Trustees' Annual Report and Accounts

2023–24

Sue Ryder

Because no one should face death or grief alone

Contents

Welcome from our Chief Executive and Chair of Trustees

Dying and grief are universal experiences, but too many people face them alone. We are a safe and reassuring hand you can reach for at life's most difficult moments. Our staff and volunteers are united in our drive to deliver essential support to people during even the darkest of times. Over the past year, we have been proud to be there when it matters for thousands of people across the UK. You can read more about how we did this throughout the pages of this report.

We are determined that everyone should be supported through dying and grief. Concerningly though, we know many people are unable to access the help they want and need. Our research shows that demand for end-of-life care is increasing at a time when Sue Ryder and the rest of the hospice sector is contending with stark challenges, such as rising costs and the lack of sustainable funding.

Our bold new vision and strategy is a movement for change. Through it, we are aiming to transform the experience of everyone facing death or grief in the UK. We want to build a society where people can get the care and support they need and where their voices are heard.

To strengthen our focus on end-of-life and bereavement support and deliver societal change, we took the decision to divest our neurological services in England. You can find out more about our key goals and how we have started on the journey towards our vision from page 12.

Care and support at the end of life

Our specialist healthcare teams delivered their expert end-of-life care to people living with life-limiting illnesses throughout the year. They pride themselves on listening to what is important to each patient and providing personalised care, so patients can live the best life they possibly can.

An important focus has been developing our care services to meet people's evolving needs. We expanded our service caring for people overnight in their homes in South Oxfordshire. Night-time can be concerning for families whose loved ones are dying, and this allows them to rest knowing they are being expertly cared for. To date, we have delivered 1,310 hours of night-time care to local families.

Another focus has been developing nurse-led and medically-light beds at two of our hospices, which help us care for a broader range of patients. These services deliver end-of-life care to people who do not need specialist or complex levels of support, and previously might have missed out on being referred to Sue Ryder. We hope these beds will also relieve pressure on hospitals and out in the community.

We have also been looking at how we can reach more people with our specialist end-of-life care, including those in under-served communities. We want to break down barriers of inequality so everyone can access expert, culturally appropriate care at end of life. Following our successful Health Inequalities pilot, which saw us build connections with different communities around Peterborough, we will be using what we have learned to inform our future approach across other areas of the UK.

Helping people manage their grief

The death of someone you love or someone you know can be devastating. A priority for us over the last year has been growing our vital bereavement services so we can help even more people living with grief, as well as their families and friends.

We have made a positive difference to people living in communities across England through our Sue Ryder Grief Kind Spaces. Our research told us two out of three people did not get the support they felt they needed after a bereavement[1]. The research, which looked into the availability and impact of bereavement support in the UK and was based on more than 8,500 people's experiences, showed a need for more community-based forms of support. That is why we have been opening Sue Ryder Grief Kind Spaces in venues such as sports clubs, cafés and garden centres. There are over 20 at the time of writing, with more due to open in the coming months. Led by trained volunteers, Grief Kind Spaces are weekly drop-in sessions that provide people with the chance to talk to others who are experiencing grief. The feedback we have received is that the spaces have been a lifeline in terms of the loneliness and isolation that many people who are grieving have told us they are experiencing.

During the year we have also reached significantly more people through our Online Bereavement Support, which included free video counselling and expert advice and resources. There was over a 100% increase in people using our self-help platform, Grief Guide, which provides advice and tools for managing grief, including space to journal. We achieved the milestone of 30,000 members on our Online Bereavement Community, which is a forum where people can join conversations, share feelings and support one another. Additionally, 95% of survey respondents said our text message support service, Grief Coach, contributed to their sense of being supported in their grief[2].

We continued to build our national movement of kindness through our Grief Kind campaign. Since we launched our multi-channel campaign in 2021, we have reached millions of people across the UK. Grief Kind is giving people the confidence and tools to support their friends, families and colleagues who are grieving. Our recent activity has included a television advert broadcast on ITV1 and Channel 4, which encouraged record numbers of people to seek our bereavement support, as well as digital and radio adverts. We also made preparations for showcasing our Sue Ryder Grief Kind Garden at the prestigious RHS Chelsea Flower Show 2024. This special sensory garden, designed by Katherine Holland, aimed to raise awareness of grief and encourage people to open up and start conversations.

Giving people a voice

Using our voice to speak up for people who are dying or grieving has been high on our agenda. We have been working hard to highlight issues and influence positive change, so that more people can access the quality of care they need and deserve. Building partnerships and collaborating with the Government, key stakeholders and others in the healthcare sector has been central to this. We continued our important work with the NHS's Integrated Care Systems (ICSs) on a local and national level, sharing our expertise and aiming to make end-of-life care as good as it can be.

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. https://media.sueryder.org/documents/A_better_route_through_grief_report.pdf
2 Levesque D et al. 'Grief Coach: Feasibility and acceptability of a text message programme for bereavement support among grievers in the United Kingdom'. Study published April 2024. https://doi.org/10.1080/07481187.2024.2334080

Also, ahead of the general election, we joined forces with Hospice UK, Marie Curie, the National Bereavement Alliance and Together for Short Lives to create the first sector-wide palliative and end-of-life care manifesto. It highlights core areas we feel the next government must address to make sure people who are dying or grieving can receive the best possible support.

Other vital issues raised include the growing demand for care and the hospice sector's need for a sustainable funding model. Our research shows the number of people in England expected to receive end-of-life care is projected to increase by up to 55% by 2030–31[3]. Another significant issue we raised during the year was the impact of the cost-of-living crisis on the communities we support.

Building foundations to achieve our goals

Our Fundraising and Retail teams have been working non-stop to grow income, so we can reach even more people with our support in the future. They inspired people to donate to our Cost of Dying appeal, which illustrated the increasing cost of providing our crucial care. Our Sue Ryder Lottery also reached an impressive 15 million ticket sales. In retail, we encouraged more people to reduce, reuse and recycle. Pre-loved clothes from our shops took centre stage at a sustainable fashion show in partnership with Lloyds Bank and the London College of Fashion, raising vital funds and awareness of our work.

We have also been building on our Equity, Diversity and Inclusion (ED&I) work that focuses on an inclusive culture across our charity. We want Sue Ryder to be a safe and welcoming place where everyone feels comfortable bringing their full selves to work, and speaking out and challenging discrimination.

Nearly 1,500 of our staff and volunteers have completed training to wear Rainbow Badges at work, promoting a message of LGBTQ+ inclusion. We completed the early stages of our Race Equity Programme to identify actions and initiatives that support Global Majority colleagues.

Inside this Annual Report

Over the pages of this report, we hope you enjoy reading more about our achievements and exciting plans for the future. The report includes our full financial review and accounts, and legal and administrative information. You can also catch up on the progress we have made towards becoming a more sustainable organisation and the actions we have taken to reduce our carbon emissions.

We would like to end by saying a heartfelt thank you to everyone who has supported us over the past year. We are incredibly grateful for all the wonderful ways people have shown their support, from going the extra mile in fundraising challenges and making kind donations, to giving unwanted items to our shops or buying our pre-loved and new goods. We are also very lucky to have thousands of dedicated volunteers who contributed their time and skills. However you supported us, thank you for the difference you made.

With our best wishes,

Dr Rima Makarem
Chair of Trustees

Heidi Travis
Chief Executive

3 'Modelling demand and costs for palliative care services in England', Sue Ryder and London Economics report, February 2021. https://media.sueryder.org/documents/Modelling_Demand_and_Costs_for_Palliative_Care_Services_in_England_1.pdf

Welcome

"This year (2024) marks the departure of Sue Ryder's Chief Executive, Heidi Travis, after more than 14 years at our organisation. During Heidi's time as Chief Executive, Sue Ryder has significantly expanded its palliative and end-of-life care, transformed itself into a leading bereavement support provider and reached millions of people through its brand and influencing campaigns. Heidi steered the charity through the Covid-19 pandemic and recently launched our ambitious new vision and strategy.

Heidi leaves Sue Ryder in a strong position with an exciting future and will be greatly missed by staff and volunteers. We thank Heidi for her years of dedication and hard work, and wish her the very best in her next chapter.

We have appointed James Sanderson as our new Chief Executive. James will join Sue Ryder in August 2024 and lead our vision and strategy. James has most recently been the National Director of Community Health Services, Personalised Care, and Palliative and End of Life Care at NHS England, and brings a wealth of experience."

Dr Rima Makarem, Chair of Trustees

Did you know?

In addition to this Annual Report, we publish a separate Impact Report showing how our services benefit the people we care for and support. You can read both publications on our website at sueryder.org

Strategic report

Spotlight on...

A society that supports everyone through dying and grief

Dying and grief are universal experiences, but too many of us face this alone. We are shining a spotlight on our bold new vision and strategy, which builds on our vital work supporting people in their most difficult moments.

For more than 70 years, we have been proud to be a source of strength and support for anyone living with a life-limiting illness or grief. However, we are facing challenges – demand for end-of-life care across the UK is increasing and many people who have been bereaved are not able to access support. Conversations about dying and grief are often avoided, which can leave people unprepared, isolated, and feeling unable to reach out for help.

We believe there is much more that can and should be done. That is why, in 2023, we launched our bold new vision and strategy, setting out our ambition to transform the experience of people facing death or grief in the UK. We want a society that supports everyone through dying and grief, and we are proud to be spearheading this movement for change.

Our long-term vision and strategy, 'A better approach to dying and grief', is our commitment to develop and expand the expert and compassionate services we are known for. We want to continue working with the government and local decision-makers to make sure the voices of people living with a life-limiting condition or grief are heard, and that access to the support they need is unlocked. We are also committed to reducing the stigma surrounding death and dying, so everyone can have open and honest conversations with their family members and friends.

Over the next few pages, you can find out more about our vision, our three key goals to ensure the strategy becomes a reality, and the values that underpin our work. You can also discover what we have achieved over the past year and what we are planning for the future.

Read our vision and strategy at sueryder.org/vision or scan this QR code.

SCAN ME

Focusing on end of life and bereavement support

While we have so much to be proud of, spreading our focus across three support areas – end-of-life, neurological and bereavement support – was becoming increasingly challenging.

In 2022, we undertook an in-depth review to identify where we could scale up our work to support even more people. Following the review, our Board of Trustees and Executive Leadership Team made the decision to focus our strategic direction and growth on end-of-life and bereavement support, and to divest our neurological services.

Brainkind (formerly The Disabilities Trust) took over ownership of our neurological services in England on 15 November 2023. All roles were protected and our primary focus during the divestment process was to ensure a smooth transition for all affected service users, staff and volunteers.

Our vision

We want a society that supports everyone through dying and grief.

A society where the voices of people who are dying or grieving are heard, where everyone gets the care and support they need and services are integrated with the wider healthcare system. A society where everyone can have open and honest conversations with their friends and family to help them prepare for death and where people with a life-limiting diagnosis are supported to live well in the time they have left. Where trusted resources, information and bereavement services are accessible to everybody who needs them and where communities across the country provide compassion and support to those in need so that nobody grieves alone.

Our three goals

To ensure our strategy becomes a reality for people across the UK, we have set ourselves three key goals:

Better grief support for everyone.

Helping people who are dying to live well.

Speaking up for people who are dying or grieving.

In 2023–24, we started working on the foundations for our new strategy and intend to expand our impact in these areas moving forward. You can read more about our achievements on page 16 and our future plans on page 28.

Our values

Our values – supportive, connected and impactful – underpin and inform how we approach our work and will help us to deliver our vision and strategy.

Supportive

Equity, diversity and inclusion.
We are inclusive, value diversity and actively work to reach different communities with our services, information and support, and ensure they are accessible.

Our people.
We want Sue Ryder to be a great place to work and volunteer, where everyone feels they belong. We are committed to creating an inclusive culture in which everyone can thrive, develop and feel valued.

Connected

Working collaboratively.
We work in partnership, learn from others and share our expertise to enable everybody to get the best possible care and support.

Our supporters and volunteers.
Our work would not be possible without the generosity of our supporters and our volunteers. We will inspire more people to fundraise, donate, volunteer, campaign and advocate for us.

Impactful

Putting people who are grieving or living with a life-limiting condition at the heart of our work.
We listen and learn from people who have been affected by dying and grief. We use their experiences to help us design new services, information and resources and to inform the issues on which we raise awareness and campaign for change.

A sustainable organisation.
We act responsibly and are committed to becoming a truly ethical and sustainable organisation financially, operationally and environmentally.

Our achievements

In 2023–24, we started on the journey towards our new vision of a society that supports everyone through dying and grief. We began laying the foundations of our long-term strategy and made solid progress in areas such as expanding our vital grief support and developing our care services to meet patients' evolving needs. You can read more about these and our other achievements over the coming pages.

However, we did face challenges during the year that we worked hard to respond to. These included the ongoing cost-of-living crisis, the rising palliative funding deficit, and the need for sustainable funding for Sue Ryder and the wider hospice sector.

We are proud of our accomplishments, but our journey does not end here. You can read about how we want to build on our achievements on page 27 and discover how we plan to expand our impact in the future on page 28.

Better grief support for everyone

- Grief is a universal experience, but too many people face it alone. To help address this, since 2023 we have opened over 20 Sue Ryder Grief Kind Spaces in communities across England, with more due to open in the coming months. This is a step towards the pledge set out in our vision and strategy to create a society where people feel comfortable talking about grief and where support is available for everyone who needs it, regardless of the place or cause of death. Our Grief Kind Spaces are weekly, in-person drop-in sessions that are held in locations such as community centres, cafés, sports clubs and garden centres and are led by trained volunteers. They give people living with grief access to peer-to-peer support, and the opportunity to share their feelings and experiences in group settings.
- We want to reach a wider audience with our suite of online grief support services, and in 2023–24, more people than ever accessed these. Our Sue Ryder Online Bereavement Support services are for people living with grief, and their families and friends, and can be accessed at a time that suits them. Some areas of growth include:

"My dad had a massive stroke and died very suddenly. It's hard to process how you feel about that massive loss. I was exhausted mentally. A health carer that visits my mum recommended Sue Ryder's Grief Kind Space. The moment I came, I started to improve. It's a space with people who know exactly what you're going through."

Kevin, who attended a Sue Ryder Grief Kind Space

Strategic report

– Our Sue Ryder Online Bereavement Community, where people can talk to others who are grieving, share feelings and support each other, reached the milestone of 30,000 members. We saw a 52% increase in the number of posts people made compared to the previous year, as well as a 36% increase in people signing up.

– Sue Ryder's Online Bereavement Counselling Service, which offers free video sessions delivered by professional counsellors, helped more people who were grieving. We saw a 44% increase in the number of people registering for our service, and completed 53% more assessments and 34% more counselling sessions than the previous year. Overall, we delivered more than 6,300 hours of counselling. Importantly, 72% of people reported a reduction in feeling suicidal or the desire to be reunited with people who had died following grief therapy with us.

– Our self-help platform Sue Ryder Grief Guide, which helps people to understand their bereavement and offers an online journal and memory box, saw over a 100% increase in people using it compared to the previous year. Support content, including articles by our experts and personal bereavement stories, were also viewed more than 222,000 times.

– In addition, 95% of survey respondents said our text message support service, Sue Ryder Grief Coach, contributed to their sense of being supported in their grief[4]. Grief Coach offers subscribers personalised grief support straight to their phones over a 12-month period, as well as gentle coaching for family and friends.

– Our Sue Ryder bereavement experts also hit the headlines and shared their advice in national media, reaching millions of people. This included Marie Claire magazine, Yahoo News and BBC Radio 5 Live.

Discover our Sue Ryder Online Bereavement Support at sueryder.org/support

4 Levesque D et al. 'Grief Coach: Feasibility and acceptability of a text message programme for bereavement support among grievers in the United Kingdom'. Study published April 2024. https://doi.org/10.1080/07481187.2024.2334080

Our 'A Sense of Grief' pop-up exhibit in Leeds in October 2023 (pictured) highlighted the profound impact our five senses can have on the grieving process. On display were items chosen by our celebrity supporters and people who have benefitted from our services. They evoked memories about someone who has died and included favourite perfumes, paintings and poems.

- Through our Grief Kind campaign, we have continued to build a national movement of kindness around grief in line with the pledges in our vision and strategy, so that no one has to go through grief alone. Grief can be isolating and overwhelming, but millions of people grieve without the support they need. Our research found that 86% of people who have been bereaved felt alone in their grief[5]. Our multi-channel campaign raised awareness of our bereavement services and started conversations about grief, so that more people can access the advice and support they need for themselves, or for a loved one. Our impactful Grief Kind television advert was broadcast on ITV1 and Channel 4, and brought Sue Ryder directly into people's homes during prime time viewing periods and drove more people to seek our bereavement support. This included the bereavement information pages on our website being viewed nearly 110,000 times in a month, which was a new record. We also reached more people through our radio advert on national stations such as Gold and Smooth Radio and by sharing leaflets in our Sue Ryder shops and at GP surgeries. In addition, we launched a second series of our Grief Kind podcast. This featured celebrity guests Dr Amir Khan, Lottie Tomlinson and Richard Arnold talking about their own experiences of grief and what helped them. During the year, our Grief Kind podcast hit the milestone of being listened to more than 64,000 times.

Find out more about Grief Kind at sueryder.org/griefkind and scan this QR code to watch our TV advert.

SCAN ME

5 Survey on grief conducted by Censuswide and commissioned by Sue Ryder, July 2021. Find out more about our Grief Kind campaign at sueryder.org

Helping people who are dying to live well

- Our specialist healthcare teams provided expert care and support to more people approaching the end of their lives. In line with the pledge in our vision and strategy, developing our care services to meet our patients' evolving needs, so they can live as well as possible in the time they have left, was an important focus this year. Achievements included expanding our service caring for patients in their homes in South Oxfordshire. We started to offer night-time care in 2022, thanks to the kind support of The Anthony (Tony) Lane Foundation. It means our Hospice at Home team can now provide care through the night, which can be a worrying time for families whose loved ones are dying. This care allows them to rest, safe in the knowledge their loved one is being expertly cared for. To date, we have delivered 1,310 hours of night-time care to local families. Following a third charitable donation to the service from the Foundation in 2024, we have been able to increase the number of hours we can offer, ensuring that more people in need of support can access care how and when they choose.
- We also developed our nurse-led beds at our hospice near Keighley, and medically-light beds at our hospice in Peterborough, so we can care for a wider range of patients. These services deliver end-of-life care to people who do not need specialist or complex levels of support. Previously, people may not have met the hospices' specialist referral criteria, or missed out due to referrals being prioritised on levels of need. These new services mean we can offer more people a choice about where they are cared for, in line with the pledges set out in our vision and strategy. This will also help to relieve pressure on hospitals and out in the community. Patient feedback on the medically-light beds service at our hospice in Peterborough, which is being piloted for a year due to funding from Cambridgeshire and Peterborough Integrated Care Board (ICB), has been positive. When asked what was working well, patients' comments included 'care and attention was very good' and 'pain relief and comfort'.

