

Because you care.

We can.

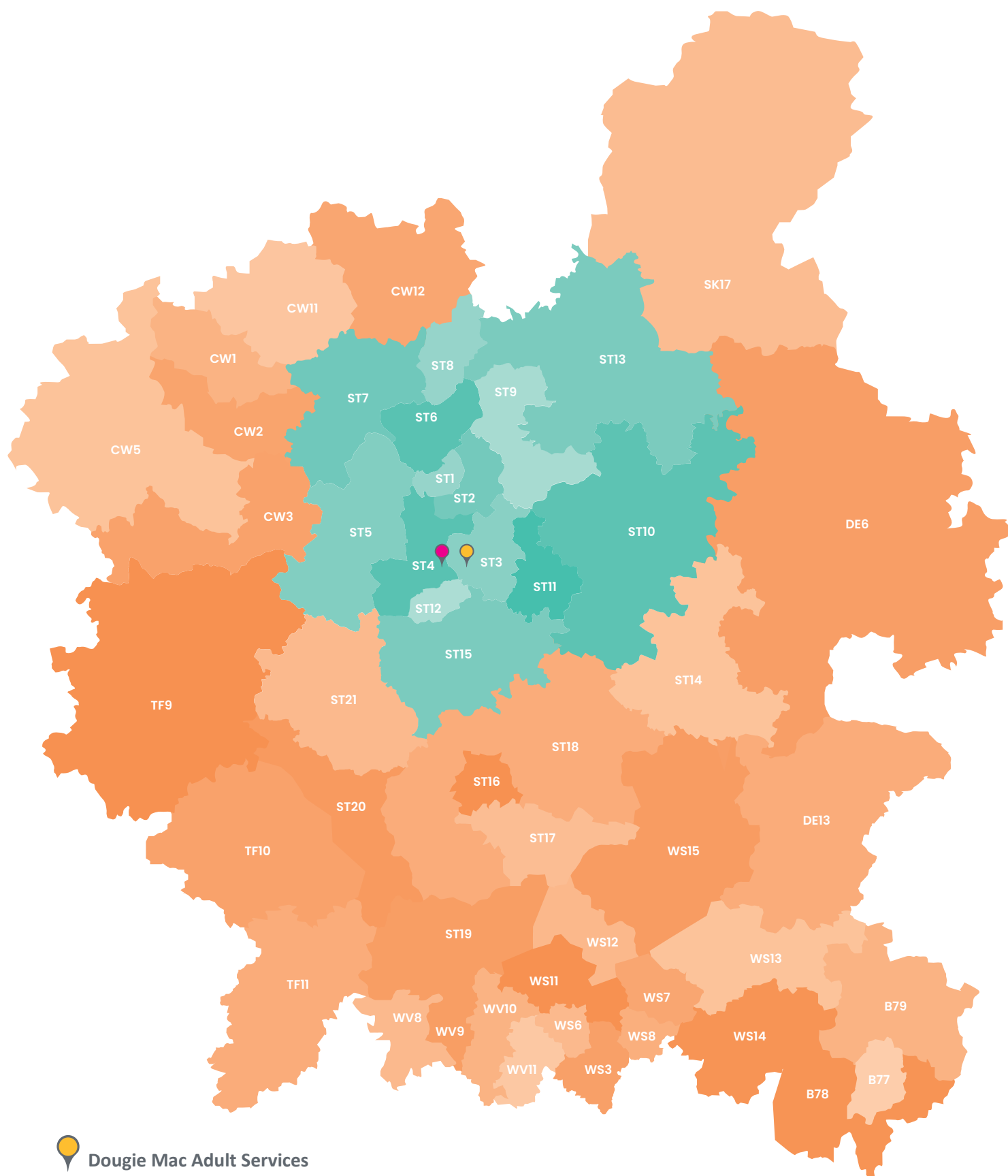
2024 – 2025

Trustees' Annual Report and Financial Accounts

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Service Delivery Map



Dogie Mac Adult Services



Dogie Mac Children & Young Adult Services



Adult and Children's Service Delivery



Children and Young Adults Service Delivery only (Adult Services provided by other regional hospices)

This map is intended as a visual representation to show the scale and breadth of Dougie Mac's service delivery. Not all areas of every postcode are covered.

CEO Report

It is my pleasure to introduce this Annual Report for the financial year 2024/25, which illuminates the impact that our hospice has on the local community we serve.

Since 1973, Dougie Mac has contended with financial headwinds that inevitably face UK charities, but once again in this past year, we have shown resilience and authentic financial sustainability. An operating surplus of £1.03 million rooted in an increase in income of 14.7% would be highly creditable in any year, but in the context of the economic turbulence of this particular period, it is quite outstanding. Of course, our reliance on the kindness and generosity of the people and businesses in North Staffordshire is at the core of our financial strength. Our aim is always to repay that phenomenal support by delivering excellence in palliative and end of life care right across the “all age” spectrum of hospice services that we offer to local people and their families.

Having a balance sheet of £29.5 million is, of course, a hallmark of our financial strength but what really matters is how we sustain that underpinning of hospice care by expanding our clinical services and by growing the impact we have on the local health economy. This Report spotlights ample evidence of Dougie Mac doing precisely that.

Looking ahead, 2025 feels like a pivotal year for two main reasons; firstly, the recent publication of the NHS 10 Year Health Plan for England, “Fit for the Future”. This Plan envisages a “neighbourhood health service” where integrated neighbourhood teams, with multi-disciplinary expertise can shift the excessive reliance on hospital admissions to a more tailored locally-focussed delivery. Dougie Mac is well placed to play a leading role in this model, specific to specialist palliative and end of life care.

Secondly, the Terminally Ill Adults (End of Life) Bill passed its third reading in the Commons and will make its way through the House of Lords towards Royal Assent in late 2025 or early 2026. The Bill is silent on the role of hospices in assisted dying, but pleasingly the recent amendments were secured which require the Health Secretary to consult with hospices when developing guidance on the operation of any legalised assisted dying service. At Dougie Mac we would like the time and flexibility

to determine the extent to which our hospice would be impacted, but crucially what the Act should necessitate is a government commitment to better state-funding for hospice care, so that hospices are not disadvantaged by an emerging state-funded assisted dying service.

The phrase “game changer” is overused these days but may actually be an accurate summation of these two innovations in our health landscape in England.

It is customary to conclude my introduction to the Annual Report each year with an expression of gratitude to the wonderful staff and volunteers at Dougie Mac. This year is no exception. There are over 500 staff and more than 800 volunteers at Dougie Mac and collectively they are the most formidable colleagues I’ve ever worked with. Individually, they combine compassion, dedication, loyalty and tenacity, with such a humble approach to the difference they can make to peoples’ lives. My thanks to all my team and to everyone who helps us do the amazing work that we do.



David Webster, Chief Executive



Our Care

Dougie Mac cares for people of all ages diagnosed with a life-limiting illness in North Staffordshire and the surrounding areas, with our Children and Young Adult Services extending care even further afield.

We deliver a wide range of services to adults facing life-limiting conditions - from cancer to non-cancer diagnoses such as advanced heart failure, motor neurone disease and dementia. Our Children and Young Adult Services support our youngest service users who live with a variety of conditions caused by illness or injury, often with complex and specific needs.

We also provide support and guidance to the loved ones of those under our care; ensuring they receive practical and emotional support whenever they need it.

This year, our takeover of Approach Dementia Support marked a key milestone for the hospice. Integrating this support into our Adult Care Services reaffirms our commitment to meeting the growing need for dementia care in our community.

