1,183 | 795 | 868 |
| Support services | 262 | 272 | 245 | 261 |
| Total | 2,811 | 2,925 | 1,970 | 2,134 |

Charity

| | Total number of employees | | Adjusted for full-time equivalent | |
|---------------------|---------------------------|----------------|-----------------------------------|----------------|
| | 2022–23 No. | 2021–22 No. | 2022–23 No. | 2021–22 No. |
| Care services | 1,375 | 1,455 | 914 | 992 |
| Bereavement support | 20 | 15 | 16 | 13 |
| Retail | 1,131 | 1,151 | 774 | 836 |
| Support services | 262 | 272 | 245 | 261 |
| Total | 2,788 | 2,893 | 1,949 | 2,102 |

During the year the number of volunteers donating their services to the charity were:

| | Total number of volunteers | | Estimation of time donated | |
|------------------|----------------------------|----------------|----------------------------|----------------------|
| | 2022–23 No. | 2021–22 No. | 2022–23 hours 000 | 2021–22 hours 000 |
| Care services | 862 | 992 | 104 | 34 |
| Retail | 10,366 | 11,074 | 1,356 | 1,297 |
| Support services | 6 | 18 | 1 | - |
| Total | 11,234 | 12,084 | 1,461 | 1,331 |

The calculation for volunteer hours for retail is based on actual recorded hours. For health and social care and support services volunteers, it is based on average hours pledged.



Our doctors provide compassionate care



Notes to the accounts (continued)

10 Tangible fixed assets

Consolidated

| | Leasehold property £'000s | Freehold property £'000s | Assets in the course of construction £'000s | Fixtures, fittings and equipment £'000s | Motor vehicles £'000s | Total £'000s |
|-------------------------------------|------------------------------|-----------------------------|--|--|-----------------------------|-----------------|
| Cost | | | | | | |
| At 1 April 2022 | 4,110 | 35,364 | 424 | 36,554 | 221 | 76,673 |
| Additions | - | 129 | - | 2,316 | - | 2,445 |
| Transfer between categories | - | 424 | (424) | - | - | - |
| Impairment | - | (3,057) | - | (85) | - | (3,142) |
| Disposals | - | - | - | (3) | - | (3) |
| At 31 March 2023 | 4,110 | 32,860 | - | 38,782 | 221 | 75,973 |
| Depreciation | | | | | | |
| At 1 April 2022 restated (note 22) | 3,646 | 6,185 | - | 32,074 | 171 | 42,076 |
| Charge for the year | 46 | 918 | - | 2,194 | 10 | 3,168 |
| Eliminated on disposal | - | - | - | (3) | - | (3) |
| At 31 March 2023 | 3,692 | 7,103 | - | 34,265 | 181 | 45,241 |
| NBV | | | | | | |
| At 31 March 2023 | 418 | 25,757 | - | 4,517 | 40 | 30,732 |
| At 31 March 2022 restated (note 22) | 464 | 29,179 | 424 | 4,480 | 50 | 34,597 |

10 Tangible Fixed Assets (continued)

Charity

| | Leasehold property £'000s | Freehold property £'000s | Assets in the course of construction £'000s | Fixtures, fittings and equipment £'000s | Motor vehicles £'000s | Total £'000s |
|-------------------------------------|------------------------------|-----------------------------|--|--|-----------------------------|-----------------|
| Cost | | | | | | |
| At 1 April 2022 | 4,110 | 35,364 | 424 | 36,217 | 221 | 76,336 |
| Additions | - | 129 | - | 2,316 | - | 2,445 |
| Transfer between categories | - | 424 | (424) | - | - | - |
| Impairment | - | (3,057) | - | (85) | - | (3,142) |
| Disposals | - | - | - | (3) | - | (3) |
| At 31 March 2023 | 4,110 | 32,860 | - | 38,445 | 221 | 75,636 |
| Depreciation | | | | | | |
| At 1 April 2022 restated (note 22) | 3,646 | 6,185 | - | 31,737 | 171 | 41,739 |
| Charge for the year | 46 | 918 | - | 2,194 | 10 | 3,168 |
| Eliminated on disposal | - | - | - | (3) | - | (3) |
| At 31 March 2023 | 3,692 | 7,103 | - | 33,928 | 181 | 44,904 |
| NBV | | | | | | |
| At 31 March 2023 | 418 | 25,757 | - | 4,517 | 40 | 30,732 |
| At 31 March 2022 restated (note 22) | 464 | 29,179 | 424 | 4,480 | 50 | 34,597 |

Included in freehold properties is a value of £2,560,000 (2021–22: £2,560,000) relating to freehold land.

A valuation was performed at the transition date to FRS102 of 1 April 2014 for all the freehold properties except for the buildings at Thorpe Hall and are the deemed cost of these properties. Thorpe Hall has been stated at historic cost (plus subsequent additions) which reflects its value in use to the charity and its beneficiaries.