> **"In the last week or two of Beatrice's life, I was getting up every two hours through the night to check on her and my son would help me, so we were getting very tired. It was at that point we asked Sue Ryder if it was possible to have some support at night. On two very valuable nights I was able to sleep much more soundly knowing that someone was looking after Beatrice. It was very reassuring to have a professional in the house overnight who would know what to do whatever the circumstances."**
>
> John, who received night-time care (Names have been changed)

Our achievements (continued)

Service users shared their ideas for our Sue Ryder Grief Kind Garden (artist's impression pictured).

- One of the key focuses of this goal is to reach under-served communities and tackle health inequalities. We want to break down the barriers which prevent communities from accessing services, by working with groups and organisations they trust, listening to them, understanding their needs and ensuring we meet those needs. In 2022, we launched our Health Inequalities project, where we began building connections with under-served communities around our pilot location of Peterborough. We invited representatives to Community Voices sessions, where they were able to discuss what was important to them at the end of life and identify barriers to accessing support. This valuable feedback is being used to develop our health inclusion approach moving forward.

- We began implementing the Patient Safety Incident Response Framework (PSIRF) across all our services, to share learning and drive quality improvement from patient safety incidents. PSIRF focuses on engaging and involving affected patients, families and staff. It is a more compassionate approach that aligns with our aim of putting those we care for at the heart of our work. We have also been planning the introduction of a new Patient Safety Partner volunteer role to support PSIRF.

- Gathering feedback from our service users and involving them in our activities has once again been a priority. Service User Participation Groups across our services have continued to evolve and flourish and meet regularly to share their ideas and perspectives. At our hospice near Keighley, the members of the service user group carried out the 15 Steps Challenge. The challenge provides valuable insights by exploring healthcare settings through the eyes of patients and relatives. Staff at the hospice have been able to make improvements as a direct result, including improving the reception area. Additionally, service users at our hospice near Bedford shared their ideas for a Sue Ryder Grief Kind Garden, which was presented at RHS Chelsea Flower Show 2024. This special sensory garden will be relocated to the hospice after the show, and garden designer Katherine Holland wanted to ensure it was created with the needs of patients and their families in mind.

- In line with our vision and strategy, we have also provided support to healthcare professionals externally around death and dying, so that more people can get the best possible care and support. We provided end-of-life and bereavement training to external healthcare professionals, including the NHS. This included our Education team developing a five-day programme which teaches the fundamentals of palliative and end-of-life care. They have started delivering this training to Berkshire Healthcare NHS Foundation Trust staff in partnership with Thames Hospice. Our team also delivered a webinar to NHS professionals on death, dying and bereavement, to help build confidence in dealing with patients at end-of-life on general medical wards.

This colourful mural (pictured) was created by artist Saroj Patel using heart-warming messages of thanks to our Sue Ryder Nurses. It was painted on the side of the Oracle Shopping Centre in Reading as part of our 'We Are Sue Ryder' campaign. It helped raise awareness of the critical recruitment need for palliative care nurses across the UK, and celebrated the lasting impact Sue Ryder has at the end of life.

Our achievements (continued)

Speaking up for people who are dying or grieving

- In our vision and strategy, we pledge to work collaboratively with others in the healthcare sector, government and key stakeholders to address issues that impact people who are dying or grieving. Once again, a priority has been our work with the NHS's Integrated Care Systems (ICSs). We have developed relationships within each of the ICS footprints where our hospices and palliative care hubs are located. We have hosted visits from Integrated Care Board (ICB) leaders, Healthwatch and local elected representatives, and discussed issues the hospice sector faces and how to create positive change. At a national level, we brought together ICB leaders, local and national government, regulators and sector partners to look at opportunities to improve the delivery of palliative and end-of-life care at a roundtable in parliament. We also produced **six case studies** highlighting how, in practice, some ICSs are taking a better approach to delivering care.
- We also want to amplify the voices of people who are grieving or facing the end of life and use their views and experiences to campaign and call for change to improve outcomes. Ahead of the general election, we joined forces with Hospice UK, Marie Curie, the National Bereavement Alliance and Together for Short Lives to create the first sector-wide **palliative and end-of-life care manifesto**. We launched this at the Conservative and Labour Party Conferences in autumn 2023. In this, we have highlighted core areas we feel the next government must address to make sure that people who are dying or grieving can access the right support, at the right time. This included delivering a new funding solution for hospices, tackling inequalities in care and the development of a cross-departmental bereavement plan.

- This goal includes building on our research and using our evidence and insight to work with MPs and policy-makers to help shape and influence policy that relates to dying and grief. To support our services and our patients, we have met regularly with policymakers to raise issues that impact our ability to deliver care. One significant issue is the real-terms cuts in government funding we are receiving, with an average 1% increase against a 10% increase in costs in the last year. We have continued to raise this issue with the Government and civil servants, collaborating with sector colleagues to make our voice stronger. A key moment for us was submitting a response to the **All-Party Parliamentary Group (APPG) Hospice and End of Life Care's Inquiry on Hospice Funding**, the results of which will form the basis of sector calls around funding in the next parliament.
- We have had positive engagement with both the Department of Health and Social Care (DHSC) and the Department for Energy Security and Net Zero (DESNZ) in response to research we undertook that highlighted the impact of the cost of living on the communities we serve. Findings were concerning and revealed over four fifths (81%) of people receiving end-of-life care had been unable to run essential medical equipment due to high energy costs, in some cases resulting in an increased need for emergency assistance and healthcare support. We raised these findings ahead of the Autumn Statement 2023, calling on the Government to provide targeted support to people at the end-of-life and supported wider calls to introduce a social tariff. We further called to make people with a terminal illness automatically eligible to be exempt from the 5% VAT added to their energy bills in the Budget 2024.
- To improve understanding of what we do and why it is important, and to keep the issues affecting people who are dying or grieving high on the agenda in line with our strategy, we have showcased our work and research in the UK and internationally. This included presentations about safe staffing and health inequalities at the Hospice UK National Conference 2023, and a human rights-based approach to palliative and end-of-life care at the 3rd International Research Seminar in Belfast. Our Head of Bereavement spoke at the European Association for Palliative Care 18th World Congress in Rotterdam, and at the Dalhousie University in Canada, and was also invited to apply for membership of the prominent International Work Group on Death, Dying and Bereavement. The group supports world leaders in their efforts to stimulate and enhance innovative ideas, research and practice.

Did you know?

Sue Ryder's research shows the number of people in England expected to receive end-of-life care is projected to increase by up to 55% by 2030–31[6].

6 'Modelling demand and costs for palliative care services in England', Sue Ryder and London Economics report, February 2021. https://media.sueryder.org/documents/Modelling_Demand_and_Costs_for_Palliative_Care_Services_in_England_1.pdf

Underpinning our vision is our important work to build Sue Ryder's platform for growth. Here, we outline our key achievements in this area.

Building our charity's platform for growth

- Growing our income is a key priority, so we can continue being there for those who need us and so we can reach even more people with our support in the future. Throughout 2023–24, Sue Ryder and the rest of the hospice sector faced ongoing and growing funding challenges. We have been delivering our essential care amid rising costs and a predicted increase in the number of people who will need this care. Our Fundraising and Retail teams have been working tirelessly to inspire people to support us. This included running our Cost of Dying appeal, which highlighted the increasing cost of providing care, and encouraged people to donate. In particular, we were very grateful to receive outstanding support from Julia and Hans Rausing during the year, helping us to continue being there when it matters during a time of steeply rising costs. In 2023, our Sue Ryder Lottery, which gives people the chance to win prizes while supporting our care, reached a milestone of 15 million ticket sales since starting in 2015. We also progressed our Retail 2025 vision, using more of what is generously donated to us. We want to inspire people to reduce, reuse and recycle to help make sure the planet – and everyone on it – can be cared for. A highlight saw us join forces with Lloyds Bank and the London College of Fashion for a sustainable fashion show, featuring pre-loved clothes from our Sue Ryder shops (pictured right). It raised vital funds, as well as awareness of how shopping for pre-loved items at Sue Ryder can help to reduce landfill and avoid the need for new items to be manufactured.

Read about how we are working towards becoming a more sustainable organisation on page 60.

- We are building and developing our culture to put us in the best possible place to deliver our vision and strategy. We have been focusing on making sure we have an open and inclusive culture across our charity, in which our staff and volunteers can thrive and feel valued, and that our culture reflects the diversity of the people we support. High on our agenda has been our ongoing equity, diversity and inclusion (ED&I) work. Our Rainbow Badge initiative, promoting a message of LGBTQ+ inclusion, went from strength to strength. Nearly 1,500 Sue Ryder staff and volunteers have completed training to wear the badges at work, to show patients, service users, their families and customers they are a good person to talk to about LGBTQ+ issues. We also encouraged conversations through our Inclusion Passport, which is a tool that helps staff talk to line managers about support they may need to be their best at work. We completed the early stages of our Race Equity Programme to identify actions and initiatives that support Global Majority colleagues.
- Other highlights of our culture journey included evolving our leadership development programmes, so more of our staff could grow their skills and knowledge. We developed four programme levels, each offering a pathway for leaders to follow throughout their careers. We also launched a rolling leadership development programme for new leaders and managers. All our programmes are externally quality assessed and benchmarked. We also continued to offer more mental health and wellbeing initiatives for staff and volunteers. This included a team of 70 Mental Health First Aiders supporting people across the organisation, offering wellbeing resources on our intranet, providing employee assistance programmes and running events such as a financial wellbeing workshop to help with the cost of living. In addition, we enhanced our performance review process for staff, supporting them to develop their careers and achieve their potential.

Our achievements (continued)

- Our digital transformation work has continued. We want to adopt and apply technology effectively and build a solid foundation for delivering our services. Our priorities have included keeping our IT systems safe from cyber-attacks. We have also focused on right-sizing our digital infrastructure, to make sure we are being as efficient as possible. Additionally, we have been working on a new data strategy to ensure we can gather and use data effectively.

- We have evolved our brand and messaging and our visual identity to bring it in line with our new vision, and to help bring clarity to what we do and why it is important. Our Grief Kind campaign and our proactive PR activity has enabled us to reach and engage with a much wider national audience, and to grow awareness of Sue Ryder as a national bereavement charity.

- During the year we also launched a new website to reflect our new branding, vision and strategy, and to show our clear focus on end-of-life and grief support. We made our website easier for people to use, with better performing technology and clearer navigation. Our service users helped to develop it by sharing their valuable feedback. One of the new features highlights our bereavement support services on the homepage more prominently throughout the night. We find people are more likely to be looking for this type of support during night-time hours.

Browse our website at sueryder.org

SCAN ME

Did you know?

We are grateful to have been supported by more than 11,700 volunteers over the past year, who have generously donated their time and made an extraordinary impact. Volunteers continue to play vital roles throughout the organisation, from supporting our healthcare teams and fundraising events such as Starlight Hike and Christmas Treecycling, to helping in our shops and upcycling pre-loved items to sell.

Building on our achievements

We are proud of everything we achieved in 2023–24, while facing challenges such as the need for a sustainable funding solution for the hospice sector in order to be able to support more people as the demand for end-of-life care increases. However, our work does not stop there. There is more we want to accomplish, so we can make sure everyone approaching the end of their life or living with grief can access the support they need.

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

- Extending our reach and increasing our impact by growing and expanding our care services.

- Breaking down barriers and addressing inequalities in healthcare, to reach more people from under-served communities across the UK.

- Developing our healthcare staff and supporting them to enhance their skills and knowledge.

- Gathering feedback from our service users and involving them in our planning for new services and support initiatives in the future.

- Strengthening our influencing work and using our voice to help the people we support to be heard, and continuing to work with the government and stakeholders to address issues that impact people who are dying or grieving.

- Raising valuable awareness about what we do, so we can increase our opportunities to generate support, including expanding our Grief Kind campaign.

- Growing our income and inspiring people to fundraise, donate, volunteer and shop with us.

- Inspiring more people to reduce, reuse and recycle through our retail initiatives.

- Building on the progress made with our Equity, Diversity and Inclusion work so that we become the best place to work or volunteer.

Turn over the page to find out more about our future plans.

Our future plans

We want to build on the progress we have made over the past year, working towards a society that supports everyone through dying and grief. We plan to expand our impact and make a difference in the ways outlined over the next few pages.

Better grief support for everyone

We will:

- Grow our grief support so more people who are grieving will be able to reach out and access help when they need it. This will include opening more Sue Ryder Grief Kind Spaces in communities across the country, so that people in those areas do not have to go through grief alone. One exciting development will see us partner with Village Hotels with the aim of hosting Grief Kind Spaces across the hotel chain. We will also develop our suite of online grief support services and resources.
- Develop our new Wellbeing and Community Support Services. These will offer practical, spiritual, emotional and holistic help to patients and families – either at our hospices and palliative care hubs, or out in the community. Through conversation and understanding what is important, we will tailor our support to meet people's needs and wishes.
- Continue creating a national movement of kindness around grief through the next phase of our Grief Kind campaign. We will aim to start conversations, share stories, and provide more people with the tools they need to be 'grief kind'.
- Develop resources for other support organisations and provide more training for external healthcare professionals, so they can feel more confident and supported to help those who are grieving.

Helping people who are dying to live well

We will:

- Develop models of care and generate ideas for new services that meet the needs and preferences of our patients and families. On a wider scale, we will also explore the unmet needs of those we are not yet supporting. We want people to be able to live as well as possible in the time they have left. We will also work collaboratively with Integrated Care Systems (ICSs) and key partners in our service regions to make sure we create thriving local services that meet the needs of the local population, including reaching different communities.
- Continue our work tackling health inequalities and reaching under-served communities. We have appointed a new Head of Health Inclusion and Equity to take this work forward. They will run service design workshops to understand what changes people want to see to our services. These workshops have been adapted following feedback we received in Community Voices sessions during our pilot project in Peterborough (read more about this on page 20). We will recruit new Community Engagement Coordinators to replicate the approach we originally took in Peterborough and roll this out across all regions where we have end-of-life services.

Our future plans (continued)

Speaking up for people who are dying or grieving

We will:

- Build new partnerships and work collaboratively with the wider end-of-life and bereavement sector, both at local and national level, so that sector issues are addressed in a coordinated way.
- Continue to raise awareness of and have important conversations around the growing demand for palliative and end-of-life care and bereavement support. Highlight the need for a sustainable funding model for the hospice sector and push to address availability and access to bereavement support.
- Following the general election, we will engage with the next government and highlight the issues that affect people who are dying or grieving.
- Build on our research base to support our work on speaking up for people and amplify our voice with decision makers.

Underpinning our vision is our important work to build Sue Ryder's platform for growth. Here, we outline our future plans in this area.

Building our charity's platform for growth

We will:

- Focus on growing our income and inspiring more people to support us, so we can continue providing our compassionate care and being there for those who need us.
- Carry on developing our culture and making Sue Ryder welcoming for everyone. We want to be in the best possible place to deliver our vision and strategy. We will drive forward our Equity, Diversity and Inclusion work, with a continued focus on race equity.
- Continue our digital transformation work so we are more responsive and efficient, and continue building a solid foundation for delivering our services. A priority will be our ongoing work to strengthen our cyber security. We will also work on improving our operational infrastructure as a platform for future growth, with a focus on initiatives that will support income generation.
- Raise understanding of our work and our essential services. We want to help break down taboos and normalise conversations around death and grief, so everyone can get the help they need, and people will be compelled to take action and support us.

Our new vision outlines our intention to build a society that supports everyone through dying and grief, and we will use our expertise to shape our plans. We took the decision to divest our neurological services in England to strengthen our focus on delivering this societal change. This decision and the future plans and developments outlined in this report are the first stage on this journey. To deliver our strategy, we must remain agile and responsive, while putting the needs of people at the end of their lives and those living with grief at the heart of our work.

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

In 2023 we launched our new vision and strategy 'A better approach to dying and grief' (you can read more about it on page 12). 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 2024: to retain and recruit staff in the current economic climate and to continue to grow and develop our services, as well as reach under-served communities.

In making decisions, we listen to and engage with a wide range of stakeholders 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 make sure the needs of our stakeholders are taken into account and aim to balance the needs of different groups, so no-one is disproportionately impacted. At the same time, we need to prioritise having a sustainable future and 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 approved our new Strategic Programme and continued investment in areas such as income growth. This underpins our vision of a society that supports everyone through dying and grief, and will help us to achieve our goals	• Employees • Service users • Trustees • Executive Leadership Team (ELT) • Existing and future supporters.	• Held strategic discussions and workshops. • Gathered feedback, including through surveys. • Consulted with experts. • Carried out regular reporting and updates. • Shared internal communications, such as intranet articles, emails and blogs.	• Laid the foundations for our new, long-term strategy during 2023–24. You can read about our progress and key achievements from page 16. • Moving forward, we want to develop and expand our services, grow our impact and support more people. You can read about our future plans from page 28. • A key focus is growing our income and solidifying our financial base, ensuring long-term sustainability and being able to innovate and adapt to changing needs. This has included inspiring supporters through our Cost of Dying appeal, recruiting more than 9,000 Friends of Sue Ryder, selling Sue Ryder Lottery tickets to thousands of supporters, and partnering with Lloyds Bank and the London College of Fashion for a sustainable fashion show. • Aiming to enhance staff engagement and morale through investing in areas that directly impact Sue Ryder's work and mission.