Our Dementia Services team offers expert care and support to families living with dementia. This includes wellbeing groups for patients and their carers, one-to-one support and carer training.

Depending on individual needs, we provide care at the hospice, in the family home, or within the wider community. Our mission is to respond to the increasing needs of those we serve by growing a sustainable organisation that always remains true to our core values.

We strive toward a vision of being admired as a centre of excellence for palliative and end of life care, ensuring that everyone who uses our services receives **the right support, at the right time, by the right people.**



77%

of all that we do is funded
by the community
supporting our fundraising.

Our Values

Our Vision is... to be admired as a centre of excellence for palliative and end of life care.

Our Mission is... to respond to the increasing needs of those in our care across our heartland by growing as a sustainable organisation delivering outstanding value for money for all our funding sources and always remaining true to our core values.

Our Values are...



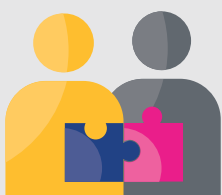
Compassion

Working together by considering the views of others, understanding the challenges they face and providing support.



Accountability

Taking personal responsibility for our actions, owning our decisions and behaviours.



Respect

Always trusting, listening and challenging each other. Understanding that we are at our best as individuals whilst working as a team.



Excellence

Embracing excellence by empowering and motivating each other to be the best that we can be.

Super Support Services 24/25

Our vital Support Services work behind the scenes to ensure Dougie Mac maintains the highest standards, ensuring facilities are safe, clean and homely for all who need them.



11,440
sandwiches made



Over
120
fire
extinguishers
serviced

6 hospice
buildings



Over **400**
smoke detectors,
heat sensors and
call points tested



432
bottles of washing up liquid



Over
900
oxygen
cylinders
changed for
our Adult
Inpatient Services



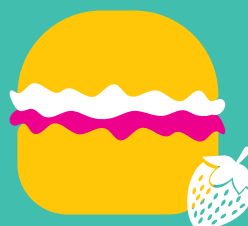
5/5 Food Hygiene Rating



2,076
maintenance and
repair tasks

14,400

disinfection
tablets used



4,380
scones baked

Hospice gardens at our Children & Young Adult Services in Trentham and Adult Services in Blurton were both recognised as **"Outstanding"** by the RHS "It's Your Neighbourhood" scheme.

A welcome smile and friendly hello

Our friendly Reception teams are the first people you meet when you arrive at our hospice sites in Blurton and Trentham. Consisting of staff and volunteers, each year they welcome hundreds of visitors and answer thousands of telephone calls.



Diane Smallwood began volunteering for us 14 years ago, inspired by the care her parents received from our Adult Services including our Hospice at Home team.

She began volunteering at our Adult Services and for the last four years has dedicated one morning a week to work on the Reception at our Children's Services.

Diane said: "Volunteering feels like giving back. Each shift is different - you meet wonderful people, even during difficult times."

"Building relationships with the children and families is incredibly rewarding and while it can be emotional volunteering here, it's also a very happy place."

Diane is proud to volunteer for Dougie Mac. "The staff are amazing and supportive. As a volunteer receptionist, empathy and compassion are essential and you should not be afraid to show your emotions – after all we're all human."

Hospice Voice

Our Marketing and Communications team has continued to shine a light on all things Dougie Mac this year – the people, care and support that make the hospice special. By working closely with all areas of the organisation and through creative campaigns, storytelling and digital connection, we've helped raise awareness, inspire generosity and strengthen Dougie Mac's presence across the region.

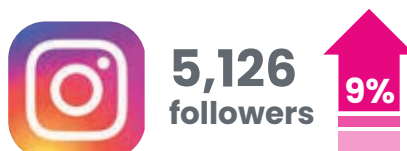
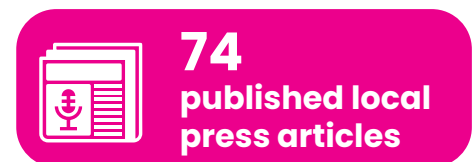
Supporting every part of the hospice, from behind-the-scenes operations to our front-line clinical teams, we've produced a wide range of materials to inform and engage. On the next page, you can read some snippets of the stories we've helped tell — heartfelt accounts from those who have experienced our care first-hand, reminding us why the hospice matters to our community.

This year, the team has delivered more than **50 income generation initiatives**, coordinating communications and PR to provide whatever is needed to maximise their success. Each campaign has included the design and production of materials such as external advertising, social media assets, mailing packs and supporter emails — as well as the preparation of targeted data files to ensure every message reaches the right audience.

Together, these efforts ensure that every story, design and campaign puts people at the centre of what we do and reflects the values of our hospice.

Our Year in Numbers

A snapshot of our Marketing & Communications impact — from design projects and media coverage to digital engagement and campaign reach.



42,261 Facebook Interactions

68,600 unique website visitors

Our website is always there for those who may need our help, or, for those who would like to help us.



www.dougiemac.org.uk

search





“

“When I had a really bad day, experiencing frightening sudden pain, I knew who to call, my fourth emergency service – my Dougie Mac team.”

“The advice and support Mum received from Dougie Mac has been amazing. The 24-hour Advice Line were incredible, just being able to pick up the phone at any time of the day and night for advice on Mum’s condition or her medication was a God-send.”

“Thanks to the team, we were able to make the most magical and amazing memories with my Dad to make sure his last days with us were very special.”

“One night respite is enough for both of us. For me, it’s a chance to just have a lie in and have some time to myself without rushing around. Kieran loves joking and playing games with the care team.”

”

Our Strategic Goals

The financial period from April 2024 to March 2025 is the second year of our three-year strategy.

The hospice's three-year strategy from April 2023 – March 2026 is a three-year plan designed to show how our mission, vision and values interact to create an ambitious and robust plan which will guide our decision making during this period.

Our Strategic Plan sets out seven strategic priorities:



1

Recruit, retain and develop **a compassionate, committed workforce**

Dougie Mac has a good reputation for staff engagement and satisfaction, our aim is to continue with measures to develop, retain and recruit a professional, compassionate and committed workforce.



2

Continue to integrate our children **& young adult services to widen their impact**

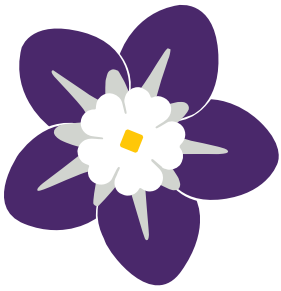
Dougie Mac is an “all age” hospice and so we aim to fully integrate our Children and Young Adult Services so that their impact can be more widespread.



3

Tackle inequality in accessing specialist, **end of life care**

Dougie Mac aims to play our part as an active partner seeking to improve outcomes in local population health, tackling inequality of access to high quality palliative and end of life care.



4

Expand our response to the intensifying need for **dementia support**

Dougie Mac's goal is to expand our response to the intensifying need for support and palliative care for local people with dementia.



5

Develop environmental sustainability approach in all areas of the hospice

Our community is at the heart of what we do, and we are committed to minimising the environmental impact of our work and being a greener charity.



6

Continue the **growth** of our **Wellbeing Services**

Dougie Mac is committed to holistic, personalised care for our patients, so we intend to extend our Wellbeing Service.



7

Reinforce our **financial stability** with **effective cost management & income generation**

Dougie Mac is committed to reinforcing the financial sustainability of the hospice by wise financial management and astute control of costs and resources.

1 Recruit, retain and develop a compassionate, committed workforce

We take great pride in the way our dedicated staff and volunteers work together to deliver the highest standard of care and support to the people we care for, their families and our wider community. We are committed to attracting, nurturing and retaining talented individuals into our much-valued teams.