Notes to the accounts (continued)

11 Investments

| | Consolidated and charity | |
|---|--------------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s |
| COIF Charity Funds | | |
| Market value at 1 April 2022 | 11,130 | 9,980 |
| Acquisitions at cost | 1,400 | - |
| Unrealised investment gains | 35 | 1,217 |
| Investment fees deducted from portfolio | (70) | (67) |
| Total funds invested | 12,495 | 11,130 |

The investments are represented by:

| | Consolidated and charity | |
|-----------------------------------|--------------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s |
| UK equities | | |
| Overseas equities | 7,923 | 946 |
| UK fixed interest and gilts | 980 | 1,008 |
| Overseas fixed interest and gilts | 988 | 307 |
| Others | 1,005 | 510 |
| Cash held for investment purposes | 594 | 272 |
| COIF Charity Funds | - | 948 |
| Total | 12,495 | 11,130 |

The investment shown above includes an investment of £5 held by the charity in its subsidiary undertaking Sue Ryder Direct Limited and £1 held by the charity in Sue Ryder Lottery Limited.

12 Freehold properties held for resale

| | Opening balance £000s | Net book value of property for resale £000s | Transfer from tangible fixed assets £000s | Loss on sale £000s | Sale proceeds £000s | Closing balance £000s |
|-------------------------------------|-----------------------------|---|---|-----------------------|---------------------------|-----------------------------|
| Beach Towers | 1,900 | - | - | - | (1,900) | - |
| Freehold Properties held for resale | 1,900 | - | - | - | (1,900) | - |

At the beginning of the year one property was held for resale, Beach Towers. An offer for £1.9m was accepted and the property sale completed in April 2022.

13 Debtors

Amounts falling due within one year

| | Consolidated | | Charity | |
|---|------------------|------------------|------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s | 2022–23 £000s | 2021–22 £000s |
| Amounts owed by group undertakings | - | - | 627 | 1,528 |
| Debtors for care services | 3,065 | 4,956 | 3,065 | 4,956 |
| Accrued income - legacies | 6,010 | 6,583 | 6,010 | 6,583 |
| Other debtors | 5,419 | 2,977 | 5,300 | 2,860 |
| Prepayments | 2,503 | 1,826 | 2,466 | 1,803 |
| Total amounts falling due within one year | 16,997 | 16,342 | 17,468 | 17,730 |
| Amounts falling due after more than one year | | | | |
| Other debtors | - | 500 | - | 500 |
| Total amounts falling due after more than one year | - | 500 | - | 500 |
| Total debtors | 16,997 | 16,842 | 17,468 | 18,230 |

In addition to the £6,010,000 (2021–22: £6,583,000) of legacy accrued income, there were 36 (2021–22: 26) legacies that have been notified to the charity in the year that have not been valued due to the uncertainty of the amount due. There were also 24 (2021–22: 25) reversionary legacies notified to the charity valued at £1,000,000 (2021–22: £1,400,000) which were not recognised in the financial statements due to life tenants.

14 Creditors: amounts falling due within one year

| | Consolidated | | Charity | |
|---------------------------------|------------------|------------------|------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s | 2022–23 £000s | 2021–22 £000s |
| Trade creditors | 4,220 | 3,147 | 3,952 | 2,960 |
| Other creditors | 498 | 720 | 498 | 720 |
| Amounts payable under loans due | 171 | 242 | 171 | 242 |
| Accruals | 3,620 | 3,679 | 3,533 | 3,599 |
| Deferred income | 2,879 | 1,441 | 2,717 | 1,304 |
| Other taxes and social security | 1,251 | 1,045 | 1,251 | 1,045 |
| Total creditors | 12,639 | 10,274 | 12,122 | 9,870 |

Income is deferred where it has been invoiced or received in advance, and is for the provision of goods and services after the year end.

Movements in deferred income

| | Consolidated | | Charity | |
|--------------------------|------------------|------------------|------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s | 2022–23 £000s | 2021–22 £000s |
| Opening balance | 1,441 | 2,303 | 1,304 | 2,165 |
| Opening balance released | (1,441) | (2,303) | (1,304) | (2,165) |
| Deferred in the year | 2,879 | 1,441 | 2,717 | 1,304 |
| Movement | 1,438 | (862) | 1,413 | (861) |
| Closing balance | 2,879 | 1,441 | 2,717 | 1,304 |

Income is deferred where it has been invoiced or received in advance, and is for the provision of goods and services after the year end.

Notes to the accounts (continued)

15 Creditors: amounts falling due after one year

| | Consolidated | | Charity | |
|--|------------------|------------------|------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s | 2022–23 £000s | 2021–22 £000s |
| Amounts payable under loans due within two to five years | 1,031 | 1,035 | 1,031 | 1,035 |
| Amounts payable under loans due in more than five years | 5,811 | 5,950 | 5,811 | 5,950 |
| | 6,842 | 6,985 | 6,842 | 6,985 |

The charity has a bank loan which has a balance at the end of the year of £7,012,000 (2021–22: £7,226,000). The security for the loan is held against freehold property owned by Sue Ryder with a total net book value of £13,940. The loan interest is repayable on the balance outstanding over the term of the loan which is 25 years. Under the terms of the loan, capital repayments commenced in March 2021 and the loan may be repaid in advance of the end of the term. The interest rate on the loan outstanding as at 31 March 2023 is 6.35% (2021–22: 2.85%) which represents an interest rate of 2.1% plus Bank of England base rate.