Section 172 statement (continued)

Significant Board decision	Stakeholders affected	How we engaged	Action and impact
The Board continued to support and review progress of our Equity, Diversity and Inclusion (ED&I) journey	• Employees • Volunteers • Prospective employees • Job applicants • Service users.	• Provided training and development programmes and ran comprehensive 'Valuing Difference' awareness sessions to enhance understanding of ED&I across the organisation. • Gathered feedback through interviews and surveys. • Held focus groups to gather feedback on existing ED&I practices and identify areas for improvement. • Shared internal communications to keep all staff informed about ED&I policies and developments. • Organised collaborative workshops involving employees at all levels to foster dialogue and develop actionable ED&I strategies.	• Continued to support ED&I initiatives, helping to build an empowering culture and reflecting the diversity of our workforce and the communities we support. Highlights have included nearly 1,500 staff and volunteers completing Rainbow Badge training, promoting LGBTQ+ inclusion. • Completed the early stages of our Race Equity Programme to identify actions and initiatives that support Global Majority colleagues. We will now build on this important work by developing our plans and working closely with colleagues across the organisation to hear their feedback. • Our four ED&I networks of staff and volunteers, bringing together communities with shared lived experience, continued to grow and drive forward activity. • Updated and created policies promoting inclusion and diversity within the workplace, such as our Menopause Policy. • Introduced new training modules and masterclasses focused on specific ED&I topics, to improve understanding. • Developed strategies to attract and retain a diverse workforce. • Impact includes: – Creating an inclusive and welcoming environment for staff and volunteers. – Enhancing Sue Ryder's reputation as an inclusive employer, attracting talent from diverse backgrounds. – Contributing to the broader societal goal of inclusivity and equity aiming to position our organisation as a leader in ED&I practices within our sector.

Significant Board decision	Stakeholders affected	How we engaged	Action and impact
The Board continued to support bereavement impact growth, enhancing and expanding our bereavement services, including the introduction of new models such as Sue Ryder Grief Kind Spaces	• People experiencing grief and bereavement • Counsellors and support staff • Healthcare providers • Employees • Volunteers.	• Consulted with internal stakeholders. • Collected feedback from service users. • Held strategic planning meetings. • Used our own channels, as well as paid for advertising and the media, to help promote and raise awareness of our bereavement services. • Continued to run our multi-channel Grief Kind campaign, including digital, radio and TV advertising, with the aim of giving people the confidence and tools to support those who are grieving and increasing awareness of our bereavement support. • Developing bereavement awareness training sessions for staff.	• Enhanced our bereavement support to help more people living with grief. This has included opening more than 20 (and counting) Sue Ryder Grief Kind Spaces in communities across England, giving more people access to peer-to-peer support. • More people have used our Sue Ryder Online Bereavement Support services. This has included over a 100% increase in people using our self-help platform, Grief Guide. • Our Grief Kind TV advert encouraged record numbers of people to seek support, with the bereavement information pages on our website being viewed nearly 110,000 times in a month. • Aiming to provide a more robust support system for people who are bereaved, so they can get the help they need. • Enhancing our capacity to address the needs of people requiring bereavement support, thereby increasing social impact. • Building stronger community ties and partnerships, fostering a supportive environment around the issues of grief and loss. • Piloting bereavement awareness training for our staff. This will launch later in 2024 to enhance skills and knowledge.

Section 172 statement (continued)

Significant Board decision	Stakeholders affected	How we engaged	Action and impact
Appointment of digital trustee for oversight of digital transformation programme. The decision underscores the Board's commitment to enhancing its digital governance and capabilities	• Employees • Executive Leadership Team (ELT).	• Focusing on a transparent and strategic recruitment process to find a trustee with the right digital expertise and vision to guide the transformation work.	• Aiming to enhance the management of more strategically aligned digital projects, helping to reduce costs and build a solid foundation for delivering our services. • Increasing our adaptability and responsiveness to technological advances and challenges. • Strengthening Sue Ryder's appeal to donors, partners and employees.
Approved the pay award strategy, focusing on adjustments to the National Living Wage, and healthcare pay progression and strategies for upcoming periods	• Retail staff • Healthcare staff across various roles.	• Gathered feedback, including through surveys. • Consulted with experts. • Shared regular reports and updates with the People and Remuneration Committee.	• Pay adjustments are planned to align with living wage changes, reflecting a proactive approach to employee welfare and retention. • Aiming to enhance pay equity and retain skilled healthcare professionals, aligning pay with industry standards and organisational needs.

Strategic report

Section 172 statement (continued)

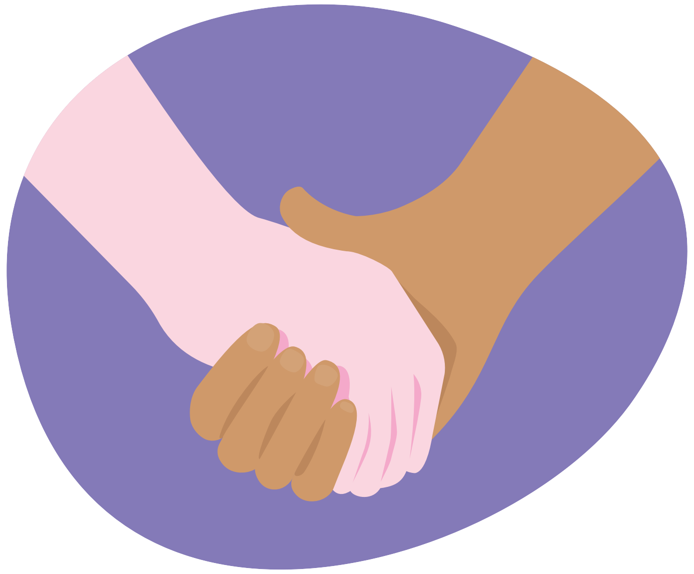
The table below sets out in more detail how we have engaged with our key stakeholders and the impact of that engagement.

Stakeholder group	Key considerations	How we engage	Key highlights, showing impact of our engagement	Further information
People who use or benefit from our services: Current service users, potential future beneficiaries including those requiring palliative and end-of-life care and those with complex neurological conditions	• 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 and meet people's evolving needs. • To improve the lives of people who live in our neurological care centres. • To provide a high quality of care and support. • To provide our care and support to more people.	• Carrying out research to identify gaps and need. • Holding consultations. • Focusing on service user engagement, including gathering feedback, listening, and involving users in our activities. • Using and acting on 'real-time' feedback in our services. • Conducting quality and safety audits to ensure we are providing the best possible care. • Holding Community Voices engagement events around our pilot location of Peterborough, to explore barriers to accessing services. • Engaging with commissioners.	• Successfully engaged with representatives of different communities in Peterborough. Collected feedback about barriers that might stop people accessing support and using it to inform our health inclusion approach. • Developed our nurse-led beds and medically-light bed services, providing care for a wider range of patients and relieving pressure on hospitals and the community. • Expanded our service caring for patients in their homes in South Oxfordshire, enabling us to provide more night-time care. • Service User Participation Groups across our services have continued to develop and flourish.	Pages 19 and 20
People who use or benefit from our services: Anyone experiencing bereavement or supporting those who are grieving	• 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.	• Commissioning audience research. • Running pilots of new initiatives and services. • Engaging with MPs and hosting parliamentary events. • Our Grief Kind campaign is continuing to provide people with the confidence, tools and resources to support others who are grieving, or seek support for themselves. • Sharing stories, articles and interviews in the media to help raise awareness of our services and share advice with people who are grieving.	• Supported more people living with grief by opening over 20 Sue Ryder Grief Kind Spaces across England. • Reached more people through our bereavement services, including delivering more than 6,300 hours of Online Bereavement Counselling sessions and hitting the milestone of 30,000 members on our Online Bereavement Community. • Our Grief Kind TV advert was broadcast on ITV1 and Channel 4 and drove more people to seek our bereavement support.	Pages 16, 17 and 18

Strategic report

Section 172 statement (continued)

Stakeholder group	Key considerations	How we engage	Key highlights, showing impact of our engagement	Further information
Existing and potential supporters (individuals, trusts, corporates)	• 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 and our values and behaviours. • To increase legacy income and ensure the charitable services we offer are financially sustainable.	• Running integrated campaigns and appeals, including our Grief Kind campaign and Cost of Dying appeal. • Offering a range of fundraising products and activities, and holding fundraising events such as Starlight Hikes and Christmas Treecycling. • Our dedicated Supporter Care team speak to and engage with a variety of supporters. • Sharing regular stewardship communications and delivering engaging supporter journeys. • Circulating a biannual supporter newsletter and monthly email newsletters to thank supporters and share our latest news and developments. • Using social media and our supporter base to encourage people to contact their MP and raise the issue of palliative and end-of-life care and/or bereavement support.	• Our fundraising teams worked hard to grow our income in 2023–24, in the face of the ongoing cost-of-living crisis. • Saw increased income from legacies. • Saw increased income from our Sue Ryder Lottery and reached the milestone of 15 million ticket sales. • Recruited more than 9,000 Friends of Sue Ryder and sold thousands of Lottery tickets to supporters. • Secured new corporate partnerships and strengthened and developed existing ones, helping to increase awareness of our work and grow income. • Raised vital funds and awareness at a sustainable fashion show, after partnering with Lloyds Bank and the London College of Fashion.	Pages 24, 57 and 49
Employees and volunteers	• For all employees and volunteers to feel valued, listened to and part of our inclusive 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.	• Holding Let's Talk and Volunteer Voice engagement surveys of employees and volunteers. • Sharing internal communications (intranet, magazine, internal social network, virtual and in-person briefings, email and video). • Offering learning and development opportunities through our Sue Ryder Knowledge Academy and Learning and Organisational Development team. • Providing wellbeing resources including Mental Health First Aiders. • Developing training programmes, such as our Clinical Education Strategy and Framework. • Gathering feedback from our four Equity, Diversity and Inclusion (ED&I) networks. • Continuing our culture development programme and our Equity, Diversity and Inclusion programme. • Holding Values in Practice (VIP) Awards for employees and volunteers to celebrate achievements. • Providing an online hub for volunteers to access learning and development opportunities.	• Signposted to financial resources and held a financial wellbeing workshop for our staff to help with the cost of living. • Offered a 50% discount on donated items in our shops for staff and volunteers. • Carried out initiatives to support an inclusive culture. These included Menopause, Trans and Non-Binary policies, a Sue Ryder Inclusion Passport encouraging open conversations and Reasonable Adjustments guidance, helping employees to perform at their full potential. • Nearly 1,500 staff and volunteers have completed training to wear Rainbow Badges. • Completed the early stages of our Race Equity Programme, identifying initiatives that support Global Majority colleagues. • Have redesigned pay structures – resulting in three job families, Healthcare, Retail and Business Support. • Evolved our leadership development programmes and enhanced our performance review process, helping staff to grow their careers. • Offered development through the Sue Ryder Healthcare Education Grant for non-medical healthcare staff.	Pages 25 and 80



Strategic report

Section 172 statement (continued)

Stakeholder group	Key considerations	How we engage	Key highlights, showing impact of our engagement	Further information
Commissioners (Integrated Care Boards (ICBs) and Integrated Care Partnerships (ICPs) and local authorities)	• 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.	• Organising meetings with the chairs and chief executives of ICBs in footprints of our services. • Inviting ICBs to see our services. • Holding meetings with commissioners. • Piloting new services. • Showing transparency on costs. • Forging strong and collaborative relationships between our service directors and commissioners. • Providing evidence of need. • Sharing of efficacy, quality and safety data. • Creating supportive materials and sharing our recommendations and expertise.	• Held positive meetings with ICBs in areas where we have services, helping to build relationships. • In collaboration with sector partners, we developed a suite of six case studies to show how, in practice, Integrated Care Systems (ICSs) can take a better approach to delivering palliative and end-of-life care. • Brought together ICB leaders and others at a roundtable in parliament, to look at opportunities to improve the delivery of palliative and end-of-life care. • Received funding for a pilot of a new model of care – medically-light beds – at our hospice in Peterborough.	Pages 19 and 22
Key opinion leaders and influencers (policymakers and parliamentarians)	• 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.	• Meeting regularly with key policy makers. • Responding to parliamentary and sector consultations. • Commissioning and sharing research. • Lobbying for change at a national and local government level. • Building relationships between our local services and local MPs. • Attending and hosting events, for example party conferences and a roundtable in parliament. • Engaging our supporters and the wider public to influence their MP. • Working in partnership with others in the sector to secure legislative commitments to issues that impact our communities and services.	• Worked with others in the sector to agree how we will present hospice funding issues to government, including submitting to the All-Party Parliamentary Group (APPG) Hospice and End of Life Care's Inquiry on Hospice Funding. • Engaged with the Department of Health and Social Care (DHSC) and the Department for Energy Security and Net Zero (DESNZ) about the impact of the cost of living on the communities we serve. • Joined forces with Hospice UK, Marie Curie, the National Bereavement Alliance and Together for Short Lives to produce a sector-wide manifesto. • Organised webinars offering our corporate supporters the chance to learn more about topics such as grief.	Pages 22 and 23

Strategic report

Section 172 statement (continued)

Stakeholder group	Key considerations	How we engage	Key highlights, showing impact of our engagement	Further information
Suppliers	• To work in partnership with suppliers, and to build strategic long-term relationships with key suppliers based on honesty and accountability, and with similar principles, 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.	• Contracts are managed by key stakeholders with scheduled reviews with suppliers, to review scope for improvements both economically and in the reduction of carbon emissions. • Having a 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. • Moving towards engaging more with UK-based companies and monitoring compliance with modern slavery audits on higher risk suppliers.	• Continued to work with Veolia to review our carbon footprint and separate waste more effectively. For example, by adding cardboard-only bins to our shops, to prevent cardboard being mixed into general recycling bins. • Stopped sourcing items for retail goods direct from China and dealing mostly with UK-based companies. • Moving to electric vehicles in our company car fleet. • In the process of moving to LED lighting in our 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, supporters and service users.	Pages 70 and 71
Community and environment	• To consider our reputation. • To uphold our values and behaviours. • To raise awareness of Sue Ryder. • To work towards being a more sustainable organisation.	• Offering volunteering and work experience opportunities in our shops, at our fundraising events and in our hospices. • Selling donated, pre-loved items in our shops and inspiring everyone to reduce, reuse and recycle. • Our Community Plus scheme supports the rehabilitation of people within the justice system by offering volunteering placements.	• Continuing to work with sustainability consultancy Bioregional to advise us on how to reduce our carbon emissions and achieving net zero. • Developing upcycling and repair workshops, bringing new life to unwanted items and saving them from landfill. • Adopting the 'One Planet Living' framework supporting sustainability.	Pages 60 to 69
Customers	• To uphold our values and behaviours. • To raise awareness of our 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. • To encourage people to buy our pre-loved and new goods.	• Displaying messaging in our shops. • Arranging creative window displays celebrating significant dates and occasions throughout the year, such as Pride Month and the festive season. • Our staff and volunteers are interacting with and helping customers. • Our Retail 2025 vision is encouraging reducing, reusing and recycling.	• Saw increased sales – in 2023–24, our retail teams delivered the best sales performance on record at Sue Ryder. • Donations of stock are at pre-pandemic levels. • Promoting our services, such as our bereavement support, in our shops. • Developing upcycling and repair workshops and giving donated items a new lease of life. • Generating income through Gift Aid.	Pages 24 and 49

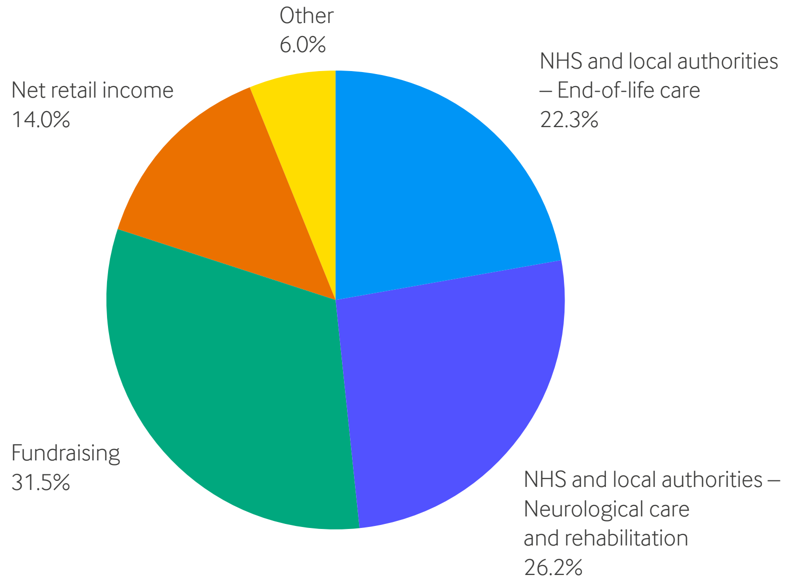
Financial review

Sue Ryder reported a consolidated net deficit of £7.5m in 2023–24 compared to a net deficit of £11.0m in the previous year. It was a transitional year financially, as we divested of three of our four neurological services and started the journey towards our new vision of a society that supports everyone through dying and grief. We continued to invest in growing our grief support services and developing our care services to increase beneficiary reach and meet patient needs. Investment was made to further increase the clarity of our brand, improve our IT infrastructure and systems, and continue to build a more inclusive culture across the organisation.

Results for 2023–24

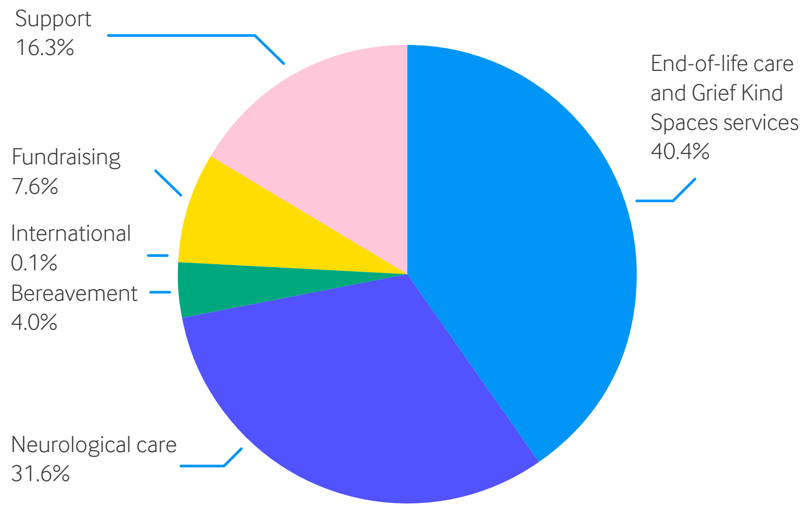
There were significant challenges in the year, which included the ongoing cost-of-living crisis, the rising palliative funding deficit, and the need for sustainable funding for Sue Ryder and the wider hospice sector. Our dedicated supporters helped us raise vital funds, and by contributing items to sell in our shops, taking part in a variety of events and making donations, together we managed to grow our fundraising and retail income.