Our vision to be recognised as a centre of excellence is validated by external accreditations and we strive to maintain a 3-star rating with Best Companies as well as being recognised as High Performing within the Investors in Excellence framework.



116

new starters



499

members
of staff



804

volunteers



115

jobs
advertised

Joining Dougie Mac

Although we do continue to face some challenges in the healthcare recruitment arena, we were pleased to welcome 116 new starters across the organisation throughout the year; 18 of whom were recruited at our two recruitment events, which were held again following the previous year's success.

"Everything has been very smooth from start to finish and the support I received on my first day was incredible."

"Having a friendly, supportive and welcoming team to meet."

"The professionalism of everyone involved and the friendliness of different teams."

Volunteers

Our effective use of volunteers across all areas of the charity is an essential element of our ambitious strategy. We strive to develop our engagement with our current volunteers while looking at opportunities to expand our committed volunteer base.

At the start of 2024, we launched a campaign to recruit volunteers with the aim of reaching 100,000 hours of volunteering in 2024. This target was surpassed before the end of the year, with our dedicated volunteers giving 102,734 hours by December – more than 8,000 hours each month!

To ensure our newly recruited volunteers are fully engaged with our work from the start of their volunteering journey, we successfully relaunched our volunteer welcome meetings. Each new volunteer is invited to attend a welcome session so that they can learn about Dougie Mac, meet our Chief Executive, Directors and our Chair of Trustees.



107,885
hours volunteered



17.6%
increase in volunteer hours



43
hospice teams supported by volunteers

Corporate Volunteers

Our corporate volunteer programme also saw a big increase in popularity. Businesses can come in and spend the day with us to volunteer during their work hours. Almost 5,000 corporate volunteer hours were donated in 2024/2025 which demonstrates the fantastic support we receive from our business community.

Celebrating Our People

Our staff like to recognise colleagues who are demonstrating our values and performing excellently in their roles by submitting a "GREATix". Staff can submit details of their peers' achievements which are then automatically shared with the Directors and can be seen by all staff members on our Intranet.



264

GREATix submitted

Staff are also encouraged, on an annual basis, to nominate their deserving peers for a Dougie Award. The annual awards are an opportunity to recognise the hard work and dedication of Dougie Mac colleagues and teams across six categories. The awards evening is held in May each year and is also an opportunity to celebrate staff long service.

Congratulations to our winners in 2024:

Newcomer of the Year – Ellie Beardmore

Supporting Excellence – Fiona Chater

Team of the Year – Reception

Excellence in Clinical Care – Thomas Pond

Income Generation Excellence – Samantha Holgate

Star of the Year – Linda McNee



16 people celebrated
10
YEARS
at Dougie Mac

3 people celebrated
20
YEARS
at Dougie Mac

37% of staff celebrated
100%
attendance at Dougie Mac

To thank our volunteers, we continued to increase our social calendar which proved popular with our volunteers. Around 100 volunteers attended our celebration at the local venue, SixTowns Gin, to mark Volunteers Week. With live music and food, everyone enjoyed a relaxed afternoon. Meanwhile at Christmas, we held a pub quiz with the title of Volunteer Christmas Quiz Winners being a much sought after accolade, while the team with the least points all received a wooden spoon.

Our tradition of a volunteers' Christmas card continued at the end of 2024, with the card design made up of 100 volunteer photos. Our volunteers had great fun trying to spot themselves and their fellow volunteers.

Listening to Our People

We were again recognised by Best Companies in 2024, maintaining our three-star accreditation and remaining as a 'World Class' organisation to work for. As always, this accreditation is based on anonymous employee feedback.



In April, we changed our payroll schedule to support bank staff, who are flexible workers we call upon to support with increased demand and fluctuating workload. This year, 3,307 transactions were administered in our new weekly schedule to improve the financial flexibility for the staff who complete these bank hours for the hospice.

In the run up to Christmas we launched an interactive Christmas Tree message board for our staff and volunteers to share festive cheer with their colleagues. We also had Christmas lunches, an advent calendar daily raffle and a festive quiz for our staff.

We also celebrated Dougie Mac's CARE values through a series of events for staff and volunteers. Our CARE values underpin everything that we do and the day was an opportunity to thank our staff and volunteers for the great work they do to demonstrate and live the values.

319 volunteers took part in the volunteer survey this year which was 45% of current volunteers at the time. Over the last three years, we have seen a consistent increase in participation figures which we are extremely proud of as well as continuing to exceed considerably the industry average of 20%.



Volunteering is a two-way ticket. It benefits me as much as I hopefully benefit the hospice.



I have a great deal of respect for the Dougie Mac charity and the work it does. I feel proud to say I volunteer for you and plan to continue for many more years to come.



Developing our People

17%

of our Young Adult Services team are benefiting from professional development opportunities



18

staff utilising our apprenticeship levy

12,067

CPD hours



135

staff wellbeing session hours



110

new starters attended a welcome event



92.73%

Compliance Training completion



226

Learning & Development sessions



Apprenticeships

An apprenticeship is a system for training a new generation of skilled people with on-the-job training. Many of our staff have gained their skills through apprenticeships including our trainee nursing associates. At Dougie Mac we currently have 15 staff completing an apprenticeship and have an additional 3 members of staff employed as an apprentice in our Wellbeing, I.T. and Fundraising teams.

Apprentices learn directly from experienced colleagues while working in a real-world setting. They commit to a structured programme that combines practical work with formal learning, ensuring they develop both competence and confidence in their role.

Each year we celebrate the success of all our staff completing external learning, this includes those who have completed or are working towards their qualification.



Julie Cooper,
Clinical Risk and Assurance -
Data Technician Level 3 - passed with
a Distinction grade

How are apprentices or apprenticeships funded?

As an employer, we must pay into an Apprenticeship Levy each month as we have an annual pay bill of more than £3 million. This levy money can then be used to fund apprenticeship courses for Dougie Mac staff including an apprentice.

“The apprenticeship has helped me improve and polish the data skills I already had and gain new skills to produce better reports and visualisations. The biggest win for me is the new skills I have learned which have enabled me to start automating data tasks, which is a huge saving of time. I have learned how to use Power Query to automate the cleansing of data, and Power BI to create engaging, informative dashboards.

“In the digital world we are now in, the insight into the importance of data and how to communicate it to a variety of audiences has been invaluable. I would encourage anyone involved with data analysis, reporting and presenting to complete this course, it is **brilliant!**”

- Julie

2 Continue to integrate our children and young adult services to widen their impact

Following recruitment challenges last year, the Children's and Young Adult Services achieved full staffing levels this year and now have resources to meet increasing demand.

We have also expanded availability of quality respite care, day care visits, sibling support, exciting and life-affirming activities for children and young adults, all of which are hugely welcomed by their families.



Children's Community Support

Children's palliative conditions are becoming increasingly more complex due to medical advancements and treatments, and they are living longer. This puts huge pressure on families to navigate all the services involved with their care, manage their child's condition, coordinate appointments and make confident decisions. Dedicated community support is vital, both in the home and/or in hospital, to support families and give them choice with their place of care.

It is difficult to put into words how valuable my home support is, I would not survive without it. I am stuck in the house, a single mum, unable to go out with my daughter because she's too poorly with so much equipment and can't travel in a car. **The hospice staff are so caring and I trust them, they help with so many things and she loves the activities they do and they keep me going, thank you.**

We took our work outside the hospice building a step further, after a successful pilot with two other care providers – a project that has been hailed a **“beacon of collaborative working”**.