16 Provisions for liabilities

| | Consolidated | | Charity | |
|---------------------------------------|------------------|------------------|------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s | 2022–23 £000s | 2021–22 £000s |
| Provisions for property dilapidations | 5,542 | 4,208 | 5,042 | 4,087 |
| | 5,542 | 4,208 | 5,042 | 4,087 |

Movements in provision for property dilapidations

| | Consolidated | | Charity | |
|---|------------------|------------------|------------------|------------------|
| | 2022–23 £000s | 2021–22 £000s | 2022–23 £000s | 2021–22 £000s |
| Opening balance | 4,208 | 3,007 | 4,087 | 2,895 |
| Increase in provision | 1,334 | 1,201 | 955 | 1,192 |
| Provision for property dilapidations | 5,542 | 4,208 | 5,042 | 4,087 |

Dilapidations are provided for against the initial term of a property lease with the expectation that, should the lease not be extended, dilapidation costs will become payable after the termination of the lease and after negotiations with the landlord have been concluded.

17 Unrestricted funds

Consolidated – year ended 31 March 2023

| | Balance at 31 March 2022 restated (note 22) £000s | Income £000s | Expenditure £000s | Transferred between funds £000s | Transferred from restricted £000s | Unrealised gains and losses £000s | Balance at 31 March 2023 restated (note 22) £000s |
|---------------------------------|--|-----------------|----------------------|--|--|--|--|
| Unrestricted funds | | | | | | | |
| Revaluation reserve | 3,365 | - | - | (42) | - | - | 3,323 |
| General funds | 66,252 | 93,333 | (104,634) | 42 | 862 | 35 | 55,890 |
| Subsidiary's retained funds | 13 | 8,093 | (8,093) | - | - | - | 13 |
| Total unrestricted funds | 69,630 | 101,426 | (112,727) | - | 862 | 35 | 59,226 |

The transfer from the revaluation reserve is the depreciation charge applicable to assets held at deemed cost under FRS102 for the year ended 31 March 2023. The transfer from restricted funds relates to expenditure against projects restricted in previous years for which service provision have now been fully met, and restricted capital projects which are now complete and fully spent.

Consolidated – year ended 31 March 2022

| | Balance at 31 March 2021 restated (note 22) £000s | Income £000s | Expenditure restated (note 22) £000s | Transferred between funds £000s | Transferred from restricted £000s | Unrealised gains and losses £000s | Balance at 31 March 2022 restated (note 22) £000s |
|---------------------------------|--|-----------------|---|--|--|--|--|
| Unrestricted funds | | | | | | | |
| Revaluation reserve | 11,325 | - | - | (7,960) | - | - | 3,365 |
| General funds | 44,818 | 91,174 | (78,941) | 7,960 | - | 1,241 | 66,252 |
| Subsidiary's retained funds | 4 | 7,650 | (7,641) | - | - | - | 13 |
| Total unrestricted funds | 56,147 | 98,824 | (86,582) | - | - | 1,241 | 69,630 |

Charity – year ended 31 March 2023

| | Balance at 31 March 2022 restated (note 22) £000s | Income £000s | Expenditure £000s | Transferred between funds £000s | Transferred from restricted £000s | Unrealised gains and losses £000s | Balance at 31 March 2023 restated (note 22) £000s |
|---------------------------------|--|-----------------|----------------------|--|--|--|--|
| Unrestricted funds | | | | | | | |
| Revaluation reserve | 3,365 | - | - | (42) | - | - | 3,323 |
| General funds | 66,252 | 96,452 | (107,753) | 42 | 862 | 35 | 55,890 |
| Total unrestricted funds | 69,617 | 96,452 | (107,753) | - | 862 | 35 | 59,213 |

Charity – year ended 31 March 2022

| | Year ended 31 March 2021 restated (note 22) £000s | Income £000s | Expenditure restated (note 22) £000s | Transferred between funds £000s | Transferred from restricted £000s | Unrealised gains and losses £000s | Balance at 31 March 2022 restated (note 22) £000s |
|---------------------------------|--|-----------------|---|--|--|--|--|
| Unrestricted funds | | | | | | | |
| Revaluation reserve | 11,325 | - | - | (7,960) | - | - | 3,365 |
| General funds | 44,818 | 93,389 | (81,156) | 7,960 | - | 1,241 | 66,252 |
| Total unrestricted funds | 56,143 | 93,389 | (81,156) | - | - | 1,241 | 69,617 |

Notes to the accounts (continued)

18 Restricted funds

The income funds of the group and charity include restricted funds comprising the following:

Year ended 31 March 2023

| | Balance at 31 March 2022 £000s | Income £000s | Expenditure £000s | Transfers (note 17) £000s | Balance at 31 March 2023 £000s |
|--|--------------------------------------|-----------------|----------------------|---------------------------------|--------------------------------------|
| Funds held at care centres and centrally | 526 | 10,088 | (9,999) | (326) | 289 |
| Patient rights training | 30 | - | - | - | 30 |
| Scottish Government training | 43 | - | (22) | - | 21 |
| Dee View capital appeal | 304 | 1 | - | (305) | - |
| NHSE Covid-19 funding | - | 293 | (293) | - | - |
| Lancashire Neuro Centre Appeal | 236 | (1) | (105) | (120) | 10 |
| Manorlands community services | 3 | 352 | - | (111) | 244 |
| Total group restricted funds | 1,142 | 10,733 | (10,419) | (862) | 594 |

The funds held at care centres and centrally of £184,000 (2021–22: £529,000) comprise funds received specifying the service the donation relates with expenditure for the specific projects or centres.

Patient rights training and Scottish Government training comprise funds held to run training courses for specific outcomes.