While inflation has reduced, costs remain high, and we monitor these closely as the cost-of-living crisis continues. Quarterly forecasting is performed on a rolling basis to ensure that we can navigate any financial uncertainty in a timely way, take mitigating action and flex our strategy where appropriate. Cashflow is reviewed closely on an ongoing basis.



Income Financial Year 2023–24

We generated £62.3m to keep our services running for the support of our beneficiaries. Our supporters in fundraising and retail combined generated £28.3m of our income (45.5%) by donating, shopping, and completing fundraising activities for Sue Ryder.



Expenditure Financial Year 2023–24

We spent a total of £70.42m running the charity. 76.2% of that cost was spent on delivering services to our beneficiaries. This included palliative and end-of-life care in our hospices and the community; care in neurological centres; bereavement counselling and support; and our Sue Ryder Grief Kind Spaces services.

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 £8.7m (2022–23: £5.0m) in the year.

Summary and net calculations of the Statement of Financial Activities

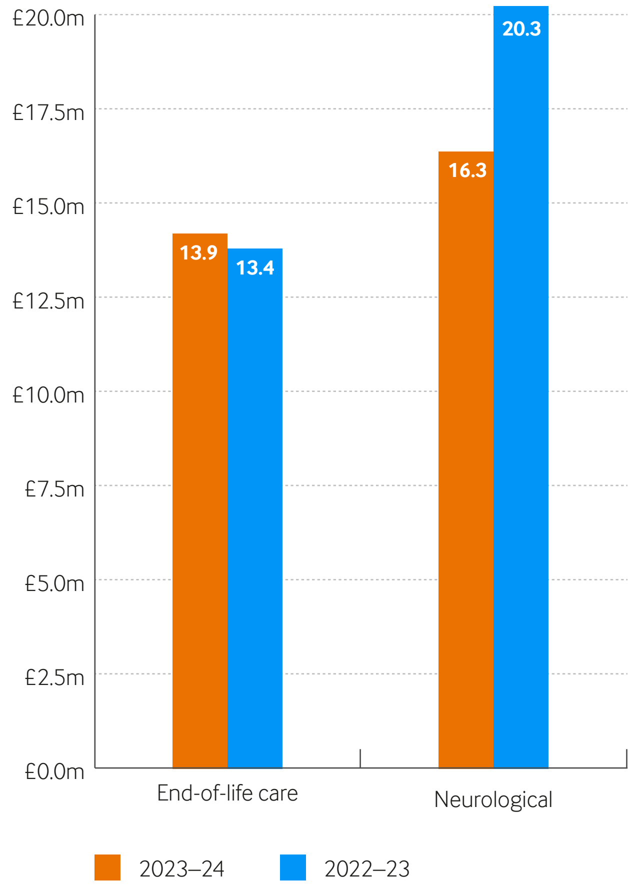
	Income £000s	Expenditure £000s	2023–24 Net £000s	2022–23 Net £000s
Charitable activities				
Palliative, end-of-life care and Grief Kind Spaces	13,898	(28,551)	(14,653)	(13,140)
Neurological care	16,327	(22,230)	(5,903)	(5,176)
Bereavement support	-	(2,791)	(2,791)	(2,407)
Homecare Scotland	-	(2)	(2)	(84)
International	-	(80)	(80)	(80)
Raising funds				
Fundraising	19,600	(5,317)	14,283	12,449
Retail contribution surplus	8,709	-	8,709	4,993
Other				
Other	3,738	-	3,738	2,111
Support functions	-	(11,446)	(11,446)	(9,359)
CJRS and RHLGF Covid-19 support	-	-	-	(294)
Net (expenditure)	**62,272**	**(70,417)**	**(8,145)**	**(10,987)**

Financial review (continued)

Income

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

Statutory income

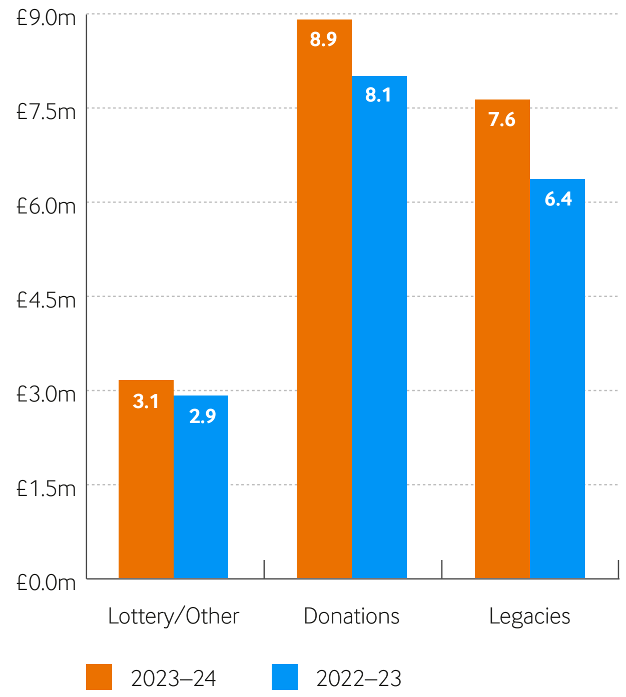


Statutory income reduced by £3.5m in the year to £30.2m (2022–23: £33.7m). Palliative and end-of-life care income increased by £0.5m to £13.9m (2022–23: £13.4m) and neurological care income reduced by £3.93m to £16.3m (2022–23: £20.3m).

Following an in-depth review in 2022 the decision was made to focus our strategic direction and growth on end-of-life care and bereavement support, and to divest our neurological services. On 15 November 2023 the ownership of the three neurological services based in England were transferred to Brainkind (formerly The Disabilities Trust). As a result, income from neurological services has reduced to £16.3m (2022–23: £20.3m). During the year, neurological fee uplifts were achieved across services by negotiating increases commensurate with the increasing complexity of beneficiary care needs and rising costs.

As the demand for palliative and end-of-life care grows, funding in the hospice sector is challenging. The core grants we received for end-of-life care in our hospices increased on average 2.8% from previous years despite a much higher percentage increase in costs, which include pay and national living wage. During the year we introduced our nurse-led and medically-light beds at two of our hospices, which broadens the referral criteria and enables us to care for a wider range of beneficiaries. Additional income of £0.5m was received in the year for the nurse-led and medically-light beds. We received non-recurring income of £0.04m during the year (2022–23: £0.5m) from additional funding released by Integrated Care Boards (ICBs) at the end of the financial year, as well as a small amount of funding for student placements and education grants. The proportion of statutory income for end-of-life care that relates to Hospice at Home is 17% (2022–23: 21%). The balance is care delivered in our hospices.

Fundraising



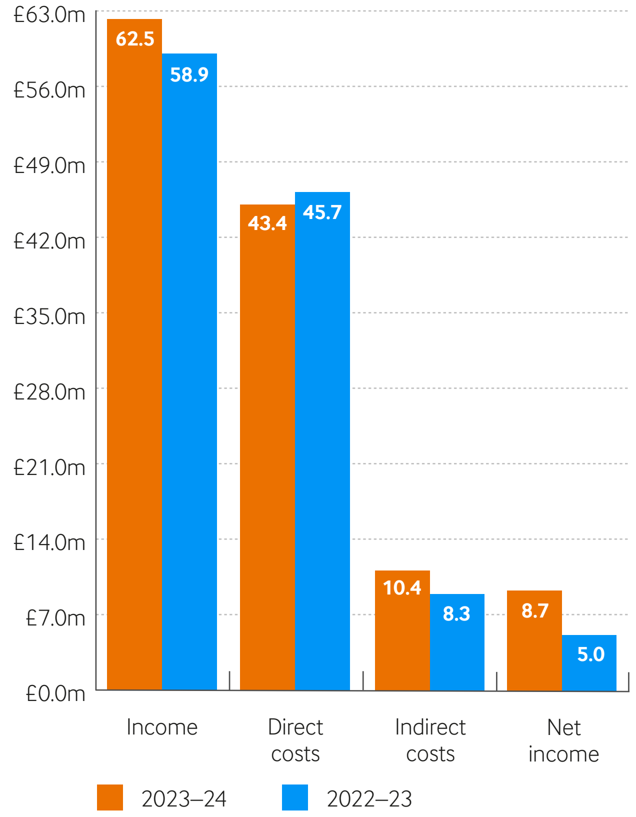
Total fundraising income increased by £2.3m to £19.6m in the year. Our Fundraising teams worked hard to grow income in the face of the ongoing cost-of-living crisis, and our supporters did not fail us. General donations at £8.9m were up £0.8m on 2022–23 (£8.1m).

During the year, we launched our 'Cost of Dying' appeal, which aimed to address the growing deficit in palliative and end-of-life care. In collaboration with retail colleagues, Lloyds Bank and the London College of Fashion, we were able to raise valuable funds and awareness at a sustainable fashion show. A wide range of staff-led and national events took place across the year, which included the London Marathon, Starlight Hikes, Ride for Ryder, and Christmas tree recycling.

Our Sue Ryder Lottery income increased to £2.9m (2022–23: £2.8m). We reached the milestone of 15 million ticket sales, representing the number of tickets sold since the Sue Ryder Lottery was launched in 2015. During the year we recruited over 9,000 Friends of Sue Ryder and sold Lottery tickets to over 9,000 supporters.

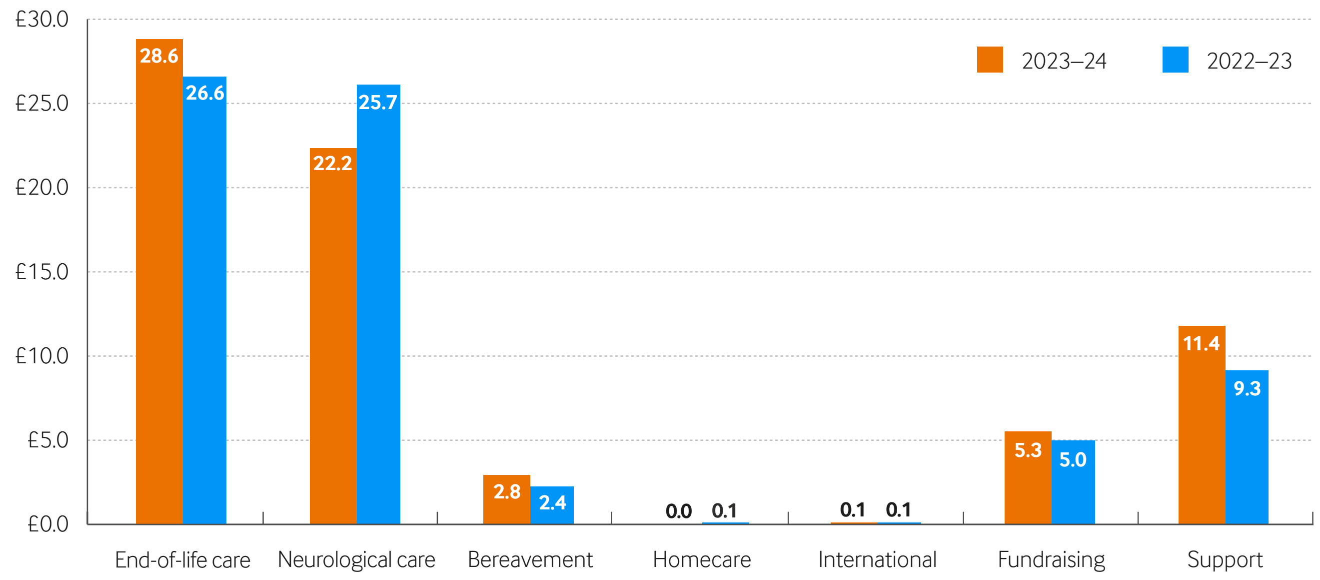
Legacies by nature are unpredictable and increased by 20% to £7.7m during the year. This follows a particularly challenging prior year (2022–23: £6.4m).

Retail



Our Retail teams have had another very successful year of trading, and sales of donated goods in particular followed a consistent trend and performed favourably against budget. Retail has delivered the best sales performance on record at Sue Ryder. Income was up £3.6m at £62.5m (2022–23: £58.9m), generating a surplus contribution of £8.7m (2022–23: £5m) in the year, after direct and indirect costs. Direct costs represent the costs directly attributable to raising funds in retail. Indirect costs represent the allocation of support function costs to retail.

Financial review (continued)



Expenditure

Total expenditure (excluding retail) increased by 1.9% to £70.4m in the year (2022–23: £69.2m). A key component of the cost increase (£2.6m) relates to the neurological services, three of which were divested in November 2023. As a result of divestment, the cost of running neurological has decreased by £7.3m. This is partially offset by the cost of impairment of £3.8m against the remaining neurological service which Sue Ryder plans to divest in the near future. There is an increase in expenditure of £4.7m across all other parts of the charity.

Wages and other staff-related costs remain the largest cost to the charity. The total staff costs at £74.0m were £0.2m up on the prior year (2022–23: £73.8m). However, the prior year included a full twelve months of neurological pay costs at four services and three were divested in the year. Removing the costs relating to these services shows that underlying pay costs are up £3.9m. This increase includes annual uplifts in rates of pay required to keep pace with market rates and statutory increases in the National Living Wage, as well as contributions to workplace pensions.

Palliative and end-of-life pay costs were the largest increase in expenditure and were up £1.4m on the previous year at £26.4m. Due to increase in demand for our palliative and end-of-life services, we completed a number of recruitment drives to fill vacancies in services. We have invested in our pay structures and seen increased levels of retention across our palliative and end-of-life services. The cost of running our Grief Kind Spaces services is reflected in 'end-of-life care' in 2023–24 and the prior year. Moving forward this will be disclosed separately.

Retail pay costs were the second highest increase in expenditure and were up £1.1m on the prior year at £20.8m. National Living Wage had a significant impact due to the 9.7% increase in the year.

The high cost of consumables used in our healthcare services have contributed to increased spend, and food, medical supplies and utilities have increased by approximately 25% on the prior year.

A priority of our vision is to grow our bereavement services, and as a result costs increased by £0.4m to £2.8m. During the year we increased beneficiary reach and continued to open Sue Ryder Grief Kind Spaces in venues across England. We also continued to offer support through our online self-help platform Grief Guide, Grief Coach text message support service, our Online Bereavement Community and Online Bereavement Counselling Service. All bereavement support services are currently entirely funded by the charity.

The increase in fundraising expenditure is largely due to an increase in the cost of marketing our fundraising events and activities, to try and reach new audiences and increase the number of supporters.

Central support costs increased by £4.2m. This included the costs of marketing our services and continued investment in raising brand understanding with a much wider audience, so that we can support more people and raise more income over the longer term. Our influencing and advocacy costs are included within central support costs and amount to £339k in the year (2022–23: £294k). One-off costs of £1.4m were incurred relating to the divestment of the English neurological services.

Balance sheet

At 31 March 2024, total group funds (which is comprised of fixed and current assets including property, less liabilities) stood at £52.3m (2022–23: £59.8m): £0.4m (2022–23: £0.6m) was restricted for specific purposes and £1.5m (2022–23: £3.3m) was property revaluation reserves, representing the excess over the historic cost of the valuation applied as deemed cost on transition to FRS102. The trustees use liquid free reserves as the measure, as they more accurately represent the going concern of the charity. While inflation has reduced, it remains above the Bank of England target of 2% and interest rates remain high. Management continues to seek the best financial return on liquid resources from a medium level of risk, in line with the charity's policy.

Reserves policy

Sue Ryder holds reserves in order to maintain charitable services for beneficiaries in the event of a temporary downturn in income. The charity depends on a number of diverse but fluctuating income streams in order to fund its services. Trustees review the target level of liquid free reserves annually (reviewed September 2023) with the aim of assessing the risks and going concern, while balancing the strategic and financial planning requirements. 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 £30–£40m.

At year end, our liquid free reserves were £32.2m, comprising £18.2m cash at bank and £14.0m of portfolio investments (2021–22: £36.1m). SORP free reserves in the year were £31.8m (2022–23: £28.4m). 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 reviewed the target reserves level again in May 2024 and based on these factors and the analysis performed, have adjusted the policy for the forthcoming year to a target reserve banding of between £15–£25m.

Management continues to seek the best financial return on liquid resources from a medium level of risk.

Investments

The Sue Ryder investment portfolio is managed on our behalf by Churches, Charities and Local Authorities (CCLA) Investment Management Limited and held in the COIF (Charities Official Investment Fund) 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 a positive return of 12.4% (2022–23: 12%).

The distribution of investments as at 31 March 2024 was:

- overseas equities 65.55%
- UK equities 6.63%
- UK fixed interest and gilts 8.23%
- infrastructure and operating assets 9.41%
- cash held for investment purposes 1.62%
- others 8.56%.

The trustees have declared that the charity will not directly invest in armaments, tobacco or pornography and that the investments should be aligned to the charity's values.

Going concern

In 2023–24 we started our journey towards our new vision and began to lay the foundations of our long-term strategy. Alongside the annual budget approved by the Board of Trustees, the charity undertakes quarterly forecasting and closely monitors this and cashflow, taking mitigating actions where appropriate to mitigate any changes within the economic or operating environment that would adversely impact our cashflow projections.

We continue to navigate the ongoing challenges of the cost-of-living crisis and the significant deficit in hospice funding while balancing rising costs and fair pay and reward structures for our colleagues. We have prepared a three-year budget plan for 2024–25 to 2026–27 and will forecast as we move through the year to update our anticipated out-turn.

The budget for 2024–25 and 2025–26, our ongoing forecast and the impact on our liquid free reserves position forms the basis of our assessment of going concern. Our budgets and forecasts consider global and economic factors such as war and inflation rates. In previous years, we forward purchased our buying options on the commodity element of gas and electricity charges under a variable cap scenario, and the significant savings that we have achieved will come to an end on 30 September 2024. Thereafter we will continue to utilise the ability to forward buy until October 2026 under the same strategy, however, we will no longer benefit from the low rates first purchased in September 2021. The subsequent increase in the commodity element of our utilities has been factored into our budgets.

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 104.

We have also 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. To do this we have included an extreme fourth scenario which combines all three initial scenarios, and 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.

These scenarios include the most extreme ongoing reduction in fundraising and retail income, increases in pay and non-pay costs; with no mitigating action taken by management.

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

- reducing expenditure on costs which are not classified as 'charitable' spend and reducing discretionary spend such as marketing and fundraising
- performing a full cost cutting exercise across support services
- 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 short term 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 registers 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 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 and approved by the Board.