Dougie Mac Hospice, Midlands Partnership University NHS Foundation Trust (MPFT) and the University Hospitals of North Midlands (UHNM) joined forces to ensure that families of local children with life-limiting conditions have better choices around their child's care.

The need for a more collaborative approach was identified by the hospice and the paediatric consultants from UHNM who were also caring for children at Dougie Mac Children's Services.

A formal project was established and an application to NHS England for funding was made alongside funding from the Integrated Care Board (ICB). Funding for a four-year pilot between Dougie Mac, MPFT and UHNM was granted in 2020 and the group began to offer symptoms clinics at Dougie Mac's Children's Services from late 2020.

The funding also included the recruitment of two full-time roles – a Community Nurse Specialist (CNS) and a Physiotherapist and both these posts were filled in 2022.

As the pilot was nearing its end, a business case was put forward to the ICB to request the continuation of the funding; there was enough evidence and demonstration of achievements from the pilot that the business case to continue the model, and further increase the resource, was successful.

As a result, an additional CNS role and another Physiotherapist role have been created, with both posts filled in the summer of 2024. The four roles are now able to support children and their families, wherever and whenever they need it.

Following further successful recruitment within the hospice team, we also now have three community nurses & three healthcare support workers to provide clinical care, symptom management, therapeutic play and diversional therapy, memory making and end of life care in the community.

In 24/25 Children's Services delivered:

691

Daycare and
Community
Opportunities



1,154

Occupied Bed Days

107

Parent & Carer
Groups



476

Sibling
Support
Groups

Young Adults

Our Young Adult Service continues to go from strength to strength; we now have a team of 23 and recruitment is ongoing as the service continues to develop to meet demand.

By the end of March 2025, we were actively supporting a caseload of 53 Young Adults living with palliative conditions or complex health needs that cannot be met in other settings.

In line with our strategic objective to continue to integrate Young Adult Services to widen their impact, we have established strong links with our Adult Services who are now supporting with medical oversight as required. Thanks to plenty of collaboration we have achieved many positive outcomes for our young adults and their families.

We also have maintained our strong links with our local and neighbouring ICBs who recognise the Young Adult Service as a unique resource for those who require personalised, specialist care. The current reach of our service into Cheshire, North Manchester, West Midlands, Shropshire and the English / Welsh border demonstrates there are little to no options nearby, and in the surrounding areas, who can respond to the needs of young adults living with palliative or complex health conditions like we can.

Whilst we continue to measure our service delivery in 3 core areas – Respite, Day Opportunities and Social Opportunities – we have really focussed on increasing our overnight respite offer. This continues to be the area of our service that is in greatest demand from our young adults and their families, and supremely valuable to their wellbeing.

We're proud to have been able to achieve this increase without any impact on our other opportunities.

Furthermore, complementary therapy sessions continue to be well received with many of the young adults now receiving a regular therapy in the Young Adult Unit.

From aromatherapy massage to facial reflexology and therapeutic 'Tac Pacs' for our young adults with predominantly sensory needs. The value of the therapy is clear on a daily basis; for those who are able to talk about the benefits, they regularly provide positive feedback, and for those who are unable to tell us, the benefit is clear to see in both their physical and emotional presentation.



Respite



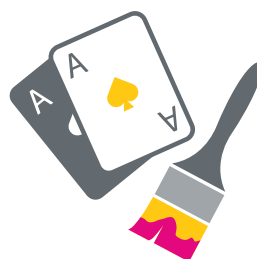
128%



Day Opportunities



2%



Social Opportunities



193%



complementary therapy sessions delivered

494

There for every step of the way...

The Young Adult team had the privilege of supporting a young adult who had been accessing the service for many years as she approached the end of her life. Her wish was to be at home with our team supporting her for as long as possible; this was achieved, and she then came to rest in our Bereavement Suite following her death.

Our Children's and Young Adult Services, along with all our care delivery teams, are proud to be able to support people throughout their journey, whatever stage they are at.

3 Tackle inequality in accessing specialist, end of life care

As part of this strategic priority, we are committed to improving healthcare opportunities for our local population by addressing inequalities in access to high quality palliative care. Dougie Mac's strong reputation and financial stability place us in a strong position to pursue opportunities for growth and to expand our influence in the delivery of end of life care.

We continue to work closely within the Staffordshire and Stoke-on-Trent Integrated Care System, working closely with our system partners to deliver the best possible outcomes for the communities we serve. We aim to strengthen our role within the local health system, with a particular focus on resourcing and enhancing 24/7 access to advice and care. Our goal is to provide a service that is responsive, effective, compassionate and safe for patients and their families.



2,610

new referrals to Dougie Mac Adult Services.

Aim to increase referrals by 10% over 3 years (April 2023 – March 2026). Achieved 15% increase by end of Year 2.



351

carers also accessed hospice support services.

3,153

Hospice at Home Face to Face visits.

12.8k

Community Face to Face Consultations, covering 96,000 miles.



2,825

patients were cared for, alongside support for their families.

24/7 Access to Advice and Care

Our 24/7 Advice Line continues to offer round-the-clock telephone support for patients, carers and healthcare professionals, ensuring timely and effective assistance whenever needed. Our collaboration with other Staffordshire hospices effectively delivers the out-of-hours aspects of this service, showcasing our commitment to working together to support more patients.

Providing a Rapid Response

The Advice Line underpins our Rapid Response Service by identifying those requiring quick intervention. The expansion of our Community Services' Rapid Response allows us to assist more individuals outside of regular hours, ensuring timely symptom management and care in their preferred setting. This extended service helps prevent unnecessary escalations and hospital admissions, supports patient choice, identifies the most suitable place of care and reduces system pressures.

We have met our aspiration to grow the visiting capacity within the Rapid Response Service and in February 2025 extended the hours available for face-to-face visits from 9am-5pm to 8am-midnight. Visits for patients are determined through systematic questioning and clinical judgment. We aim to respond in 4, 8 and 24-hour timeframes, depending on the urgency and intervention needed.