Dee View capital appeal fund was used to build an extension at the Sue Ryder Neurological Care Centre Dee View Court service. All works have now been completed. Balance at the end of the year was ENil (2021–22: £304,000).

Lancashire Neuro Centre Appeal is a fund used for income in relation to building Sue Ryder Neurological Care Centre Lancashire. All works have now been completed. Balance at the end of the year was ENil (£236,000).

NHSE Covid-19 funding was funding received from NHS England for support to run the services during the Covid-19 pandemic. The balance at the end of the year was ENil (2021–22: ENil).

Manorlands community services is funding received during the year for running the community service for 2023–24. Balance of the fund at the end of the year was £352,000 (2021–22: ENil).

Transfers to unrestricted funds represent the release of capital appeals which have now completed. Final completion certificates were received during the year and final additions completed.

Transfers of funds held at centre level represent legacies and donations received which are restricted to a centre but have no other further restriction. An evaluation of the loss the centre has made in the year is made and an appropriate value released to cover the loss where appropriate.

Year ended 31 March 2022

| | Balance at 31 March 2021 £000s | Income £000s | Expenditure £000s | Transfers (note 17) £000s | Balance at 31 March 2022 £000s |
|--|--------------------------------------|-----------------|----------------------|---------------------------------|--------------------------------------|
| Funds held at care centres and centrally | 7,730 | 9,878 | (17,079) | - | 529 |
| Patient rights training | 30 | - | - | - | 30 |
| Scottish Government training | 44 | 24 | (25) | - | 43 |
| Dee View capital appeal | - | 304 | - | - | 304 |
| NHSE Covid-19 funding | - | 3,724 | (3,724) | - | - |
| Lancashire Neuro Centre Appeal | 289 | - | (53) | - | 236 |
| Total group restricted funds | 8,093 | 13,930 | (20,881) | - | 1,142 |

19 Analysis of net assets across funds

Consolidated

Fund balances at 31 March 2023 are represented by:

| | Unrestricted funds £000s | Restricted funds £000s | Total £000s |
|---------------------------|--------------------------------|------------------------------|----------------|
| Tangible fixed assets | 30,732 | - | 30,732 |
| Investments | 12,495 | - | 12,495 |
| Current assets | 41,022 | 594 | 41,616 |
| Current liabilities | (12,639) | - | (12,639) |
| Provision for liabilities | (5,542) | - | (5,542) |
| Long-term liabilities | (6,842) | - | (6,842) |
| Total net assets | 59,226 | 594 | 59,820 |

Consolidated

Fund balances at 31 March 2022 are represented by:

| | Unrestricted funds £000s | Restricted funds £000s | Total £000s |
|-------------------------------------|--------------------------------|------------------------------|----------------|
| Tangible fixed assets | 34,597 | - | 34,597 |
| Freehold properties held for resale | 1,900 | - | 1,900 |
| Investments | 11,130 | - | 11,130 |
| Current assets | 43,470 | 1,142 | 44,612 |
| Current liabilities | (10,274) | - | (10,274) |
| Provision for liabilities | (4,208) | - | (4,208) |
| Long-term liabilities | (6,985) | - | (6,985) |
| Total net assets | 69,630 | 1,142 | 70,772 |

Notes to the accounts (continued)

19 Analysis of net assets across funds (continued)

Charity

Fund balances at 31 March 2023 are represented by:

| | Unrestricted funds £000s | Restricted funds £000s | Total £000s |
|---------------------------|--------------------------------|------------------------------|----------------|
| Tangible fixed assets | 30,732 | - | 30,732 |
| Investments | 12,495 | - | 12,495 |
| Current assets | 39,992 | 594 | 40,586 |
| Current liabilities | (12,122) | - | (12,122) |
| Provision for liabilities | (5,042) | - | (5,042) |
| Long-term liabilities | (6,842) | - | (6,842) |
| Total net assets | 59,213 | 594 | 59,807 |

Charity

Fund balances at 31 March 2022 are represented by:

| | Unrestricted funds restated (note 22) £000s | Restricted funds £000s | Total restated (note 22) £000s |
|-------------------------------------|---|------------------------------|---|
| Tangible fixed assets | 34,597 | - | 34,597 |
| Freehold properties held for resale | 1,900 | - | 1,900 |
| Investments | 11,130 | - | 11,130 |
| Current assets | 42,932 | 1,142 | 44,074 |
| Current liabilities | (9,870) | - | (9,870) |
| Provision for liabilities | (4,087) | - | (4,087) |
| Long-term liabilities | (6,985) | - | (6,985) |
| Total net assets | 69,617 | 1,142 | 70,759 |

20 Pension costs

(a) Defined contribution schemes of Sue Ryder

A defined contribution group pension scheme was introduced with effect from 1 December 1992, administered by Equitable Life. This scheme is now closed although some members have opted to leave their benefits with Equitable Life. Following the closure of the Equitable Life scheme in October 2001, personal pension plan facilities were arranged with pension providers, currently Royal London, into which the charity pays matched contributions up to a maximum of 5% of pensionable pay for eligible employees who choose to join. From 1 August 2013, eligible Sue Ryder staff not already enrolled in a pension scheme were automatically enrolled into The People's Pension provided by B&CE. The charity pays a matched contribution into the scheme in accordance with the auto-enrolment requirements.