Our approach to risk management across Sue Ryder continues to follow our 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 costs, driven by the rising cost-of-living, energy costs and legislative living wage increases. Donations and fundraising efforts may be affected as the cost-of-living continues to 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	• New integrated ways of working across the organisation are being embedded. For example, our various fundraising teams have been working in a more collaborative way to grow income and give our supporters the best possible experience. Plus, more widely, we are ensuring other teams across Sue Ryder are working together to support fundraising. • Decision making is supported by a data-led test and learn approach, to help make informed and impactful decisions. • Investing in our technologies to improve our infrastructure and work as efficiently as possible. We put our supporters at the heart of what we do. • Our Marketing, Communications and Digital Services team has been working in a more collaborative way with our fundraising teams. We have also been evolving our brand to raise valuable awareness and increase opportunities to generate support. • Four new face-to-face fundraising agencies are on board to reduce risk. Face-to-face fundraising helps to generate income and gain supporters. • Data exclusions have been reviewed to enable engagement with more supporters. • Regular monitoring to ensure tracking of our budget, helping us to plan and evaluate more effectively. • A major donor stewardship framework is in place, focusing on building lasting relationships and inspiring donors. • Developing core supporter journeys to ensure we are regularly engaging with those who support us. • Offering a regular schedule of engaging fundraising products to inspire support and drive income. • Investing in corporate partnership opportunities and working with others to raise valuable awareness and funds, and support Sue Ryder's work. • Using external consultants for review and insight, to learn and gain more expertise.
Workforce culture and environment may not enable, attract, and retain workforce	• Have a long-term culture development programme, helping to build our workplace culture so staff can thrive and feel valued. • An Equity, Diversity and Inclusion programme is in place, including training open to all staff, focusing on an inclusive culture across our charity. • Hold regular brand briefings for campaigns we are running, to share information and engage and inspire our staff. • Annual leadership conference planned for 2024 to bring together and connect with our leaders. • Improved our recruitment processes and developed the recruitment section of our website, helping to attract candidates. • Thorough induction programme in place to welcome and support new starters, and help them to settle in. • Hold annual Let's Talk and Volunteer Voice feedback surveys to engage with staff and volunteers and gather their opinions. • Promote wellbeing policies and offer a variety of resources and webinars to support our staff. • Provide mental health training and a team of 70 Mental Health First Aiders to support those who need it. • Introduced the Sue Ryder Inclusion Passport tool, helping staff talk to their line managers about the support they may need to be their best at work. • Launched Reasonable Adjustments guidance, focusing on changes that can be made to remove or reduce a disadvantage relating to someone's disability or health condition.

Risk matrix (continued)

Workforce capability and skills may not be ready to deliver the scale of our ambition	• Offer apprenticeships and opportunities through our Sue Ryder Knowledge Academy to develop staff members' skills and knowledge. • Provide coaching and team building opportunities to our service directors to support their development. • Offer Essentials, Enable and Enhance leadership development programmes, so more staff can grow their skills. • Have a healthcare workforce plan, including development, progression, pay and retention. • Have a retail workforce programme, including training, recognition and pay. • Performance review process in place for all staff, including development plans, to encourage conversations, identify areas for training and focus on goals. • Use an accessible Sue Ryder Virtual Classroom and offer e-learning for our staff and volunteers. • Offer volunteer development plans and training, to help them make the most of their time with us.
Information security breach may occur due to a successful cyber attack	• Our governance structure includes a Data Guardians Group and Information Management Group, to help keep information safe. • Have compliance with the Cyber Essentials scheme, which helps guard against common cyber threats. • Payment Card Industry Data Security Standard (PCI-DSS) compliant, to increase security controls around cardholder data and reduce payment card fraud. • Carry out annual penetration testing of our external services to check for vulnerabilities. • Have segregation of our architecture, for example, our services are split with major external suppliers. • Have active monitoring of device level threats, for example, malware. • A full incident management framework is in place. • Data protection and cyber security e-learning is mandatory for all our staff to increase awareness. • An information breach reporting process is in place. • Review of major breaches occurring in other organisations to apply the lessons learned to our systems and policies. • Implemented Microsoft 365 software across our charity 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 raise money through legacies or gifts 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.

Sue Ryder has ongoing corporate partnerships with companies including Arena Flowers, who generate donations through certain products and signpost to Sue Ryder's free bereavement services. The charity is in the second year as HomeServe's chosen charity, where staff raise funds throughout the year. We partnered with Lloyds Banking Group to deliver a sustainable fashion show, which championed sustainable fashion using garments from Sue Ryder's retail arm.

We also have several local partnerships – in Berkshire, Fraser Budgens and BP donate all carrier bag sales. In Yorkshire, Pure Residential Letting Agency give £10 for every new let. In Bedfordshire, another letting agent, Rent Any Property, donates £1 a month for every property they rent out. We have also just begun a partnership with the Bedford Blues Rugby Club. And finally in Cheltenham, our long-standing partnership with Safran continues.

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.

We manage and minimise breaches of fundraising compliance through training and inductions for new starters, quality checks, audits and implementing compliance policies and procedures. We always proactively engage and work with the Fundraising Regulator and other professional bodies to ensure that any concerns raised are addressed as a priority.

Sue Ryder received a total of 176 complaints about fundraising in the 2023–24 financial year. Face-to-face fundraising accounts for 113 complaints, which is a decrease despite increased activity. The second highest level of complaints relates to direct fundraising by email, at 14 complaints.

Fundraising (continued)

On average, this equates to 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 176 complaints, 46 were identified as breaches of the Code of Fundraising Practice, which is a decrease of over 50% compared to the year before. 41 of these were complaints about face-to-face fundraising, with 23 relating to the behaviour of a fundraiser. All complaints relating to our face-to-face fundraising are followed up, investigated and resolved with the relevant third-party agency. We take any breach very seriously and continue to work with our agencies to reduce complaints relating to fundraising activity.

We report on the number of complaints we receive each year to the Fundraising Regulator. We also publish an internal complaints report, reviewing complaints and suggesting actions and learnings that positively impact on our work. We revised and updated our Fundraising Complaints Policy in February 2024 which outlines how complaints should be dealt with and when complaints should be escalated to our Senior and Executive Leadership teams and trustees. We carry out regular quality checks against our complaint handling procedures and refresher training. Our website highlights how an individual can make a complaint, ways they can contact us to do so and when they can expect a response.

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 supporters, service users, their families and the reputation and 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.

All third-party personnel adhere to a code of conduct when engaging with supporters and potential supporters on our behalf. We have training and monitoring processes in place for third parties specifically relating to vulnerable people and not putting undue pressure onto members of the public to support us. Our monitoring includes shadowing, mystery shopping and call listening. The third parties 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.

Strategic report

5. What the charity has done to protect vulnerable people and others from unreasonable intrusion on a person's privacy, unreasonably 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 so they can make an informed decision about donating, considering 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 an age restriction on who can be approached with a fundraising ask by our canvassers to protect minors. 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. We also conduct third party training with our agencies around people in vulnerable circumstances and conduct welcome calls to new face-to-face recruits with vulnerability checks in place.

All 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 65 requests via this channel, 12 of which were in the financial year 2023–24.

Supporting sustainable development goals

Sustainability at Sue Ryder

We are committed to taking action to reduce our carbon emissions and promote sustainability across Sue Ryder, with staff and volunteers playing their part. We are at the beginning of our sustainability journey and know there is more we can do to reduce our impact.

In 2023–24, we teamed up with a sustainability consultancy called Bioregional to deliver a strategic plan to limit our environmental impact. This work was led by our Sue Ryder Sustainability Working Group, made up of staff representatives from different teams across the organisation. We also appointed our first Senior Sustainability Officer to develop and drive forward our plans. 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'.

As part of our sustainability journey, we are also committed to achieving a 2050 net zero target for our Scope 3 carbon emissions. These are indirect emissions that are not directly controlled by us, for example, when we are purchasing goods and services from our suppliers. With Scope 1 and 2 emissions, we want to reduce harmful greenhouse gases across all our operations and reduce the direct emissions that we control (for example, vehicle usage and the electricity we use and pay for), and we are committed to reaching net zero by 2035. We will continually review these commitments to see if we can achieve an earlier date. You can read more about our UK energy use and carbon emissions on page 70.

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 11 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 6: Clean water and sanitation
- 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		Sue Ryder opportunities	Sue Ryder achievements
1 NO POVERTY	**End poverty in all its forms everywhere**	• Our vision is a society where the voices of people who are dying or grieving are heard and where everyone gets the care and support they need (read more from page 12). • 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.	• Provide our healthcare and bereavement support without charge to all service users. • Progressed our ongoing work reaching under-served communities and tackling health inequalities. We want to deliver services that meet everyone's needs (read more on page 20). • Supporting a circular economy, our physical and online shops sell pre-loved items at significantly lower prices than the equivalent new, reducing items sent to landfill and reducing the need to manufacture. • Have introduced a clear and equitable pay progression framework for all our job roles.

Supporting sustainable development goals (continued)

United Nations Sustainable Development Goals	Sue Ryder opportunities	Sue Ryder achievements
3 GOOD HEALTH AND WELL-BEING **Ensure healthy lives and promote wellbeing for all at all ages**	• We want to further reduce workplace accidents. To support this, we have implemented RLDatix, our incident and risk management system, across the organisation. • We want to support all staff to get outside and access nature every day to support their wellbeing.	• Continued to provide expert and compassionate care. • Progressed our ongoing work reaching under-served communities and tackling health inequalities. • Continued to grow our free bereavement services so we can help more people who are grieving. This has included opening more Sue Ryder Grief Kind Spaces across England (read more on page 16). • Offered mental health and wellbeing support for staff and volunteers. This included: – access to more than 70 Mental Health First Aiders across the organisation. – a range of support tools, including a wellbeing resource hub on our intranet. Staff can also access an Employee Assistance Helpline and our Retail staff can get support through the Retail Trust. • Supporting our staff who are grieving in practical ways such as offering paid bereavement leave. • Introduced a coaching service for colleagues. • Holding 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
4 QUALITY EDUCATION **Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**	• Explore career pathways for our retail and support staff. • Develop a sustainability specific education and training pathway across the organisation.	• Offered 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 training. • Provided structured external learning opportunities, such as apprenticeships, to all our paid staff in England through our Sue Ryder Knowledge Academy. • Offered 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, which is a programme to help non-medical healthcare staff enhance their skills.

Supporting sustainable development goals (continued)

United Nations Sustainable Development Goals		Sue Ryder opportunities	Sue Ryder achievements
6 CLEAN WATER AND SANITATION	**Ensure availability and sustainable management of water and sanitation for all**	• Creating modern and water efficient bathroom suites in our hospices to reduce water usage. • For our shops to join the national 'refill' scheme and offer free refills of water to our customers, connecting with local authorities. • Grounds maintenance contracts to include measures to reduce water wastage. • Understand the impact on water usage from the manufacture of goods we buy, to then resell. • Fast fashion research project to show the offset of reusing and repurposing items of clothing. Water is used to manufacture new garments and buying pre-loved items helps to reduce environmental impact. • Use our adaptation plan which will support the organisation to navigate extreme weather conditions, for example flooding or extreme temperatures. This will help Sue Ryder in climate resilience and risk management by ensuring the correct water management measures are in place.	• Use of water meters in buildings with large amounts of people, e.g. hospices. • Using water taps with sensors in one of our hospices helps to reduce water flow. • Stopping the use of bottled water and encouraging reusable bottles. • Putting water butts in our gardens to harvest rainwater for dry season. • Access to good quality drinking water and washing facilities for staff and volunteers. Water compliance and checks in place (for example, for legionella).
7 AFFORDABLE AND CLEAN ENERGY	**Ensure access to affordable, reliable, sustainable and modern energy for all**	• Develop a carbon reduction plan for the whole organisation. • Explore microgeneration 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 67.

United Nations Sustainable Development Goals		Sue Ryder opportunities	Sue Ryder achievements
10 REDUCED INEQUALITIES	**Reduce inequalities within and among countries**	• Develop our Race Equity Programme and action plan (read more on page 25). • Use feedback from our Health Inequalities pilot around Peterborough to inform our approach moving forward (read more on page 20). • Ensure our sustainability mission is clear within our recruitment process and integrated right the way through to onboarding and beyond.	• Continuing to build on our Equity, Diversity and Inclusion (ED&I) work (read more on page 25). • Having a dedicated ED&I lead driving work forward. • Progress in our ED&I work is regularly reviewed by senior management and at Board level. • Have four ED&I networks that bring together communities with shared lived experience and shared identities, plus allies. • Hold regular ED&I awareness sessions and focus events. • Progressed our ongoing work reaching under-served communities and tackling health inequalities. • Encouraged engagement across our organisation, from shops creating LGBTQ+ Pride Month windows to coffee mornings. • Established a Trans and Non-Binary Policy. • Held our first staff sustainability survey to gain an understanding and baseline of staff knowledge and perceptions to influence further engagement. • Provide adjustments in our recruitment process, as needed, to help candidates perform their best.

Supporting sustainable development goals (continued)

United Nations Sustainable Development Goals	Sue Ryder opportunities	Sue Ryder achievements
Ensure sustainable consumption and production patterns	• Develop a sustainable and ethical procurement policy. • Develop local food sourcing strategies for our healthcare settings.	• Our physical and online shops support a circular economy. They sell pre-loved items at significantly lower prices than the equivalent new, reducing items sent to landfill and reducing the need to manufacture. • In line with our Retail 2025 vision, we promote using more of what is generously donated to us by repairing and upcycling. • We are part of a retail reuse scheme for non-charity retailers to donate unwanted stock. • Our shops now stock a 'sustainable living' range of British sourced, traceable and sustainable products. • Hosted a sustainable fashion show in partnership with Lloyds Bank and the London College of Fashion, helping to raise awareness of the impact of fast fashion and the importance of pre-loved clothing (read more on page 24).

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 70 and our structure, governance and management section from page 74.

Strategic report

United Nations Sustainable Development Goals	Sue Ryder opportunities	Sue Ryder achievements
Take urgent action to combat climate change and its impacts	• Develop a carbon reduction plan for the whole organisation. • Explore microgeneration opportunities. • Nurture and enable local teams to develop location-specific actions. • Carry out retail warehouse refurbishment and retrofit to improve energy efficiency, support carbon reduction and reduce energy bills. • Develop a sustainability action plan that encompasses all areas of sustainability across the organisation. • Develop an adaptation plan to help Sue Ryder navigate climate change while implementing sustainable changes and becoming climate resilient. • Develop a staff engagement plan to support staff with specific sustainability goals and targets in all areas of the charity.	• 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. • Continuing to replace petrol/diesel leased cars with electric vehicles, including part-funding charging devices at the homes of colleagues. • Investing to install electric vehicle charging points at our hospices, to enable community teams to utilise electric pool cars. • Investment agreed to replace the majority of our shop lighting with LEDs. • Committed to reaching net zero on our Scope 1 and Scope 2 emissions by 2035, with Scope 3 emissions by 2050. • Replaced single-use plastic bags with reusable bags in our shops. • Piloted a 'Gloves Off' campaign at our hospice in Cheltenham. Over the course of a week, the number of pairs of medical gloves used were reduced by over 70% with a 98kg CO_2e carbon saving, with handwashing taking precedence and gloves used only when necessary. • Some of our services, such as our Sue Ryder Online Bereavement Support, are online, helping to cut down on energy consumption and travel.

Supporting sustainable development goals (continued)

United Nations Sustainable Development Goals	Sue Ryder opportunities	Sue Ryder achievements
15 LIFE ON LAND **Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss**	• Explore the possibility for food cultivation at our hospices. • 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. • Understand through external partner support e.g. Wildlife Trusts, the diversity of plants and wildlife at our hospice locations to support biodiversity and rewilding.	• 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. • Moved to using 100% recycled paper for the receipts customers receive in our shops. • 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. • One of our hospices has a large living roof (sedum), which helps to support local biodiversity and habitats. • A number of our hospice gardens have bird, bat and bug boxes/homes, along with habitat piles to support small mammals and help the wider food chain thrive.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS **Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**	• Campaign and engage with the government and stakeholders to improve the landscape for care. We want to see health inequalities reduced across services.	• 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.

United Nations Sustainable Development Goals	Sue Ryder opportunities	Sue Ryder achievements
17 PARTNERSHIPS FOR THE GOALS **Strengthen the means of implementation and revitalise the global partnership for sustainable development**	• One of our Sue Ryder values is connected – we work in partnership, learn from others, and share our expertise. We have an opportunity to continue exploring how we can work with others to support progress.	• Continue to collaborate and work in partnership with other charities and organisations to develop care and support. • Over the past year, we have continued to work with sustainability consultancy Bioregional to develop plans to reduce our environmental impact. • Work with a broad range of organisations that share our aims and values, so collectively our voice is stronger. Partnership efforts have been made in connecting with Hospice UK; other similar organisations to Sue Ryder; the Palliative Care Network; The Centre for Sustainable Healthcare; The British Retail Consortium (BRC); and the Charity Retail Association (CRA), helping us to gain best practice, support and consortium influence within the sector.

Dedicated volunteers have been working hard nurturing the kitchen garden and growing a variety of fruit and vegetables at our hospice in Cheltenham.

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 limited company, incorporated in the UK (00943228). Registered address: Kings House, King Street, Sudbury, Suffolk, CO10 2ED.

Reporting period

1 April 2023–31 March 2024, corresponding with the company's financial period.

Reasons for change in emissions

This is the fifth year of reporting under SECR. The current emissions compared to the base year (April 2019–March 2020) have been reduced by 3,770.4 tonnes of CO_2e, which accounts for a 63% reduction. The main factors causing this drop in emissions are associated with a reduction in natural gas, electricity and company transport consumption. Additionally, they divested three high-energy-consuming services.

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 2023 version.

Organisational boundary

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

Operational scope

Measurements include mandatory scope 1, 2, and 3 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 CO_2e. The emissions for the current period show a significant reduction (63%) against the base year (the main factors causing this reduction are associated with the reduction in natural gas, electricity and company transport consumption).

Target setting and responsibilities

The target is to reduce gross scope 1, 2, and 3 emissions in tonnes of CO_2e per hundred ft^2 of retail floor used by 2% per year. The reduction of the performance of the current period against the target was 60%.

The target set for the sixth year is to keep the emissions at least 10% lower than the base year.