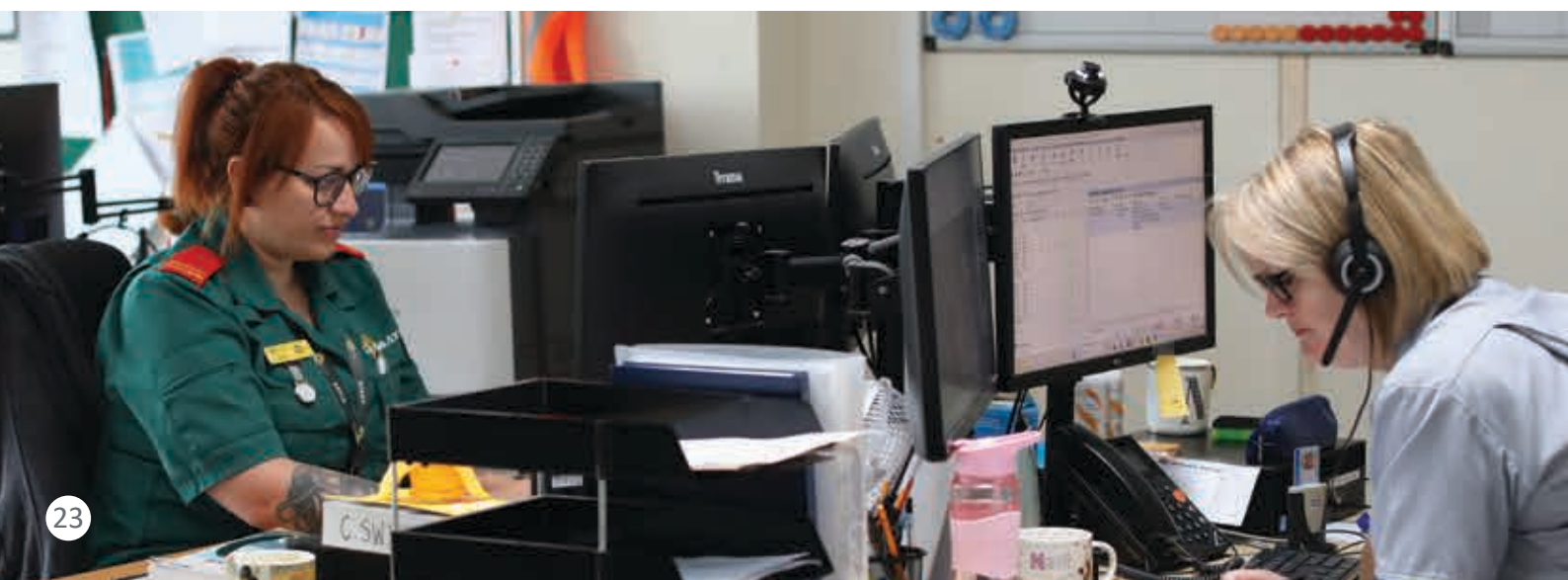
14,036

Advice Line calls, 19% were received out of hours.



24/7 Advice Line

0 1 7 8 2 3 4 4 3 0 0





Admission to our Inpatient Services

Our Inpatient Services have had an exceptional year, seeing an uplift of 14.2% in admissions, with 87% of these admissions spending their final days at the hospice. To meet the growing demand for our Inpatient Services, we increased our bed capacity from 26 to 28 from April this year, which is a remarkable achievement considering the national struggles and bed closures many hospices face.



449

new admissions to our
Inpatient Services



SystemOne

In June 2024 we implemented a new, contemporary patient data system, SystemOne, which allows us to connect with the NHS spine and contribute digitally to joint health care records, especially around digital ReSPECT conversations.

The migration of all our adult clinical data to SystemOne was a huge undertaking. This collaborative project involved all staff across our Adult Services understanding each other's workflows and processes in order to unify and simplify them. This has significantly reduced repetition of data, freeing up clinical time and improving co-ordination of resources.

SystemOne has also prompted the implementation of electronic prescribing for our Adult Inpatient Services. This means we are progressing towards a paperless clinical system, which complies with the requirement for all healthcare providers to switch to electronic systems for all clinical records and supports our ESG strategy.

1,565

 hours of staff training for SystemOne Implementation

4 Expand our response to the intensifying need for dementia support

Following our takeover of Approach Dementia Support in April 2024, and the amalgamation of all their services into Dougie Mac, we are committed to supporting individuals and their families at every stage of the illness. We aim to seamlessly support patients with mild, moderate and advanced stages of dementia, as well as those with complex needs, with the overlapping support of our Admiral Nurse team.



Scan to watch
our Dementia
Services video



Mild



Advanced



End of Life



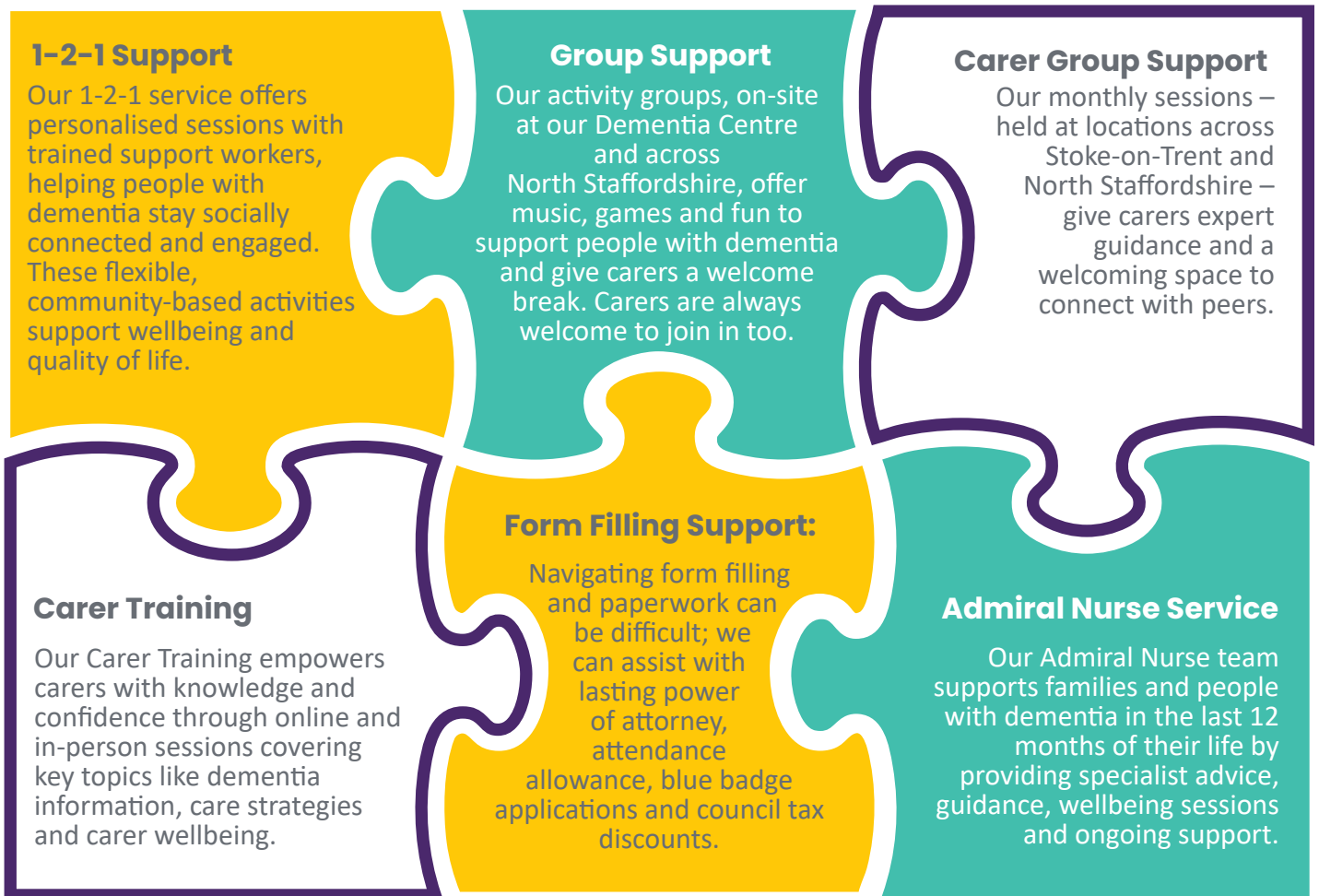
Moderate



Complex



The number of staff within our Dementia Services has continued to grow and our dementia patients and their families are now experiencing the full holistic breadth of what Dougie Mac has to offer, including:



Every strand of the service has seen growth, and we are making headway in ensuring that we are the first choice for dementia support in our community.

Our Dementia Services has also moved to using the SystmOne electronic patient database, facilitating seamless internal referrals. Consequently, this

enables patients and carers to benefit from the broader hospice services where appropriate.

Our goals for the upcoming year are to support a greater number of individuals and to ensure the delivery of high-quality services that yield valuable outcomes.



Singing, Dancing and Smiling Again: Pauline's Story



Pauline Spooner was diagnosed with Alzheimer's and Vascular Dementia in 2020 and now attends three Dougie Mac Dementia Services groups a week. Her daughter, Tracey Turner, says her mum has never been happier.