(b) National Health Service pension scheme

Sue Ryder also contributes to a defined benefit contributory pension scheme on behalf of certain former National Health Service employees. These contributions are fixed by reference to quinquennial valuations by the government actuary which is currently 14.38% (2021–22: 14.38%) of earnings. The latest available report relates to the period ending 31 March 2016. It is not possible to identify the surplus or deficit that relates to Sue Ryder and therefore this scheme is treated as a defined contribution scheme under FRS 102, with costs recognised in accordance with contributions payable.

21 Lease obligations

Operating leases:

| | Consolidated | | Charity | |
|---|---------------------------|---------------------------|---------------------------|---------------------------|
| | 31 March 2023 £000s | 31 March 2022 £000s | 31 March 2023 £000s | 31 March 2022 £000s |
| Land and buildings | | | | |
| Total minimum commitments which expire: | | | | |
| Within one year | 9,355 | 9,981 | 9,145 | 9,771 |
| In the second to fifth years inclusive | 15,734 | 17,621 | 15,611 | 17,629 |
| After more than five years | 3,804 | 4,575 | 3,804 | 4,575 |
| Total minimum commitment | 28,893 | 32,177 | 28,560 | 31,975 |
| Other | | | | |
| Total minimum commitments due: | | | | |
| Within one year | 262 | 614 | 233 | 585 |
| In the second to fifth years inclusive | 557 | 210 | 526 | 149 |
| After more than five years | 53 | 13 | 53 | 13 |
| Total minimum commitment | 872 | 837 | 812 | 747 |
| Total | 29,765 | 33,014 | 29,372 | 32,722 |

Notes to the accounts (continued)

22 Prior year adjustments

Support costs reallocation

During the year management made the decision to amend the basis of the calculation for the support cost allocation. Previously the majority of the costs were allocated based on income. This has been amended and costs are now allocated based on a variation of expenditure, income and headcount. Trustees feel this is a more appropriate reflection of how the costs should be allocated due to our commitment to our bereavement support services which are currently unfunded. Previously, support costs were allocated based on the budgeted income of the department. Under the prior method of allocation, bereavement support services would have minimal support costs attributed, despite being the charitable activity with the highest rate of growth.

Cost allocations restated – consolidated and charity

| | Restated 2021–22 £000s | Original 2021–22 £000s |
|--|------------------------------|------------------------------|
| Raising funds | 7,214 | 5,666 |
| Charitable activities | | |
| Palliative and end-of-life care | 2,799 | 3,953 |
| Long-term neurological care | 3,174 | 3,620 |
| Bereavement | 113 | - |
| Homecare | 196 | 257 |
| International | - | - |
| Total charitable activities support cost allocation | 6,282 | 7,830 |
| Total support costs to be allocated | 13,496 | 13,496 |

| Support service | Restated allocation basis | Original allocation basis |
|---------------------------------------|---|---------------------------|
| Central management and administration | Income | Expenditure |
| Finance | Income, non directly attributable irrecoverable VAT | Expenditure |
| Human resources | Headcount | Headcount |
| Legal and property | Income, number of properties | Expenditure |
| IT services | Income | Headcount |
| Marketing and communications | Income | Turnover |

Component accounting

Management have applied component accounting in the current period and recognised that adjustments were also required to reflect component accounting in prior periods. The adjustment to the SOFA for the year ended March 2022 was an additional depreciation charge of £160,000 and an adjustment of £689,000 relating to the periods from 1 April 2014–31 March 2021 reducing unrestricted reserves at 1 April 2021. The tables below detail the impact of the adjustment on reducing unrestricted reserves at 1 April 2022; the net book value (NBV) of freehold property included in the tangible fixed assets note; the restatement of the expenditure on activities undertaken directly by charitable activities; and the depreciation rate changes on the various components within freehold properties.

22 Prior year adjustments (continued)

Unrestricted reserves restatement

| | Consolidated £000s | Charity £000s |
|---|-----------------------|------------------|
| Balance at 1 April 2021 (as previously stated) | 56,836 | 56,832 |
| Component accounting adjustment 1 April 2014 – 31 March 2021 | (689) | (689) |
| Restated opening reserves balance 1 April 2021 | 56,147 | 56,143 |
| Unrestricted reserves movement as previously stated | 14,492 | 14,483 |
| Component accounting adjustment 1 April 2021 – 31 March 2022 | (160) | (160) |
| Restated closing unrestricted reserves balance 31 March 2022 | 70,479 | 70,466 |

Freehold property NBV restatement

| | Consolidated £000s | Charity £000s |
|---|-----------------------|------------------|
| Opening freehold property NBV 1 April 2021 (as previously stated) | 30,786 | 30,786 |
| Component accounting adjustment 1 April 2014 – 31 March 2021 | (689) | (689) |
| Restated opening NBV balance 1 April 2021 | 30,097 | 30,097 |
| Freehold property movements 2021–22 | (758) | (758) |
| Component accounting adjustment 1 April 2021 – 31 March 2022 | (160) | (160) |
| Restated closing freehold property NBV 31 March 2022 | 29,179 | 29,179 |