Intensity measurement

The reporting metric chosen is gross scope 1, 2, and 3 emissions in tonnes of CO_2e per hundred ft^2 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 2023 to March 2024, Sue Ryder has helped to minimise energy consumption by:

- installing electric vehicle chargers at four of its hospices and palliative care hubs
- moving to fully electric cars for its healthcare fleet
- moving 20 vehicles from petrol/diesel to fully electric
- continuing to work with Veolia on waste reduction methods, while also reviewing how their team can help reduce energy consumption
- using a logistics company to move and collect furniture to reduce empty loads and make more efficient routes
- creating a sustainability group, led by a Senior Sustainability Officer
- employing a company to create a sustainability policy to include sustainable procurement
- sharing consumption data with budget holders
- purchasing LED lighting for 250 shops.

Energy and carbon report (continued)

Scope 1 CO_2e (tonnes)	% estimated	Exclusions	April 19–March 20	April 20–March 21	April 21–March 22	April 22–March 23	April 23–March 24
Natural gas	9%	None	1,057.6	1,119.7	1,193.5	709.5	473.7
Company-owned transport	0	None	533.1	201.3	407.1	374.4	247.8
Total Scope 1	**0**		**1,590.7**	**1,321.0**	**1,600.6**	**1,083.9**	**721.5**

Scope 2 CO_2e (tonnes)	% estimated	Exclusions	April 19–March 20	April 20–March 21	April 21–March 22	April 22–March 23	April 23–March 24
Grid electricity	8%	None	2,799.5	1,243.5	1,767.4	1,319.5	1,204.5
EV vehicles	0	None					7.0
Total Scope 2	**0**		**2,799.5**	**1,243.5**	**1,767.4**	**1,319.5**	**1,211.6**

Scope 3 CO_2e (tonnes)	% estimated	Exclusions	April 19–March 20	April 20–March 21	April 21–March 22	April 22–March 23	April 23–March 24
Electricity T and D losses*	0	None	237.7	106.9	156.4	120.7	104.2
Private transport for business purposes*	0	None	1,342.7	95.7	195.9	170.0	163.0
Total Scope 3	**0**		**1,580.3**	**202.7**	**352.3**	**290.7**	**267.2**

	April 19–March 20	April 20–March 21	April 21–March 22	April 22–March 23	April 23–March 24
Total CO_2e Scope 1, 2, 3 gross emissions (tonnes)	**5,970.6**	**2,767.1**	**3,720.4**	**2,694.2**	**2,200.2**
Intensity metric measure (hundred ft^2 of retail floor area)	5,327	5,295	5,191	5,191	4,940
Intensity metric (gross emissions) tCO_2e/hundred ft^2 of retail floor area	1.121	0.523	0.717	0.519	0.445

Energy consumption	Exclusions	April 19–March 20	April 20–March 21	April 21–March 22	April 22–March 23	April 23–March 24
kWh	As above	24,452,677	12,664,265	17,358,806	12,742,464	10,165,450
Carbon offsets		0.0	462.2	1,738.0	1,319.5	1,204.5
Total CO_2e Scope 1,2,3 Net emissions (tonnes)		**5,970.6**	**2,304.9**	**1,982.4**	**1,374.6**	**995.7**

Intensity metric (net emissions) tCO_2e/hundred ft^2 of retail floor	1.121	0.435	0.382	0.265	0.202

Emissions Summary, Sue Ryder Streamlined Energy and Carbon Reporting.

* Please note 'Electricity T and D losses' and 'Private transport for business purposes' are a subset of our Total Scope 3, as it is not currently practical to track all of the activities that contribute to it.

Structure, governance and management

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). Trustees are all required to complete training on safeguarding, cybersecurity and GDPR and sign a confidentiality agreement. All trustees have Sue Ryder email addresses enabling them to separate charity and personal communications. It also allows them to access a learning portal where training webinars on several areas of charity activity can be accessed.

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.

- 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.

- 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's key principles to evaluate its effectiveness to support continuous improvement and ensure the highest standards of governance.

The performance of individual trustees is assessed each year when the Chair holds an annual review. 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. As recommended by the Code, every three years the Board commissions an independent review of its performance, and in the intervening years it undertakes a self-evaluation process. Any agreed actions are overseen by the Nominations Committee. For the 2023–2024 year a self-evaluation process was carried out. The outcomes of this evaluation were an agreement for further training and development opportunities for trustees, as well as a skills audit to enhance trustees' assignment to committees.

Structure, governance and management (continued)

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 54 of this Annual Report.

The trustees bear overall responsibility for ensuring Sue Ryder operates appropriate controls to provide reasonable assurance that:

a. the charity is operating efficiently and effectively

b. proper records are maintained, and financial information is reliable and accurate

c. the charity has an appropriate framework for safeguarding

d. the charity complies with relevant laws and regulations.

The Audit and Risk Committee has delegated responsibility for monitoring the effectiveness of internal controls, and reports to the Board by way of the Board Assurance Framework.

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 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, outsourced to Mazars, delivers a risk-based audit programme approved by our Audit and Risk Committee. 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.

Sue Ryder's risk management process is underpinned by a clear Risk Management Framework which sets out the process that we use to identify and manage risks in all our activities. The Director of Risk and Governance liaises with each directorate to track and manage their effective management of risk through individual Directorate Risk Registers. An overarching Strategic Risk Register is used to monitor the management of key operational and strategic risks to Sue Ryder.

The Board formally review the strategic risk register annually and it is routinely reviewed by the Audit and Risk Committee and Executive Leadership team on a quarterly basis.

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.

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 7.7% (2022–23: 9.1%).

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 3.9%. This shows that, on average, the hourly rate men are paid is just fractionally higher than the rate women receive and compares well to the national average of 13.2%.

Our median gender pay gap is 2.0%. This shows that the median pay point is lower for men, and is the difference if we line up all salaries and take the middle-paid man and woman. The national figure for this is 14.3%, so we compare very favourably.

We have about 2,500 staff based across the UK, with a gender split of 83.7% women and 16.3% 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 Equity, Diversity and Inclusion (ED&I) Lead. Our recruitment process is fully anonymous so unconscious bias at the application selection stage is greatly reduced, and we use a charity-wide job grading structure which ensures pay can be managed for jobs of equal size across all parts of the organisation.

Structure, governance and management (continued)

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.

We have introduced varying pay increases for our store managers and healthcare staff, which allow top performance to be rewarded with larger increases. This facilitates greater market competitiveness and retention, and we plan to roll this approach out across the wider organisation in the next year.

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 shared with all staff and volunteers through intranet, virtual and in-person briefings, email, printed publications, and video.

We 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 culture development programme and led to the creation of the Sue Ryder Knowledge Academy. We have also improved our volunteer experience and introduced new ways for volunteers to engage with us as a result of their feedback, including a dedicated online hub and a volunteer forum. The results influence the way we move forward with our strategy and help to make Sue Ryder a better place to work and volunteer.

Auditors

The auditor, RSM UK Audit LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

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 group's and charitable company'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 group and charitable company 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.

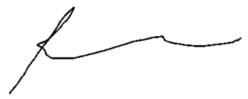
Public benefit

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 2023–24 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 17 July 2024.



Dr Rima Makarem
Chair of Trustees

Legal and administrative details

For the year ended 31 March 2024.

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

Royal Patron

Everyone at Sue Ryder is delighted and honoured that His Majesty King Charles III will be our charity's Royal Patron, continuing the legacy of his mother, Queen Elizabeth II, who became our patron in 1993. Not only does this help put a spotlight on the vital work we do, but it also helps to celebrate the valuable contribution our supporters, volunteers and staff all have in being there when it matters.

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 2023 to 31 March 2024. Membership of committees is also indicated.

Dr Rima Makarem
Chair of Trustees

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, Chair of Queen Square Enterprises Ltd and Trustee of LifeArc. Rima was previously 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 has worked as a Consultant in Palliative Medicine at Imperial College since 2012. In addition to her clinical role, she also holds the role of Clinical Lead for End of Life Care for the Trust. Since her appointments she has led on several key projects, including the development of clinical tools within the Trust electronic patient record, improvements related to CPR and treatment escalation decisions and implementation of an advanced liver disease service.

In 2022 Katherine was appointed into her first regional roles, taking up the post of Clinical Director for Palliative and End of Life Care with NHSE/London and also that of Clinical Lead for the Universal Care Plan Programme. Katherine has a keen interest in improving planned care pathways for palliative and end-of-life care across systems and the development of digital technology to support it.

Committees: Health and Social Care

Legal and administrative details (continued)

Guy Boersma
Chair of Health and Social Care Committee

Professor Guy Boersma is an experienced health and care change agent and executive coach.

He is the Executive Director, coordinating the work of Bromley by Bow Health Partnership, which is known across the NHS as pioneers of Social Prescribing and addressing the social determinants of health.

He holds other pro bono roles as Healthcare Denmark's UK Ambassador and as Visiting Professor of Translational and Experimental Medicine at University of Surrey.

Guy, who grew up in Yorkshire, left for London University and still lives in London with his only child and their dog, where he supports Sunderland Football Club and escapes to the Scottish countryside with walking boots and a good book for holidays.

Committees: Health and Social Care

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. She is currently Director of Estates and Facilities Management at the University of Sheffield and was previously Head of Retail Strategy and Portfolio Execution at Barclays. 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.

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

Structure, governance and management

Nicola Hayes
Chair of Financial Investment 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

Sue Hopgood (to 28 March 2024)

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

Legal and administrative details (continued)

Stuart Hudson
Senior Independent Trustee

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

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
Chair of Audit and Risk Committee
Director of Sue Ryder Lottery Ltd

Andrew was a number one rated healthcare and smaller companies analyst enjoying a wide-ranging career in the City of London in stockbroking, fund management and private equity. His non-executive positions have included chairing Frontier IP Group PLC, the quoted intellectual property specialist, 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), been Vice Chair of the Caledonia Housing Association and sat on the Court of the University of Dundee.

He is currently a trustee of the COIF (CCLA) Charity Funds, which is the largest charity investor in the UK, a trustee of the Church of Scotland Investors Trust and 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

Legal and administrative details (continued)

Helen Thomson (to 28 March 2024)

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

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 is a Partner with IBM Healthcare Consulting. She 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, and has held digital leadership roles for NHS Integrated Care Systems.

Committees: Health and Social Care; Audit and Risk

Auditors

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

Bankers

Lloyds TSB plc, 13 Cornhill, Ipswich IP1 1DG

Structure, governance and management

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.

Committees: Health and Social Care; Audit and Risk

Dr Vishen Ramkisson (joined May 2024)

Dr Vishen is a senior medical leader who has worked in several national roles across the NHS, including Senior Clinical Lead for NHS Digital and National Speciality Advisor for Urgent Emergency Care at NHS England.

He is currently the Chief Executive Officer of AgeCare UK, which owns and operates nine nursing and residential care homes in England, offering 450 beds, and employing over 600 staff. He is driven by a desire to make a difference to healthcare outcomes and also cares for patients as a practising GP.

Some of his achievements include clinically leading the Covid-19 vaccination programme, which led to the world's first Covid-19 vaccine outside of a clinical trial being given to 90-year-old Margaret Keenan in December 2020. He also implemented the first video consultation service in urgent care in England. In his spare time, he enjoys playing and watching cricket, rugby and motorsports.

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 managers

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 (to July 2024)
Alan Bowers

Chief Medical Director
Dr Paul Perkins

Company Secretary and General Governance (from October 2023)
Bernice Ackah

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

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

Director of Fundraising (to June 2023)
Caroline Graham

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

Structure, governance and management

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 2024 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 Balance Sheets, 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 2024; 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.

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 80 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 noncompliances 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

24 July 2024

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

Financial statements

Accounts for the year ended 31 March 2024

Consolidated Statement of Financial Activities, incorporating consolidated income and expenditure account – year ending 31 March 2024

	Note	Unrestricted funds £000s	Restricted funds £000s	Discontinued operations £000s	Total 2023–24 £000s	Unrestricted funds restated (note 23) £000s	Restricted funds £000s	Discontinued operations restated (note 23) £000s	Total 2022–23 restated (note 23) £000s
Income:									
Donations and legacies	3	4,729	11,807	-	16,536	4,119	10,088	-	14,207
Charitable activities	4	14,613	128	16,825	31,566	14,028	645	21,171	35,844
Other trading activities	5	65,568	-	-	65,568	61,912	-	-	61,912
Investment income	6	914	-	-	914	196	-	-	196
Other income	7	-	-	1,452	1,452	-	-	-	-
Total income		**85,824**	**11,935**	**18,277**	**116,036**	**80,255**	**10,733**	**21,171**	**112,159**
Expenditure:									
Raising funds	8	60,743	-	-	60,743	60,083	-	-	60,083
Charitable activities	8								
End-of-life care		23,173	11,324	-	34,497	20,465	9,841	-	30,306
Long-term neurological care		3,599	387	21,843	25,829	4,302	423	25,230	29,955
Bereavement		3,021	9	-	3,030	2,471	155	-	2,626
Homecare		2	-	-	2	96	-	-	96
International	9	80	-	-	80	80	-	-	80
Total expenditure on charitable activities		29,875	11,720	21,843	63,438	27,414	10,419	25,230	63,063
Total expenditure	**8**	**90,618**	**11,720**	**21,843**	**124,181**	**87,497**	**10,419**	**25,230**	**123,146**
Net (expenditure)/income for the year		**(4,794)**	**215**	**(3,566)**	**(8,145)**	**(7,242)**	**314**	**(4,059)**	**(10,987)**
Gains on investment assets	13	1,631	-	-	1,631	35	-	-	35
Net (expenditure)/income for the year before transfers		**(3,163)**	**215**	**(3,566)**	**(6,514)**	**(7,207)**	**314**	**(4,059)**	**(10,952)**
Transfer between funds	18, 19	(4,186)	(370)	4,556	-	(3,197)	(862)	4,059	-
Net (expenditure) for the year after transfers		**(7,349)**	**(155)**	**990**	**(6,514)**	**(10,404)**	**(548)**	**-**	**(10,952)**
(Loss) on revaluation of fixed assets		-	-	(990)	(990)	-	-	-	-
Net (expenditure) for the year after revaluation		**(7,349)**	**(155)**	**-**	**(7,504)**	**-**	**-**	**-**	**-**
Reconciliation of funds:									
Total funds brought forward	18, 19	59,226	594	-	59,820	69,630	1,142	-	70,772
Net movement of funds for the year		(7,349)	(155)	-	(7,504)	(10,404)	(548)	-	(10,952)
Total funds carried forward as at 31 March 2024	**18, 19**	**51,877**	**439**	-	**52,316**	**59,226**	**594**	-	**59,820**

The Statement of Financial Activities includes all gains and losses recognised in the 12 month period. The notes on pages 104 to 133 form part of these financial statements.
Discontinued operations are related to unrestricted activities.

Accounts for the year ended 31 March 2024 (continued)

Charity Statement of Financial Activities, incorporating charity income and expenditure account – year ending 31 March 2024

	Note	Unrestricted funds £000s	Restricted funds £000s	Discontinued operations £000s	Total 2023–24 £000s	Unrestricted funds restated (note 23) £000s	Restricted funds £000s	Discontinued operations restated (note 23) £000s	Total 2022–23 restated (note 23) £000s
Income:									
Donations and legacies	3	4,729	11,807	-	16,536	4,119	10,088	-	14,207
Charitable activities	4	14,613	128	16,825	31,566	14,028	645	21,171	35,844
Other trading activities	5	61,583	-	-	61,583	56,940	-	-	56,940
Investment income	6	894	-	-	894	194	-	-	194
Other income	7	-	-	1,452	1,452	-	-	-	-
Total income		**81,819**	**11,935**	**18,277**	**112,031**	**75,281**	**10,733**	**21,171**	**107,185**
Expenditure:									
Raising funds	7	56,738	-	-	56,738	55,109	-	-	55,109
Charitable activities	7								
End-of-life care		23,173	11,324	-	34,497	20,465	9,841	-	30,306
Long-term neurological care		3,599	387	21,843	25,829	4,302	423	25,230	29,955
Bereavement		3,021	9	-	3,030	2,471	155	-	2,626
Homecare		2	-	-	2	96	-	-	96
International	8	80	-	-	80	80	-	-	80
Total expenditure on charitable activities		29,875	11,720	21,843	63,438	27,414	10,419	25,230	63,063
Total expenditure	**7**	**86,613**	**11,720**	**21,843**	**120,176**	**82,523**	**10,419**	**25,230**	**118,172**
Net (expenditure)/income for the year		**(4,794)**	**215**	**(3,566)**	**(8,145)**	**(7,242)**	**314**	**(4,059)**	**(10,987)**
Gains on investment assets	12	1,631	-	-	1,631	35	-	-	35
Net (expenditure)/income for the year before transfers		**(3,163)**	**215**	**(3,566)**	**(6,514)**	**(7,207)**	**(2,905)**	**(4,059)**	**(10,952)**
Transfer between funds	17,18	(4,186)	(370)	4,556	-	(3,197)	(862)	4,059	-
Net (expenditure) for the year after transfers		**(7,349)**	**(155)**	**990**	**(6,514)**	**(10,404)**	**(548)**	**-**	**(10,952)**
(Loss) on revaluation of fixed assets		-	-	(990)	(990)	-	-	-	-
Net (expenditure) for the year after revaluation		**(7,349)**	**(155)**	**-**	**(7,504)**	**(10,404)**	**(548)**	**-**	**(10,952)**
Reconciliation of funds:									
Total funds brought forward	17,18	59,213	594	-	59,807	69,617	1,142	-	70,759
Net movement of funds for the year		(7,349)	(155)	-	(7,504)	(10,404)	(548)	-	(10,952)
Total funds carried forward as at 31 March 2024	**17,18**	**51,864**	**439**	**-**	**52,303**	**59,213**	**594**	**-**	**59,807**

The Statement of Financial Activities includes all gains and losses recognised in the 12 month period. The notes on pages 104 to 133 form part of these financial statements.
Discontinued operations are related to unrestricted activities.