"When Mum was diagnosed at the Memory Clinic, she became very depressed and suffered with anxiety," says Tracey. "Doctors wanted to put her on anti-depressants but we didn't want that for her.

"When Mum was feeling particularly down, I struggled to find the right motivation for her until I reached out to Dougie Mac for help.

"Meeting the staff at Dementia Services was a turning point; she was not only extremely helpful but also incredibly friendly. Her ability to put my mum at ease right away was remarkable and made all the difference.

"I had been attending a group for carers at Cheadle Cricket Club on Fridays, which we enjoyed immensely, so it was such a relief when I discovered that there was a dementia group every Thursday — this opportunity felt like a godsend for Mum.

"But Mum was adamant she didn't want to go — she said she couldn't see the point and was really down in the dumps. Eventually, we managed to persuade her to try the group.



"I will never forget the first day I took her. She was quite nervous going in and I worried when I picked her up at 12pm especially when I saw tears in her eyes. "I thought: 'oh what have I done leaving her there', but she was actually crying because she was so happy and had thoroughly enjoyed herself. She told me: "I absolutely loved it! It's the best day I've had in a long time!"

"Now, my mum eagerly rises at 6am every Thursday, excited for the club that doesn't even start until 9am! This newfound joy and enthusiasm have brought such light into her life and she is incredibly happy — it's like someone has pressed a switch."

Tracey says since attending the groups her mum now regularly listens to music which brings her great joy and comfort.



She said: "The Tuesday and Friday sessions have truly brought a new spark of joy into my mum's life. It's wonderful to see how much fun she has while attending these groups and she's become quite excited about her newfound routine.

"This enthusiasm speaks volumes about the positive impact the Dementia Services team has as they have given Mum a new lease of life. I honestly believe that if it wasn't for Dougie Mac my mum wouldn't have lived and without these clubs, I would be facing a very different and much more challenging situation.

Thank you for creating such a wonderful environment that fosters connection and happiness. It means the world to us!

Pauline said: "I love the groups as we do silly things which makes me very happy. We like to sing and dance and play games and everyone does nice things for us. I didn't want to come but I have made some good friends and I am happy."

- Tracey Turner, Carer for her Mum

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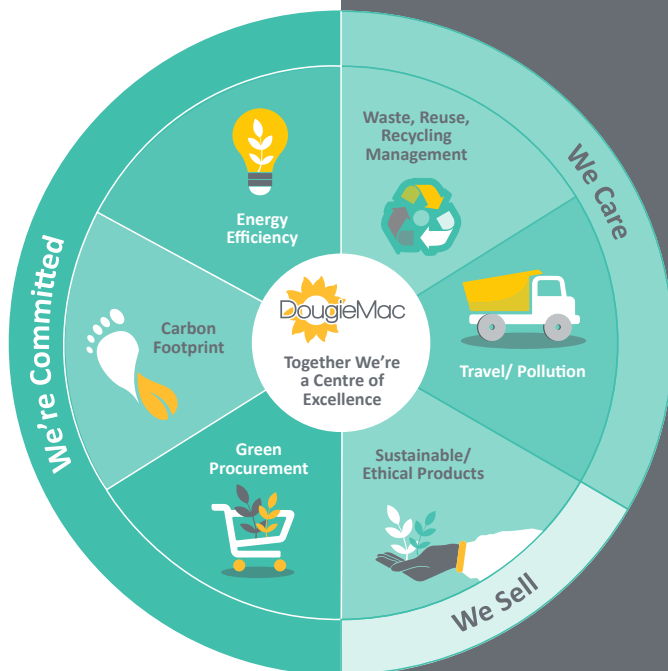
5 Develop an environmental sustainability approach in all areas of the hospice

At Dougie Mac, Environmental, Social and Governance (ESG) principles underpin everything we do. Building on the foundations established in 2023, we've continued to embed sustainability into our operations, measure our environmental impact and set out clear ambitions across all three ESG areas to guide our future progress.

Our ESG dials on the next page illustrate the key focus areas across Environmental, Social and Governance pillars, forming the framework that supports our ambition to be a Centre of Excellence.



ENVIRONMENTAL



SOCIAL



GOVERNANCE



Environmental – Turning Strategy into Action

This year, we focused on putting our environmental strategy into action — measuring carbon emissions across all hospice and retail operations and taking tangible steps to embed greener practices across all areas of Dougie Mac. Some of this year's environmental highlights include:

- Carbon emissions measurement across all sites and vehicles
- Recyclable wooden medals introduced at major fundraising events
- Sustainability Hub continues to support our "zero to landfill" ambitions
- Ongoing rollout of waste audits and staff awareness of greener practices

Environmental Sustainability Disclosure

As part of our strategic commitment to environmental sustainability, we have measured and report our carbon emissions across all operational areas of our two hospices and retail premises.

Energy Consumption:

Category	Energy Usage (kWh)	Distance (km)	CO ₂ e Emissions (tonnes)
Gas	961,078		125.29
Electricity	587,899		264.51
Fleet Vehicles (Owned/Leased)		162,376	46.6
Grey Fleet (Staff/Volunteers)		293,499	61.9
Total	1,548,977	455,875	498.30*

* Carbon emissions were calculated using the SBEN (Staffordshire Business & Environment Network) Carbon Tracker tool.

This marks a key milestone in our Carbon Emissions Reduction priority. These findings will inform our next phase of activity, which includes exploring renewable energy sources for hospice operations and assessing the feasibility of an all-electric fleet by 2027.

Celebrating Success the Sustainable Way

One of the key initiatives undertaken in our Income Generation function has seen us partner with UK-based Zero Waste Medals, which produce fully recyclable wooden medals. These eco-friendly alternatives have already featured in our 10K and Moonlight Walk and we are now looking at expanding their use to other events. We also sourced our annual Light up a Life tree decorations from Zero Waste.

What makes the wooden medals such a great choice is that they offer a sustainable alternative to traditional metal or plastic, without compromising on personalisation or design quality.

However, Zero Waste is more than just recycling. Any unused medals can be returned for credit, making this initiative not only environmentally responsible but also cost-effective. It's a win-win for us and the community we serve.



Social – Strengthening Community and Inclusion

Our social priorities continue to focus on wellbeing, inclusion and community value. In 2024/25, we strengthened our approach by improving how we listen, measure and act on the experiences of those we serve.

We introduced a consistent service delivery feedback and satisfaction process across our clinical teams, enhancing both care quality and community connection. This creates a clear way to measure performance, identify improvements and celebrate excellence. Collecting comparable data across teams provides meaningful insights into service trends, training needs and patient experience, supporting accountability, continuous improvement and alignment with our ESG and quality goals.



For those who use our services, this ensures their voices actively shape the care they receive. Transparent feedback channels empower patients and families to share their experiences, building trust, collaboration and more person-centred care.



We have also recently reinvigorated our Equity, Diversity & Inclusion (EDI) Working Group which, over the remaining period of our three-year strategy, will develop and begin the implementation of an agreed action plan.

Governance – Accountability and Transparency

Strong governance ensures that our decisions are responsible, transparent and aligned with our mission. We take governance seriously and are proud of the strong working relationships that exist across all levels — from our Trustees and Directors to the Senior Leadership team and wider staff. Our established committee and subcommittee structures provide clear oversight and accountability, meeting regularly to review progress, manage risk and guide strategic decision-making.



We also aim to enhance awareness of our governance framework among staff, volunteers and the wider community, helping everyone understand how we're led and held to account. Further details about our governance approach can be found in the 'Running Our Organisation Well' section later in this report.