Component asset depreciations rates

| | Restated 2021–22 £'000 | Original 2021–22 £'000 |
|----------------------------|------------------------------|------------------------------|
| Building | 2.50% | 2.5% |
| Roof | 3.33% | 2.5% |
| Windows | 5.00% | 2.5% |
| Heating system | 6.67% | 2.5% |
| Conservatory | 3.30% | 2.5% |
| Hydro pool | 6.67% | 2.5% |
| Lifts | 6.67% | 2.5% |
| Building management system | 6.67% | 2.5% |
| Terrace | 3.33% | 2.5% |
| Woodland walk | 3.33% | 2.5% |
| Driveway | 5.00% | 2.5% |
| Drainage system | 5.00% | 2.5% |
| Workshops | 3.33% | 2.5% |

Notes to the accounts (continued)

22 Prior year adjustments (continued)

Statement of financial activities reconciliation

| | Consolidated | | | |
|------------------------------------|---|---|--|---|
| | Raising funds as previously stated 2021–22 £000s | Support costs adjustment 2021–22 £000s | Depreciation adjustment 2021–22 £000s | Raising funds restated 2021–22 £000s |
| Raising funds – fundraising costs | 4,923 | 501 | - | 5,424 |
| Raising funds – retail costs | 47,933 | 1,047 | - | 48,980 |
| Investment management costs | 67 | - | - | 67 |
| Total cost of raising funds | 52,923 | 1,548 | - | 54,471 |
| | Charitable activities as previously stated 2021–22 £000s | Support costs adjustment 2021–22 £000s | Depreciation adjustment 2021–22 £000s | Charitable activities restated 2021–22 £000s |
| Palliative and end-of-life care | 28,570 | (2,521) | 23 | 26,072 |
| Long-term neurological care | 24,340 | (446) | 137 | 24,031 |
| Bereavement support | - | 1,480 | - | 1,480 |
| Homecare | 1,390 | (61) | - | 1,329 |
| Support for international | 80 | - | - | 80 |
| Total charitable activities | 54,380 | (1,548) | 160 | 52,992 |
| Total expenditure | 107,303 | - | 160 | 107,463 |

Statement of financial activities reconciliation

| | Charity | | | |
|------------------------------------|---|---|--|---|
| | Raising funds as previously stated 2021–22 £000s | Support costs adjustment 2021–22 £000s | Depreciation adjustment 2021–22 £000s | Raising funds restated 2021–22 £000s |
| Raising funds - fundraising costs | 4,628 | 501 | - | 5,129 |
| Raising funds - retail costs | 42,802 | 1,047 | - | 43,849 |
| Investment management costs | 67 | - | - | 67 |
| Total cost of raising funds | 47,497 | 1,548 | - | 49,045 |
| | Charitable activities as previously stated 2021–22 £000s | Support costs adjustment 2021–22 £000s | Depreciation adjustment 2021–22 £000s | Charitable activities restated 2021–22 £000s |
| Palliative and end-of-life care | 28,570 | (2,521) | 23 | 26,072 |
| Long-term neurological care | 24,340 | (446) | 137 | 24,031 |
| Bereavement support | - | 1,480 | - | 1,480 |
| Homecare | 1,390 | (61) | - | 1,329 |
| Support for international | 80 | - | - | 80 |
| Total charitable activities | 54,380 | (1,548) | 160 | 52,992 |
| Total expenditure | 101,877 | - | 160 | 102,037 |

One of our Sue Ryder
physiotherapists

Notes to the accounts (continued)

23 Post balance sheet events

On 15 November 2023 an agreement for the sale and purchase of the business and assets of the English neurological care division of Sue Ryder completed, and services were transferred to a third party, Brainkind, on a going concern basis on the same date.

An impairment of £3,142,000 has been recognised within expenditure for the year ended 31 March 2023 and is shown in note 7 to these accounts. Sue Ryder resigned all rights, titles, interests and benefits of the control to the third party upon completion.

24 Related party disclosures

There are a number of independent charities operating in various countries which share the main objectives of Sue Ryder. The charity awards grants to this entity as shown in note 8.

The financial statements of the group consolidate the results of its 100% subsidiary companies, Sue Ryder Direct Limited, Sue Ryder Lottery Ltd and Woburn Property Investment Company Limited. The Woburn Property Investment Company Limited is dormant, has not traded during the year and was dissolved on 13 September 2022.

| | 2022–23 £000s | 2022–21 £000s |
|---|------------------|------------------|
| The following amounts are due to the charity from its subsidiary undertakings: | | |
| Sue Ryder Direct Limited | 387 | 1,204 |
| Sue Ryder Lottery Limited | 240 | 324 |
| During the year the following transactions took place between the charity and its subsidiary undertakings: | | |
| The transfer under Gift Aid of the trading profits of Sue Ryder Direct Limited | 304 | 48 |
| The transfer under Gift Aid of the trading profits of Sue Ryder Lottery Limited | 2,498 | 2,172 |
| The recharge of costs associated to the use of the charity's shops for trading by Sue Ryder Direct Limited | 318 | 288 |
| Commission charged to the charity by Sue Ryder Direct Limited as agent in regards the Retail Gift Aid scheme | 379 | 337 |
| Reallocation of expenses from previous years of Woburn Property Investment Company Limited | - | 7 |

All transaction that occurred during the year between the charity and its subsidiary undertakings were at arms length.