Accounts for the year ended 31 March 2024 (continued)

Consolidated and charity balance sheets

Company registration number: 00943228

	Note	Consolidated 31 March 2024 £000s	Consolidated 31 March 2023 restated (note 22) £000s	Charity 31 March 2024 £000s	Charity 31 March 2023 restated (note 22) £000s
Fixed assets					
Tangible assets	10	15,822	28,902	15,822	28,902
Intangible assets	11	2,260	1,830	2,260	1,830
Investments	12	14,047	12,495	14,047	12,495
		32,129	**43,227**	**32,129**	**43,227**
Current assets					
Stocks		888	1,038	-	-
Debtors	13	14,780	16,997	16,083	17,468
Cash at bank and in hand		18,239	23,581	17,273	23,118
		33,907	**41,616**	**33,356**	**40,586**
Creditors, amounts falling due within one year	14	(10,144)	(12,639)	(9,606)	(12,122)
Net current assets		**23,763**	**28,977**	**23,750**	**28,464**
Total assets less current liabilities		**55,892**	**72,204**	**55,879**	**71,691**
Creditors: amounts falling due after one year	15	-	(6,842)	-	(6,842)
Provisions for liabilities	16	(3,576)	(5,542)	(3,576)	(5,042)
Long-term liabilities and provisions		**(3,576)**	**(12,384)**	**(3,576)**	**(11,884)**
Total net assets		**52,316**	**59,820**	**52,303**	**59,807**
Funds of the charity					
Unrestricted funds					
Property revaluation reserve	17	1,469	3,323	1,469	3,323
Unrestricted general funds	17	50,408	55,903	50,395	55,890
Total unrestricted funds		**51,877**	**59,226**	**51,864**	**59,213**
Restricted funds	18	439	594	439	594
Total funds		**52,316**	**59,820**	**52,303**	**59,807**

The notes on pages 104 to 133 form part of these financial statements.

Approved and authorised for issue by the Board of Trustees on 17 July 2024 and signed on its behalf by

Dr Rima Makarem
Chair of Trustees

Consolidated cash flow statement

	Note	Consolidated 2023–24 £000s	Consolidated 2022–23 £000s	Charity 2023–24 £000s	Charity 2022–23 £000s
Cash flows from operating activities					
Net cash (outflow)/inflow provided by operating activities	**25**	**(5,343)**	**(471)**	**(5,826)**	**(427)**
Cash flows from investing activities					
Investment income received		914	196	894	194
Net receipts from sales of fixed assets held for sale		-	1,900	-	1,900
Payments to acquire tangible fixed assets	11	(3,321)	(1,519)	(3,321)	(1,519)
Payments to acquire intangible fixed assets	12	(1,235)	(926)	(1,235)	(926)
Receipts from sale of tangible fixed assets		11,000	-	11,000	-
Purchase of investments	13	-	(1,400)	-	(1,400)
Net cash generated/(used) in investing activities		**7,358**	**(1,749)**	**7,338**	**(1,751)**
Cash flows from financing activities					
Interest repayments on borrowings to finance fixed asset development	25	(344)	(311)	(344)	(311)
Capital repayments on borrowings to finance fixed asset development		(7,013)	(214)	(7,013)	(214)
Net cash provided by financing activities		**(7,357)**	**(525)**	**(7,357)**	**(525)**
Change in cash and cash equivalents during the year		**(5,342)**	**(2,745)**	**(5,845)**	**(2,703)**
Cash and cash equivalents at the beginning of the year		23,581	26,326	23,118	25,821
Cash and cash equivalents as at the end of the year		**18,239**	**23,581**	**17,273**	**23,118**

Analysis of changes in net debt

	Consolidated At start of year	Consolidated Net cash flows	Consolidated At end of year	Charity At start of year	Charity Net cash flows	Charity At end of year
Bank and cash	23,581	(5,342)	18,239	23,118	(5,845)	17,273
Loans falling due within one year	(171)	171	-	(171)	171	-
Loans falling due within one and five years	(1,031)	1,031	-	(1,031)	1,031	-
Loans falling due after five years	(5,811)	5,811	-	(5,811)	5,811	-
	(7,013)	**7,013**	**-**	**(7,013)**	**7,013**	**-**
Total change in net debt	**16,568**	**1,671**	**18,239**	**16,105**	**1,168**	**17,273**

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.

Amounts in these financial statements have been rounded to the nearest £1,000, unless otherwise stated.

(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 82.

(c) Going concern

In 2023–24 we started our journey towards our new vision and began to lay the foundations of our long-term strategy. Alongside the annual budget approved by the Board of Trustees, the charity undertakes quarterly forecasting and closely monitors this and cashflow, taking mitigating actions where appropriate to mitigate any changes within the economic or operating environment that would adversely impact our cashflow projections.

We continue to navigate the ongoing challenges of the cost-of-living crisis and the significant deficit in hospice funding while balancing rising costs and fair pay and reward structures for our colleagues. We have prepared a three year budget plan for 2024–25 to 2026–27 and will forecast as we move through the year to update our anticipated outturn.

The budget for 2024–25 and 2025–26, our ongoing forecast and the impact on our liquid free reserves position forms the basis of our assessment of going concern. Our budgets and forecasts consider global and economic factors such as war and inflation rates. In prior years we forward purchased our buying options on the commodity element of gas and electricity charges under a variable cap scenario, and the significant savings that we have achieved will come to an end on 30 September 2024. Thereafter we will continue to utilise the ability to forward buy until October 2026 under the same strategy, however will no longer benefit from the low rates first purchased in September 2021. The subsequent increase in the commodity element of our utilities has been factored into our budgets.

In assessing going concern, we have modelled three scenarios across a period of 24 months. The scenarios include underperformance of retail sales revenue, fundraising voluntary income, inflationary increases on overheads and higher wages to keep pace with the rising cost of living. As there is little or no correlation between our income streams, the combined scenario is considered to be extremely unlikely. While the scenarios modelled would have a significant adverse impact on the charity's finances, all scenarios demonstrate that we remain in a cash positive position for the foreseeable future.

We have also 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. To do this we have included an extreme fourth scenario which combines all three initial scenarios, and 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.

These scenarios include the most extreme ongoing reduction in fundraising and retail income, increases in pay and non-pay costs; with no mitigating action taken by management.

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 costs which are not classified as 'charitable' spend and reducing discretionary spend such as marketing and fundraising
- performing a full cost cutting exercise across support services
- 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 short term 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.

(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 Ltd.

(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.

Notes to the accounts (continued)

1 Accounting policies (continued)

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 14).

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.

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 8.

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.

(k) Tangible 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	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) Intangible fixed assets

Computer software included in intangible assets represents the purchase of new computer software for use across the organisation.

Amortisation is calculated on a straight line basis at 33.3% of original cost per annum.

(m) 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.

(n) 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.

Notes to the accounts (continued)

1 Accounting policies (continued)

(o) 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.

(p) 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 (SOFA).

(q) 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 reasonaly 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.

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.

(r) 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 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.

(s) 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.

(t) 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.

(u) 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.

(v) 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.

(w) 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.

(x) 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

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.

a) 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).

b) 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.

Notes to the accounts (continued)

c) Provision for dilapidations

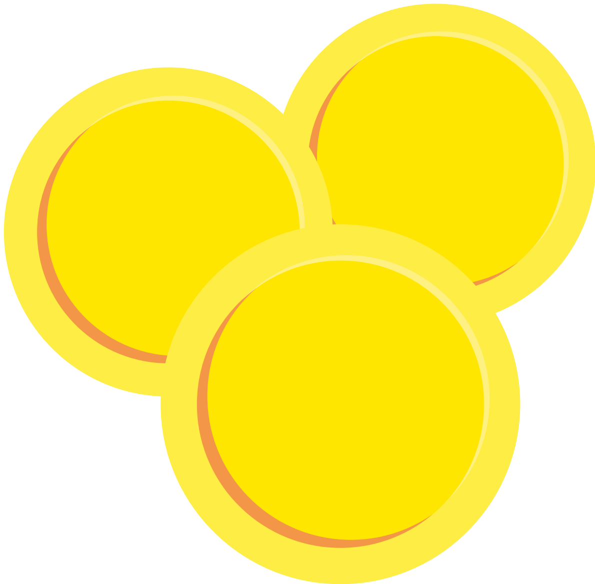
Dilapidation provisions are calculated using an average dilapidation cost per square foot for all properties vacated during the previous two years. The average cost is applied to the rateable value of all properties in the estate to calculate the expected liability at the end of the lease. The provision 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 3%.

d) 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.

e) Discontinued operations – judgement

Following an in-depth review by the Board of Trustees and Executive Leadership Team in 2022, the decision was made to focus our strategic direction and growth on end-of-life and bereavement support; and to divest our neurological services. On 15 November 2023, Sue Ryder divested our neurological services in England, and is intending to divest the remaining neurological service based in Scotland in the near future. Notwithstanding neurological services in Scotland continuing to operate in the current period, the divestment is part of a single co-ordinated plan to dispose of neurological services as a whole. As a result, the trustees feel that it is appropriate to disclose all of the neurological services as discontinued operations in the Annual Report and Accounts for the financial year 2023–24.



3 Income from donations and legacies

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Legacies	7,657	6,412	7,657	6,412
Donations and other voluntary income	8,879	8,089	8,879	8,089
Coronavirus Job Retention Scheme	-	(294)	-	(294)
Total	**16,536**	**14,207**	**16,536**	**14,207**

4 Income from charitable activities

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Provision of end-of-life care:				
NHS and local authorities	13,898	13,399	13,898	13,399
NHS Covid-19 funding	-	96	-	96
Private care	1	13	1	13
Other	832	1,149	832	1,149
	14,731	**14,657**	**14,731**	**14,657**
Provision of long-term neurological care:				
NHS and local authorities	16,327	20,280	16,327	20,280
NHS and local authorities Covid-19 funding	-	197	-	197
Private care	425	494	425	494
Other	73	200	73	200
	16,825	**21,171**	**16,825**	**21,171**
Homecare:				
Local authorities and other commissioners	-	(2)	-	(2)
Other	2	18	2	18
	2	**16**	**2**	**16**
Bereavement:				
Other	8	-	8	-
	8	**-**	**8**	**-**
Total	**31,566**	**35,844**	**31,566**	**35,844**

Notes to the accounts (continued)

5 Income from other trading activities

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023-24 £000s	2022–23 £000s
Income				
Fundraising events	157	126	157	126
Shop income from selling donated and bought in goods	62,473	58,922	61,395	56,773
Income from Sue Ryder Lottery	2,907	2,823	-	-
Property letting and licensing	31	41	31	41
Total	**65,568**	**61,912**	**61,583**	**56,940**

6 Investment income

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Bank interest received	914	196	894	194
Total	**2,193**	**196**	**2,173**	**194**

7 Other income

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Gain on disposal of fixed assets	1,452	-	1,452	-
Total	**1,452**	**-**	**1,452**	**-**

Financial statements

8 Expenditure

2023–24 Consolidated

	Activities undertaken directly £000s	Grant funding of activities £000s	Support costs £000s	Impairment £000s	Total 2023–24 £000s
Raising funds					
Raising funds - fundraising costs	5,317	-	1,583	-	6,900
Raising funds - retail costs	43,410	-	10,354	-	53,764
Investment management costs	79	-	-	-	79
Total cost of raising funds	**48,806**	**-**	**11,937**	**-**	**60,743**
Charitable activities					
End-of-life care	28,551	-	5,946	-	34,497
Long-term neurological care	18,477	-	3,599	3,753	25,829
Bereavement support	2,791	-	239	-	3,030
Homecare	2	-	-	-	2
Support for International	-	80	-	-	80
Total charitable activities	**49,821**	**80**	**9,784**	**3,753**	**63,438**
Total expenditure	**98,627**	**80**	**21,721**	**3,753**	**124,181**

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					
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	**51,635**	**80**	**8,206**	**3,142**	**63,063**
Total expenditure	**102,377**	**80**	**17,547**	**3,142**	**123,146**

Notes to the accounts (continued)

8 Expenditure (continued)

2023–24 Charity

	Activities undertaken directly £000s	Grant funding of activities £000s	Support costs £000s	Impairment £000s	Total 2023–24 £000s
Raising funds					
Raising funds - fundraising costs	4,972	-	1,583	-	6,555
Raising funds - retail costs	39,750	-	10,354	-	50,104
Investment management costs	79	-		-	79
Total cost of raising funds	**44,801**	**-**	**11,937**	**-**	**56,738**
Charitable activities					
End-of-life care	28,551	-	5,946	-	34,497
Long-term neurological care	18,477	-	3,599	3,753	25,829
Bereavement support	2,791	-	239	-	3,030
Homecare	2	-	-	-	2
Support for International	-	80	-	-	80
Total charitable activities	**49,821**	**80**	**9,784**	**3,753**	**63,438**
Total expenditure	**94,622**	**80**	**21,721**	**3,753**	**120,176**

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					
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	**51,635**	**80**	**8,206**	**3,142**	**63,063**
Total expenditure	**97,403**	**80**	**17,547**	**3,142**	**118,172**

8 Expenditure (continued)

2023–24 Consolidated and Charity

	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
Activity							
End-of-life care	5,946	815	1,274	1,140	1,310	658	749
Long-term neurological care	3,599	498	781	495	567	403	855
Bereavement support	239	48	75	36	41	39	-
Retail shops	10,354	1,139	1,781	1,547	1,775	919	3,193
Fundraising	1,583	144	225	116	133	116	849
Total support costs allocated 2023–24	**21,721**	**2,644**	**4,136**	**3,334**	**3,826**	**2,135**	**5,646**

2022–23 Consolidated and Charity

	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
Activity	£000s	£000s	£000s	£000s	£000s	£000s	£000s
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**

Included within Central Management and Administration costs are governance costs of £1,814,000 (2022–23: £802,000). These are detailed below:

	2023-24 £000s	2022–23 £000s
Governance		
Staff costs	202	194
Auditors fees	106	105
Legal and professional fees	1,460	420
Meeting, travel and associated costs	21	62
Training costs	4	-
Other costs	21	21
Total	**1,814**	**802**

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

Notes to the accounts (continued)

8 Expenditure (continued)

Net (expenditure)/income is stated after charging:

	2023–24 £000s	2022–23 restated £000s
Depreciation (note 11)	**1,939**	**2,424**
Amortisation (note 12)	**805**	**744**
Profit on disposal of tangible fixed assets	**1,452**	**-**
Operating leases:	**10,583**	**10,961**
Land and buildings	10,253	10,498
Motor vehicles	330	199
Other	216	264
Auditors remuneration	**114**	**110**
Charity - RSM	92	85
Trading subsidiaries - RSM	22	20
Charity - BDO	-	5
Other services	**1,403**	**288**
Tax compliance - RSM	11	10
Tax advisory - BDO	37	78
Strategic consultancy	1,355	200
Trustee indemnity insurance	**9**	**8**
Defined contribution pension costs (note 10)	**2,452**	**2,403**

9 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

	2023–24 £000s	2022–23 £000s
Grants awarded		
Albania	80	80
Total grants	**80**	**80**

10 Staff costs

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Wages and salaries	67,061	66,322	66,336	65,633
Social security costs	5,128	5,085	5,064	5,021
Pension costs	2,452	2,403	2,433	2,383
Total	**74,641**	**73,810**	**73,833**	**73,037**

Included within the consolidated wages and consolidated salaries figure above are the costs of £5,307,000 (2022–23: £5,854,000) for employing agency staff. No remuneration was paid to any trustee during the period (2022–23: Nil).

Included in wages and salaries are redundancy and termination payments made in the year of £455,000 (2022–23: £152,000). Of this £144,000 was outstanding as at 31 March 2024 (2022–23: £27,000). 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	
	2023–24 No.	2022–23 No.	2023–24 No.	2023–23 No.
£60,001 – £70,000	21	27	20	26
£70,001 – £80,000	12	7	11	6
£80,001 – £90,000	3	4	3	4
£90,001 – £100,000	4	3	4	3
£100,001 – £110,000	2	2	2	2
£110,001 – £120,000	1	-	1	-
£120,001 – £130,000	-	1	-	1
£130,001 – £140,000	3	1	3	1
£150,001 – £160,000	1	1	1	1
£160,001 – £170,000	1	-	1	-

The bandings exclude employers' national insurance and employers pension. Contributions to pension schemes for these employees amounted to £204,000 (2022–23: £185,000). Included in the above figures are members of the Executive Leadership Team as follows:

	2023–24 No.	2022–23 No.
£80,001 – £90,000	1	2
£90,001 – £100,000	1	3
£100,001 – £110,000	2	2
£110,001 – £120,000	1	1
£120,001 – £130,000	3	1
£130,001 – £140,000	1	1
£150,001 – £160,000	1	-

Notes to the accounts (continued)

10 Staff costs (continued)

The bandings exclude employers' national insurance and employers pension. Contributions to pension schemes for these employees amounted to £55,000 (2022–23: £60,000). The total remuneration for members of the Executive Leadership Team during the year, including Employers' National Insurance and pension contributions, was £1,417,000 (2022–23: £1,289,000).

Remuneration of key management personnel, including employers' national insurance and pension contributions were £343,000 (2022–23: £294,000). 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 £2,000 (2022–23: £1,000) were reimbursed to 6 trustees (2022–23: 5). The charity also incurred expenditure of £9,000 in respect of Trustees' and Officers' liability insurance for the period (2022–23: £8,000).The average number of employees during the period comprised the following:

Consolidated

	Total number of employees		Adjusted for full-time equivalent	
	2023–24 No.	2022–23 No.	2023–24 No.	2022–23 No.
Care services	1,195	1,375	768	914
Bereavement support	26	20	21	16
Retail	1,131	1,154	777	795
Support services	308	262	285	245
Total	**2,660**	**2,811**	**1,851**	**1,970**

Charity

	Total number of employees		Adjusted for full-time equivalent	
	2023–24 No.	2022–23 No.	2023–24 No.	2022–23 No.
Care services	1,195	1,375	768	914
Bereavement support	26	20	21	16
Retail	1,108	1,131	754	774
Support services	308	262	285	245
Total	**2,637**	**2,788**	**1,828**	**1,949**

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

	Total number of volunteers		Estimation of time donated	
	2023–24 No.	2022–23 No.	2023–24 No.	2022–23 hours 000
Care services	1,059	862	101	104
Retail	10,728	10,366	1,417	1,356
Support services	1	6	-	1
Total	**11,788**	**11,234**	**1,518**	**1,461**

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.