Our ESG framework ensures that Dougie Mac continues to evolve responsibly — measuring what matters, celebrating progress and adapting to meet the needs of our community and the environment in the years to come.

6 Continue the growth of our Wellbeing Services



It's been a year of review and reflection as we have concentrated on bringing unique teams from across the organisation together to sit within our reinvigorated Wellbeing Services.

An operational review which considered roles, processes and procedures has helped our three Wellbeing Service teams focus on the delivery of quality, holistic and personalised support for patients as well as their carers and relatives: always championing hospice values while delivering person-centred care.

Wellbeing Face to Face Activity

4,005

Therapy Sessions

1,715

Patient & Family
Support Meets

2,916

Emotional Support &
SPARCS Sessions

4,591

Wellbeing Centre
Group Attendances

74

volunteers currently supporting
our Wellbeing Services



Living Well

The provision of holistic group support has grown in both scope and diversity, offering targeted support for individuals with conditions such as Motor Neurone Disease and Parkinson's, while also providing broader Wellbeing Centre and community-based living well groups – all reducing barriers to accessing our support.

Offering Living Well support in the community, outside of our Wellbeing Centre, helps make our services accessible to more people, in more places ensuring they can also feel connected and supported without having to visit the hospice. Over the last year we have hosted community groups in Biddulph, Cheadle, Leek, Madeley, Longton, Newcastle, Meir Heath, Spode, Brampton and Fenton Manor.

We have also introduced monthly telephone wellbeing review calls with the primary aim to have regular communication with those we care for to ensure each person receives the right support, at the right time, from the right people.

Future Care
Planning
is now
facilitated
by our Living
Well team.



Therapies

Physiotherapy has experienced some challenges with staff resource this year, with recruitment planned to combat this issue. Despite these staffing pressures, we have been able to maintain physiotherapy support for those staying in our Inpatient Services as well as consistent delivery of our Tripudio group support sessions. Complementary Therapies has continued to offer holistic support, as well as us adding Reiki to our services in November 2024.



The Reiki provision is very relaxing and allows me to have some self-care. Being a carer makes it difficult to switch off and find personal time, but these sessions have given me that opportunity. They are fantastic, and I feel truly supported.



Counselling & Bereavement Support

We have welcomed four new members to the team, who provide pre and post bereavement support as well as continuing to capture feedback from those who access this support, both of which have helped us to ensure delivery excellence. Two key themes identified in the feedback were that Dougie Mac is a **Saving Grace** and a **Safe Haven**:



“My counsellor had become my lighthouse. She’s unwaveringly steered me through the toughest journey of my life. I came out the other side, not only surviving but starting to thrive again.”

“My situation will not change but my thinking and dealing with it all, and accepting my situation is changing.”

“I felt safe to talk about my feelings, thoughts, worries, fears, weaknesses, without being judged. I was listened to, I was heard. I received sympathy and compassion.”



Our Spiritual, Pastoral and Religious Care Service (SPARCS) has continued to provide care and support to service users, those important to them and our staff and volunteers, whilst also embarking on new ventures.

Our new Community SPARCS Practitioner has built relationships with our Community team, shadowing home visits and helping to develop the care that we provide to those in the community. We also exhibited a poster at the Hospice UK National Conference, focussing on our various SPARCS developments over recent years; we were proud to be approached by several hospices who were looking for guidance and participation as they seek to develop their own SPARCS provision.

The SPARCS Steering Group has also reviewed their aims and is working on:

Developing the care provided to those affected by dementia, ensuring that each service user, who wishes, has access to appropriate, individualised care and Developing education and training to assist with delivery of the SPARCS dementia support.

Building a team of Community SPARCS volunteers so that individuals in the community can receive the same level of SPARCS support as those at the hospice

Reviewing and assessing the SPARCS Education Syllabus so that it continues to meet staff and volunteer requirements

7 Continuing Financial Stability

Maintaining strong financial health is essential to Dougie Mac. By carefully managing expenditure, we ensure that more of every £1 goes to supporting our specialist services and makes a real difference to those who rely on us.

A diverse range of income streams provides the financial stability we need, reducing the pressure on any single funding source. This financial resilience enables us to continue our vital work and strengthens the trust we have built within the local community. By demonstrating transparency and responsibility, we believe we inspire ongoing support and confidence from our donors and supporters.

Whilst everyone plays an important role in ensuring the efficient use of resources, our Finance team takes the lead in strategic budgeting, cash flow management and solid financial planning to ensure continued success.



Robust Income Generation

Thanks to the continued generosity of thousands of local people, we can deliver the very best care for the adults, young adults and children we support. Our Income Generation is built on two revenue pillars:

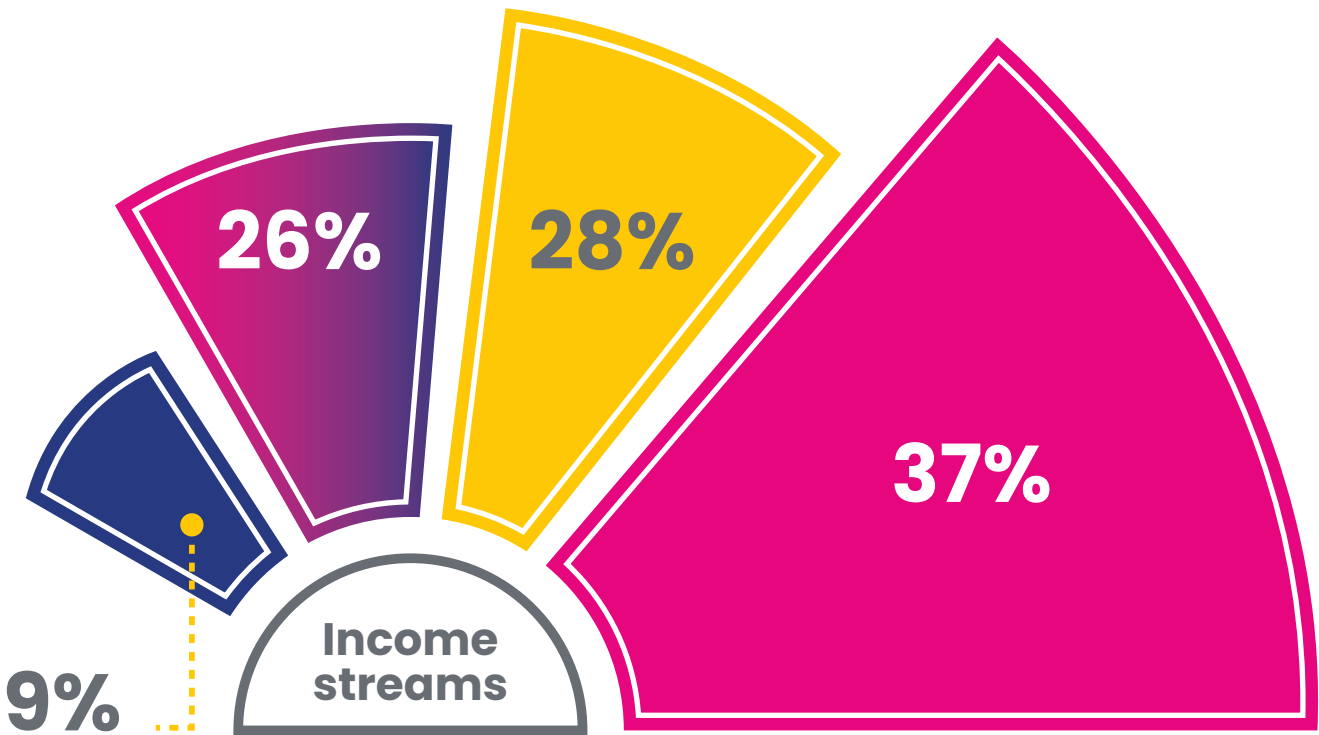
Income from our commercial activities – Lottery and Retail.