25 Cash flows from operating activities net cash provided by operating activities

| | Consolidated | | Charity | |
|---|------------------|------------------------------|------------------|------------------------------|
| | 2022–23 £000s | 2022–21 restated £000s | 2022–23 £000s | 2022–21 restated £000s |
| Net income/(expenditure) for the reporting period as per the Statement of Financial Activities: | (10,952) | 6,532 | (10,952) | 6,523 |
| Add back depreciation (note 10) | 3,168 | 3,047 | 3,168 | 3,047 |
| Add back impairment | 3,142 | - | 3,142 | - |
| Loan interest paid | 311 | 166 | 311 | 166 |
| Investment fees deducted from portfolios | 70 | 67 | 70 | 70 |
| Investment income received | (196) | (8) | (194) | (8) |
| Loss on foreign currency held | - | (1) | - | (1) |
| Dividend and interest received from investments | - | - | - | - |
| Loss on impairment of fixed assets | - | 409 | - | 409 |
| Legacy property moved to property for resale | - | (1,900) | - | (1,900) |
| Legacy property revaluation | - | 665 | - | 665 |
| Intercompany balance write off | - | - | - | 7 |
| Unrealised (gain) on investment assets | (35) | (1,217) | (35) | (1,217) |
| (Increase)/decrease in stocks | 406 | (236) | 21 | 30 |
| (Increase)/decrease in debtors | (155) | (2,210) | 762 | (2,405) |
| Increase in creditors | 2,436 | 70 | 2,325 | 4 |
| Increase in provisions for liabilities | 1,436 | 1,201 | 955 | 1,192 |
| Net cash (outflow)/inflow provided by operating activities | (471) | 6,585 | (427) | 6,582 |

Notes to the accounts (continued)

26 Net Income from trading activities of subsidiaries

Sue Ryder has two wholly owned subsidiaries which are incorporated in the UK. The principal activities of the subsidiary Sue Ryder Direct Limited are the sale of new goods and the running of the donated goods Gift Aid scheme. The principal activity of the subsidiary Sue Ryder Lottery Limited is the running of the Sue Ryder Lottery and it holds the Sue Ryder gambling licence. The companies gift their taxable profits to Sue Ryder. Woburn Property Investment Company Limited was dissolved on 13 September 2022.

The results for the current and prior year were:

| | Sue Ryder Direct Ltd | Sue Ryder Direct Ltd | Sue Ryder Lottery Ltd | Sue Ryder Lottery Ltd |
|---|-------------------------|-------------------------|--------------------------|--------------------------|
| Company number | 00889743 | 00889743 | 09479300 | 09479300 |
| | 2022–23 £000s | 2022–21 £000s | 2022–23 £000s | 2022–21 £000s |
| Turnover | 5,270 | 5,178 | 2,823 | 2,472 |
| Cost of sales | (2,737) | (3,363) | (310) | (288) |
| Gross profit | 2,167 | 1,815 | 2,513 | 2,184 |
| Other expenses | (2,229) | (1,767) | (15) | (12) |
| Profit on ordinary activities before tax | 304 | 48 | 2,498 | 2,172 |
| Interest received | - | - | - | - |
| Tax on profit on ordinary activities | - | - | - | - |
| Profit on ordinary activities after tax | 304 | 48 | 2,498 | 2,172 |
| Qualifying charitable donation | (304) | (48) | (2,498) | (2,172) |
| Retained profit for the period | - | - | - | - |
| Tangible fixed assets | - | - | - | - |
| Net current assets | 13 | 13 | - | - |
| Total net assets | 13 | 13 | - | - |
| Share capital | - | - | - | - |
| Profit and loss account | 13 | 13 | - | - |
| Shareholder's funds | 13 | 13 | - | - |



Our Sue Ryder Lottery gives people the chance to win cash prizes while all profits from the Lottery go towards helping us to provide more care for more people

Recognition of our wonderful supporters

Every single donor and donation makes a difference to Sue Ryder and we would like to thank everyone who has made our work possible this year. We cannot name everyone, but we would like to recognise the following donors for their significant support.

Trusts and Foundations:

- B&Q Foundation
- Charity of Robert Lucas for the Poor and Public Purposes
- Gale Family Charity Trust
- Newbury Cancer Care
- Smith Charitable Trust
- The Albert Hunt Trust
- The Anthony (Tony) Lane Foundation
- The Christopher Laing Foundation
- The Connolly Foundation
- The Harry & Mary Foundation
- The Liz and Terry Bramall Foundation
- The Morrisons Foundation
- The Screwfix Foundation
- The Wixamtree Trust
- Trusts administered by Buckles Solicitors

Organisations:

- Acorn Mobility Services Limited
- Alwalton Raceway
- Amazon
- Arena Flowers
- Beacon Wealth Management
- Bedford Young Farmers
- Betting and Gaming Council members
- Beyondly
- Civvy GingeFest fundraising group
- Gravity Personnel
- Harrison & Clough Ltd
- HomeServe
- Hotpoint UK
- HSBC Bank
- Invesco
- Kohler Mira Ltd