11 Tangible fixed assets

Consolidated

	Leasehold property £'000s	Freehold property £'000s	Fixtures, fittings and equipment restated £'000s	Motor vehicles £'000s	Total £'000s
Cost					
At 1 April 2023 restated (note 23)	4,110	32,860	32,247	221	69,438
Additions	-	784	2,537	-	3,321
Impairment	-	(4,718)	(16)	(8)	(4,742)
Disposals	(2,546)	(10,839)	(13,548)	(119)	(27,052)
At 31 March 2024	1,564	18,087	21,220	94	40,965
Depreciation					
At 1 April 2023 restated (note 23)	3,692	7,103	29,560	181	40,536
Charge for the year	35	758	1,137	9	1,939
Eliminated on disposal	(2,200)	(1,939)	(13,086)	(107)	(17,332)
At 31 March 2024	1,527	5,922	17,611	83	25,143
NBV					
At 31 March 2024	**37**	**12,165**	**3,609**	**11**	**15,822**
At 31 March 2023	418	25,757	2,687	40	28,902

Notes to the accounts (continued)

11 Tangible Fixed Assets (continued)

Charity

	Leasehold property £'000s	Freehold property £'000s	Fixtures, fittings and equipment restated £'000s	Motor vehicles £'000s	Total £'000s
Cost					
At 1 April 2023 restated (note 23)	4,110	32,860	31,910	221	69,101
Additions	-	784	2,537	-	3,321
Impairment	-	(4,718)	(16)	(8)	(4,742)
Disposals	(2,546)	(10,839)	(13,548)	(119)	(27,052)
At 31 March 2024	1,564	18,087	20,883	94	40,628
Depreciation					
At 1 April 2023 restated (note 23)	3,692	7,103	29,223	181	40,199
Charge for the year	35	757	1,141	9	1,942
Eliminated on disposal	(2,200)	(1,939)	(13,089)	(107)	(17,335)
At 31 March 2024	1,527	5,921	17,275	83	24,806
NBV					
At 31 March 2024	**37**	**12,166**	**3,608**	**11**	**15,822**
At 31 March 2023	418	25,757	2,687	40	28,902

Included in freehold properties is a value of £2,560,000 (2022–23: £2,560,000) relating to freehold land.

Financial statements

12 Intangible fixed assets

	Computer software restated £'000s
Cost	
At 1 April 2023 (note 23)	6,535
Additions	1,235
Disposals	(100)
At 31 March 2024	7,670
Amortisation	
At 1 April 2023 (note 23)	4,705
Charge for the year	805
Eliminated on disposal	(100)
At 31 March 2024	5,410
NBV	
At 31 March 2024	**2,260**
At 31 March 2023 (note 22)	1,830

13 Investments

	Consolidated and charity 2023–24 £000s	2022–23 £000s
Market value at 1 April 2023	12,495	11,130
Acquisitions at cost	-	1,400
Unrealised investment gains	1,631	35
Investment fees deducted from portfolio	(79)	(70)
Total funds invested	**14,047**	**12,495**

The investments are represented by:

	Consolidated and charity 2023–24 £000s	2022–23 £000s
UK equities	931	1,005
Overseas equities	9,208	7,923
UK fixed interest and gilts	1,156	980
Overseas fixed interest and gilts	1,395	988
Others	1,129	1,005
Cash held for investment purposes	228	594
COIF Charity funds	-	-
Total funds invested	**14,047**	**12,495**

Notes to the accounts (continued)

14 Debtors

Amounts falling due within one year

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Amounts owed by group undertakings	-	-	1,419	627
Debtors for care services	389	3,065	389	3,065
Accrued income - legacies	5,737	6,010	5,737	6,010
Other debtors	5,846	5,419	5,774	5,300
Prepayments	2,808	2,503	2,764	2,466
Total debtors	**14,780**	**16,997**	**16,083**	**17,468**

In addition to the £5,737,000 (2022–23: £6,010,000) of legacy accrued income, there were 44 (2022–23: 36) 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 19 (2022–23: 24) reversionary legacies notified to the charity valued at £720,000 (2022–23: £1,000,000) which were not recognised in the financial statements due to life tenants.

15 Creditors: amounts falling due within one year

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Trade creditors	3,579	4,220	3,378	3,952
Other creditors	964	498	964	498
Amounts payable under loans due	-	171	-	171
Accruals	3,250	3,620	3,086	3,533
Deferred income	1,273	2,879	1,100	2,717
Other taxes and social security	1,078	1,251	1,078	1,251
Total creditors	**10,144**	**12,639**	**9,606**	**12,122**

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	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Opening balance	2,879	1,441	2,717	1,304
Opening balance released	(2,879)	(1,441)	(2,717)	(1,304)
Deferred in the year	1,273	2,879	1,100	2,717
Movement	(1,606)	1,438	(1,617)	1,413
Closing balance	**1,273**	**2,879**	**1,100**	**2,717**

16 Creditors: amounts falling due after one year

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Amounts payable under loans due within two to five years	-	1,031	-	1,031
Amounts payable under loans due in more than five years	-	5,811	-	5,811
	-	**6,842**	**-**	**6,842**

The charity has a bank loan that was repaid in full during the financial year. The balance at the end of the year of £Nil (2022–23: £7,012,000).

17 Provisions for liabilities

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Provisions for property dilapidations	3,576	5,542	3,576	5,042
	3,576	**5,542**	**3,576**	**5,042**

Movements in provision for property dilapidations

	Consolidated		Charity	
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Opening balance	5,542	4,208	5,042	4,087
Changes during the year	(1,178)	1,429	(1,178)	1,050
Unused amount reversed during the year	(687)	-	(187)	-
Dilapidations charged in the year	(101)	(95)	(101)	(95)
Provision for property dilapidations	**3,576**	**5,542**	**3,576**	**5,042**

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.

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Notes to the accounts (continued)

18 Unrestricted funds

Consolidated – year ended 31 March 2024

	Balance at 31 March 2023 £000s	Income £000s	Expenditure £000s	Transferred between funds £000s	Transferred from restricted £000s	Unrealised gains and losses £000s	Loss on revaluation of fixed assets £000s	Balance at 31 March 2024 £000s
Unrestricted funds								
Revaluation reserve	3,323	-	-	(1,854)	-	-	-	1,469
General funds	55,890	78,242	(83,036)	(2,702)	370	1,631	-	50,395
Subsidiary's retained funds	13	7,582	(7,582)	-	-	-	-	13
Total continuing unrestricted funds	59,226	85,824	(90,618)	(4,556)	370	1,631	-	51,877
Discontinued operations	-	18,277	(21,843)	4,556	-	-	(990)	-
Total unrestricted funds	**59,226**	**104,101**	**(112,461)**	**-**	**370**	**1,631**	**(990)**	**51,877**

The transfer from the revaluation reserve is the depreciation charge applicable to revalued assets for the year to 31 March 2024. 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 2023

	Balance at 31 March 2022 £000s	Income £000s	Expenditure £000s	Transferred between funds £000s	Transferred from restricted £000s	Unrealised gains and losses £000s	Loss on revaluation of fixed assets £000s	Balance at 31 March 2023 £000s
Unrestricted funds								
Revaluation reserve	3,365	-	-	(42)	-	-	-	3,323
General funds	66,252	72,162	(79,404)	(4,017)	862	35	-	55,890
Subsidiary's retained funds	13	8,093	(8,093)	-	-	-	-	13
Total continuing unrestricted funds	69,630	80,255	(87,497)	(4,059)	862	35	-	59,226
Discontinued operations	-	21,171	(25,230)	4,059	-	-	-	-
Total unrestricted funds	**69,630**	**101,426**	**(112,727)**	**-**	**862**	**35**	**-**	**59,226**

Charity – year ended 31 March 2024

	Balance at 31 March 2023 £000s	Income £000s	Expenditure £000s	Transferred between funds £000s	Transferred from restricted £000s	Unrealised gains and losses £000s	Loss on revaluation of fixed assets £000s	Balance at 31 March 2024 £000s
Unrestricted funds								
Revaluation reserve	3,323	-	-	(1,854)	-	-	-	1,469
General funds	55,890	81,819	(86,613)	(2,702)	370	1,631	-	50,395
Total continuing unrestricted funds	59,213	81,819	(86,613)	(4,556)	370	1,631	-	51,864
Discontinued operations	-	18,277	(21,843)	4,556	-	-	(990)	-
Total unrestricted funds	**59,213**	**100,096**	**(108,456)**	**-**	**370**	**1,631**	**(990)**	**51,864**

Charity – year ended 31 March 2023

	Balance at 31 March 2022 £000s	Income £000s	Expenditure £000s	Transferred between funds £000s	Transferred from restricted £000s	Unrealised gains and losses £000s	Loss on revaluation of fixed assets £000s	Balance at 31 March 2023 £000s
Unrestricted funds								
Revaluation reserve	3,365	-	-	(42)	-	-	-	3,323
General funds	66,252	75,281	(82,523)	(4,017)	862	35	-	55,890
Total continuing unrestricted funds	69,617	75,281	(82,523)	(4,059)	862	35	-	59,213
Discontinued operations	-	21,171	(25,230)	4,059	-	-	-	-
Total unrestricted funds	**69,617**	**96,452**	**(107,753)**	**-**	**862**	**35**	**-**	**59,213**

Notes to the accounts (continued)

19 Restricted funds

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

Year ended 31 March 2024

	Balance at 31 March 2023 £000s	Income £000s	Expenditure £000s	Transfers (note 17) £000s	Balance at 31 March 2024 £000s
Funds held at care centres and centrally	289	11,807	(11,648)	(126)	322
Patient rights training	30	(30)	-	-	-
Scottish Government training	21	-	(21)	-	-
Online community expansion	-	4	(4)	-	-
Inequalities	-	32	(32)	-	-
Bereavement	-	5	(5)	-	-
Lancashire Neuro Centre Appeal	10	-	(10)	-	-
Manorlands community services	244	117	-	(244)	117
Total group restricted funds	**594**	**11,935**	**(11,720)**	**(370)**	**439**

The funds held at care centres and centrally of £322,000 (2022–23: £289,000) 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.

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. The balance at the end of the year was £Nil (2022–23: £10,000).

Manorlands community services is funding received during the year for running the community service. Balance of the fund at the end of the year was £117,000 (2022–23: £352,000).

Other small restricted grants received during the year included online community expansion, inequalities and bereavement, and were all spent during the year.

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 centres have made in the year and an appropriate value released to cover the loss were appropriate.

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**

Notes to the accounts (continued)

20 Analysis of net assets across funds

Consolidated
Fund balances at 31 March 2024 are represented by:

	Unrestricted funds £000s	Restricted funds £000s	Total £000s
Tangible fixed assets	15,822	-	15,822
Intangible fixed assets	2,260	-	2,260
Investments	14,047	-	14,047
Current assets	33,468	439	33,907
Current liabilities	(10,144)	-	(10,144)
Long-term liabilities	-	-	-
Provision for liabilities	(3,576)	-	(3,576)
Total net assets	**51,877**	**439**	**52,316**

Consolidated
Fund balances at 31 March 2023 are represented by:

	Unrestricted funds restated £000s	Restricted funds £000s	Total restated £000s
Tangible fixed assets	28,902	-	28,902
Intangible fixed assets	1,830	-	1,830
Investments	12,495	-	12,495
Current assets	41,022	594	41,616
Current liabilities	(12,639)	-	(12,639)
Long-term liabilities	(6,842)	-	(6,842)
Provision for liabilities	(5,542)	-	(5,542)
Total net assets	**59,226**	**594**	**59,820**

20 Analysis of net assets across funds (continued)

Charity
Fund balances at 31 March 2024 are represented by:

	Unrestricted funds £000s	Restricted funds £000s	Total £000s
Tangible fixed assets	15,822	-	15,822
Intangible fixed assets	2,260	-	2,260
Investments	14,047	-	14,047
Current assets	32,917	439	33,356
Current liabilities	(9,606)	-	(9,606)
Long-term liabilities	-	-	-
Provision for liabilities	(3,576)	-	(3,576)
Total net assets	**51,864**	**439**	**52,303**

Charity
Fund balances at 31 March 2023 are represented by:

	Unrestricted funds restated £000s	Restricted funds £000s	Total restated £000s
Tangible fixed assets	28,902	-	28,902
Freehold properties held for resale	1,830	-	1,830
Investments	12,495	-	12,495
Current assets	39,992	594	40,586
Current liabilities	(12,122)	-	(12,122)
Long-term liabilities	(6,842)	-	(6,842)
Provision for liabilities	(5,042)	-	(5,042)
Total net assets	**59,213**	**594**	**59,807**

Notes to the accounts (continued)

21 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% (2022–23: 14.38%) of earnings. The latest available report relates to the period ending 31 March 2020. 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.

22 Lease obligations

Operating leases:

	Consolidated		Charity	
	31 March 2024 £000s	31 March 2023 £000s	31 March 2024 £000s	31 March 2023 £000s
Land and buildings				
Total minimum commitments which expire:				
Within one year	7,428	9,355	7,036	9,145
In the second to fifth years inclusive	16,267	15,734	14,912	15,611
After more than five years	8,215	3,804	6,323	3,804
Total minimum commitment	**31,910**	**28,893**	**28,271**	**28,560**
Other				
Total minimum commitments due:				
Within one year	438	262	413	233
In the second to fifth years inclusive	974	557	969	526
After more than five years	22	53	22	53
Total minimum commitment	**1,434**	**872**	**1,404**	**812**
Total	**33,344**	**29,765**	**29,675**	**29,372**

23 Prior year adjustments

Discontinued operations

Following the divestment of our neurological services in England and our intention to divest the remaining neurological service based in Scotland, the prior year statement of financial activities (consolidated and for the charity) has been restated to show the neurological operations as discontinued for comparative purposes.

Fixtures and Fittings NBV restatement

Computer software costs were included in tangible fixed assets in prior years. In line with FRS102 and Charity SORP computer software is now shown as an intangible fixed asset and has been restated in the prior year. The table below details the impact of the adjustment on tangible fixed assets.

	Consolidated £000s	Charity £000s
Closing fixtures and fittings NBV 31 March 2022 (as previously stated)	4,517	4,517
Reclassify computer software to intangible fixed assets	(1,830)	(1,830)
Restated closing fixtures and fittings NBV 31 March 2022	**2,687**	**2,687**

24 Related party disclosures

There is one independent charity operating in another country which share the main objectives of Sue Ryder. The charity awards grants to these entities as shown in note 9.

The Financial Statements of the Group consolidate the results of its 100% subsidiary companies, Sue Ryder Direct Limited, Sue Ryder Lottery Ltd.

	2023–24 £000s	2022–23 £000s
The following amounts are due to the charity from its subsidiary undertakings:		
Sue Ryder Direct Limited	675	387
Sue Ryder Lottery Limited	744	240
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	697	48
The transfer under Gift Aid of the trading profits of Sue Ryder Lottery Limited	2,583	2,498
The recharge of costs associated to the use of the charity's shops for trading by Sue Ryder Direct Limited	306	318
Commission charged to the charity by Sue Ryder Direct Limited as agent in regards the Retail Gift Aid scheme	396	379

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	
	2023–24 £000s	2022–23 restated £000s	2023–24 £000s	2022–23 restated £000s
Net (expenditure) for the reporting period as per the Statement of Financial Activities:	(7,504)	(10,952)	(7,504)	(10,952)
Add back depreciation (note 11)	1,939	2,424	1,939	2,424
Add back amortisation (note 12)	805	744	805	744
Add back revaluation of neurological properties	4,742	3,142	4,742	3,142
Deduct profit on the sale of tangible fixed assets	(1,452)	-	(1,452)	-
Add back release of provision for dilapidations	173		173	
Loan interest paid	344	311	344	311
Investment fees deducted from portfolios	79	70	79	70
Investment income received	(914)	(196)	(894)	(194)
Unrealised (gain) on investment assets	(1,631)	(35)	(1,631)	(35)
Decrease in stocks	150	406	-	21
Decrease/(increase) in debtors	2,217	(155)	1,385	762
(Decrease)/Increase in creditors	(2,325)	2,334	(2,346)	2,325
(Decrease)/Increase in provisions for liabilities	(1,966)	1,436	(1,466)	955
Net cash (outflow) provided by operating activities	**(5,343)**	**(471)**	**(5,826)**	**(427)**

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 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
	2023–24 £000s	2022–23 £000s	2023–24 £000s	2022–23 £000s
Turnover	4,675	5,270	2,907	2,821
Cost of sales	(2,614)	(2,737)	(328)	(310)
Gross profit	**2,061**	**2,533**	**2,579**	**2,511**
Other expenses	(1,364)	(2,229)	(16)	(15)
Profit on ordinary activities before tax	**697**	**304**	**2,563**	**2,496**
Interest received	-	-	20	2
Tax on profit on ordinary activities	-	-	-	-
Profit on ordinary activities after tax	**697**	**304**	**2,583**	**2,498**
Qualifying charitable donation	(697)	(304)	(2,583)	(2,498)
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**	**-**	**-**

Thank you

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:

- Charity of Robert Lucas for the Poor and Public Purposes
- Gale Family Charity Trust
- Julia and Hans Rausing
- Masonic Charitable Foundation/Hospice UK
- Nationwide Building Society's Colleague Grant Programme
- The Adrian Swire Charitable Trust
- The Albert Hunt Trust
- The Anthony (Tony) Lane Foundation
- The Christopher Laing Foundation
- The Connolly Foundation
- The Grace Trust
- The Harry & Mary Foundation
- The Liz and Terry Bramall Foundation
- Trusts administered by Buckles Solicitors
- Wendy Cares Charitable Trust

Organisations:

- Airedale Group
- Amazon
- American Express
- Apache North Sea Ltd
- Arena Flowers
- Cape Homes Limited
- Capita plc
- CH&CO Catering Ltd
- Crane Fund for Widows and Children
- Cummins
- Elton Furze Golf Club
- Heathcliffe Holdings
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- Oxenhope Straw Race Committee
- Project Giving Back
- Robert Bion & Co Ltd
- Safran Landing Systems
- Scrap Car Comparison Ltd
- ShareGift
- Skipton Craven Rotary Club
- Stamford Santa Fun Run, organised by Stamford Striders
- Square 4
- The Bronte Vintage Gathering Committee
- The Morrisons Foundation
- Tradebyte
- Village Hotels

Individuals:

- Alan Slomson
- Mr David Coe
- Mr Nigel Dickinson – In memory of Pamela Dickinson
- Mrs Sarah Cuff
- The Family of Christine Smith
- The Family of Cynthia Hall
- The Family of Ray Gill
- The Family of Patrick McGrath
- The Shorting Family
- Tony Mallin and Family

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

There when it matters

Sue Ryder is here to make sure everyone approaching the end of their life or living with grief can access the support they need. There is no one size fits all when it comes to how we cope and the help we need, but with our support, no one has to face dying or grief alone. We are there when it matters.

For more information about Sue Ryder

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visit: **sueryder.org**

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This document is available in alternative formats on request.

Because no one should face death or grief alone