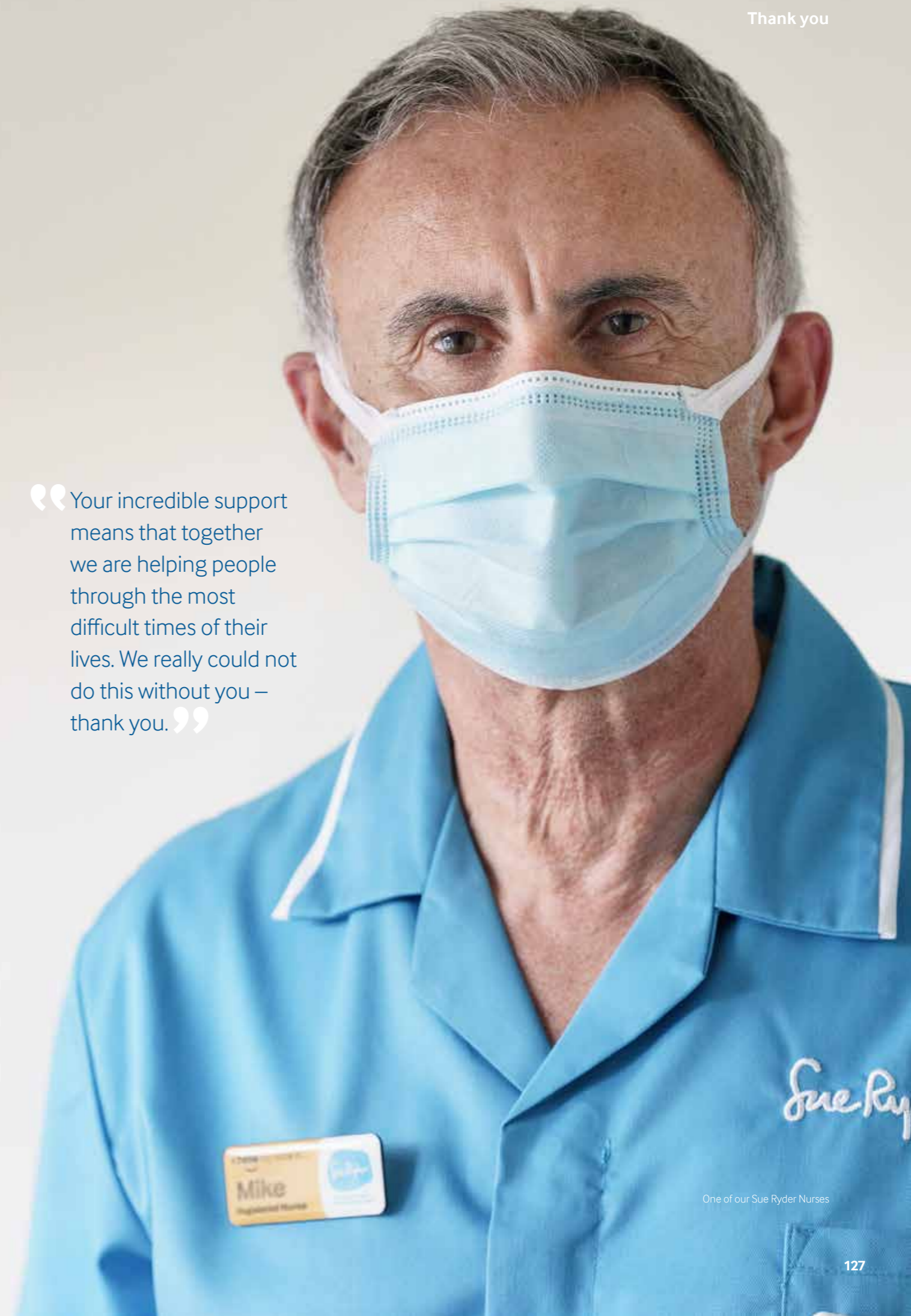
- Lothersdale Agricultural Discussions Group
- M & D H Insurance
- Perkins Engines Company Ltd
- Peterborough Milton Golf Club
- Peterborough Motor Club
- Pride of Reading Awards
- Proms on the Farm
- PSK Plumbing & Heating Ltd
- Rotary Club of Cheltenham North
- SDC Builders Ltd
- Skipton Craven Rotary Club
- South Craven Together
- Stamford Santa Fun Run, organised by Stamford Striders
- The Bronte Vintage Gathering
- Ultimate Kronos Group

Individuals:

- Anne and Paul Nicholas
- Barbara Creed
- Christina Miklaszewicz in memory of Clive Earney
- Chris Newton in memory of Clive Earney
- In Memory of Anna Bridger
- John Glendinning
- Jonathan Smith
- Paul Glendinning
- Reg Parramore
- The Family of Audrey Aggett
- The Family of Jonathan Barham
- The Family of Lesley Pennington
- Trevor Garlick OBE

We would also like to thank all our donors who wish to be anonymous.

“Your incredible support means that together we are helping people through the most difficult times of their lives. We really could not do this without you – thank you.”



One of our Sue Ryder Nurses



Our Hospice at Home teams provide care for people in their own homes

There when it matters

Sue Ryder supports people through the most difficult times of their lives. For 70 years our doctors, nurses, bereavement counsellors and carers have given people the compassion and expert care they need to help them live the best life they possibly can.

We take the time to understand what's important to people and give them choice and control over their care. This might be providing care for someone at the end of their life, in our hospices or at home. It could be helping someone manage their grief, at a time when they need it most. In 2022–23, which was the final year of our strategy 'More care for more people', we also provided specialist care, rehabilitation and support to people with neurological conditions.

We want to provide more care for more people when it really matters. We see a future where our care reaches more communities; where we can help more people experiencing a bereavement; and where everyone can access the quality of care they deserve.

For more information about Sue Ryder

call: **0808 164 4572**

email: info@sueryder.org

visit: sueryder.org

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