Money that is donated to us and/or from fundraising initiatives.

Total from INCOME GENERATION **£16,736,780**

77% of the whole hospice income came from income generation revenue streams

LOTTERY £1,579,255	LEGACIES £4,410,501
FUNDRAISING £4,658,000	RETAIL £6,089,024



A Lasting Impact

Legacies continue to be a significant source of income for the hospice.

Of the 101 legacies received in the last financial year, at least 25 were from a patient or relative of a patient - a testament to the high quality and compassionate end of life care people have received or witnessed first-hand.

Many legacy gifts were from people who were committed supporters and donors during their lifetime.

However, it is not unusual to receive a legacy from someone totally unknown to us, often we have no knowledge what prompted a legacy. We are always keen to know if someone plans to leave a gift in their Will - saying a personal thank you is important to us.



Trusts

Grants from 79 Trusts and Foundations not only contributed to funding revenue costs but also enabled Dougie Mac to purchase a range of items, including 10 syringe pumps, a pressure-relieving mattress, 110 counselling books for bereaved children and 2 bariatric chairs.

Trust donations paid for an entire Christmas party for the families supported by our Children's Services, summer holiday activities for siblings, as well as play and craft supplies.

Another grant paid for the refurbishment of the Adult Wellbeing Centre, including a hot water boiler, kitchen units and a fridge, garden furniture and fencing.

Working in Partnership is Key

Dougie Mac receives exceptional support from our local business community, which comes in many forms including corporate volunteering, employee fundraising, business donations and sponsorship.

We're extremely grateful for the commitment and generosity of our business supporters and in July 2024 we launched a Business Club, which unites local businesses with shared values. The club is primarily an engagement initiative encouraging businesses to pledge their long-term support to Dougie Mac by giving a regular monthly donation.

During the inaugural year, our Business Club members have attended several networking events and heard about how their support had made a difference – hearing first hand about Dougie Mac's long-term plans for end of life care for adults, young adults and children.

Our 10th annual Business Partnership Awards Lunch was held in June 2024 at bet365 Stadium to honour and celebrate the outstanding contribution of our business supporters. The award categories, winners and commendations are listed on the next page.



Business Partnership Awards 2024/2025

BRONZE – SUPPORT BETWEEN £4.5K UP TO £10K

Double Tree by Hilton, DPD Pickup, Enterprise Mobility, Fine Ceramic Transfers Ltd, H & H Holman Properties Ltd, Home Office, M Club Spa and Fitness, NatWest, Neida Products Engineering Ltd, Pastel Group Ltd, Potteries Auctions Ltd, RSM UK, Consultancy LLP, Steelite International Ltd, Stoke City Football Club Ltd, Stuba, Terraces Menswear, The Craft Room, The Foaming Quart, TMT First Ltd.

SILVER – SUPPORT BETWEEN £10K UP TO £15K

Asda Tunstall, Cable Services Ltd, Carmountside Crematorium, Don-Bur (Bodies & Trailers) Ltd, Fleet Operations, KDM Events Ltd, Lockside at Greenway Hall, N & J Tree Services Ltd, Fleet Operations, New Look Distribution, Trentham Estate, Vodafone UK Ltd, Whiteheads Solicitors.

GOLD – SUPPORT BETWEEN £15K UP TO £20K

Beswicks Legal, bet365, Geens Chartered Accountants, Paragon Group.

PLATINUM – SUPPORT BETWEEN £20K UP TO £50K

Asda Lymedale Distribution Centre, Beeston Shenton Solicitors, Brown Recycling Ltd, Fiskars UK Limited, Hanley Economic Building Society, K M F Precision Sheet Metal Ltd, Tinsdills Solicitors.

PALLADIUM – SUPPORT EXCEEDING £50K

Stairbox, TIP Trailer Services Ltd.

RECOGNITION AWARDS

CORPORATE VOLUNTEERING AWARD

Winner - Vodafone UK Ltd

Commendations - NatWest, Stairbox

WILL WRITING CHAMPION AWARD

Winner - Beeston Shenton Solicitors

Commendations - Beswicks Legal, Ann McCabe Solicitors

COLLECTION BOX AWARD

Winner - Bradeley Village Stores

Commendations - Grahams Pharmacy

BEST SUPPLIER AWARD

Winner - Pastel Group Ltd

Commendations - Heating & Pipework Installations, QPS Print Ltd

SUSTAINABILITY AWARD

Winner - N & J Tree Services Ltd

EXTRA MILE AWARD

Winner - N & J Tree Services Ltd

Commendations - Woolliscroft Solicitors

CHARITY CHAMPION AWARD

Winner - Mitch Brown - Brown Recycling Ltd

Commendations - Craig Dagg - Stairbox

Special Commendation - Janice Furnival - TIP Trailer Services Ltd

BEST BUSINESS PARTNERSHIP AWARD - (SMALL)

Winner - RSM UK Consultancy LLP

Commendations - Denstone Hall Farm Shop

BEST BUSINESS PARTNERSHIP AWARD - (LARGE)

Winner - TIP Trailer Services Ltd

Commendations - Hanley Economic Building Society

MILESTONE AWARDS

MILESTONE AWARD – EXCEEDING £100,000

Altecnic Ltd, Asda Lymedale Distribution Centre, Brown Recycling Ltd, Fiskars UK Limited, Stairbox

MILESTONE AWARD – EXCEEDING £250,000

bet365

MILESTONE AWARD – EXCEEDING £500,000

KMF Precision Sheet Metal Ltd

The Sky's the Limit

Daring Dougie Mac supporters took to the skies throughout the year, completing tandem skydives at Tilstock Airfield in Whitchurch, Shropshire.

Leaping from 13,000 feet, they experienced the ultimate adrenaline rush - free-falling through the clouds before safely touching down.

We're thrilled to share their bravery paid off in a big way, as they raised £40,000 - proof that, when it comes to supporting a great cause, the sky truly is the limit!



A Splash of Colour

We held our first Colour Dash this year, a vibrant and energetic event, held at Wedgwood Cricket Club.

This fun-filled, family-friendly day brought the community together as participants jogged, walked, danced and skipped their way around a colourful 1km course, getting covered from head to toe in bright powder along the way!

The event was designed with children in mind and featured an inflatable two-part assault course perfect for high energy head-to-head races, plus a bouncy castle that proved just as popular with parents as it was with the little ones!



Local Grass Root Fundraisers

Each year hundreds of individuals and groups within our local community play a vital role in helping Dougie Mac raise the funds we need to continue our hospice services. By organising their own fundraising events and activities, they make a big difference to our income, and we are very reliant on this incredible form of support.

Cash is Still King

We still receive tens of thousands of pounds in cash donations – we have over 950 Dougie Mac counter collection boxes and floor standing money spinners in shops, pubs and other public places; plus, the 900 people who have one of our Dougie Bank home collecting tins. Not forgetting collections at funerals in lieu of flowers, street collections and supermarket collections - **every penny counts, small change really does make a big difference.**



events &
activities
organised by
supporters



Age is no Barrier to Fundraising

Thousands of primary school children have raised money in creative and meaningful ways this year, through sponsorship or making and selling things, even generously donating their pocket money. As part of the experience children also learned about the important role Dougie Mac plays in the community. Schools warmly welcomed the Dougie Mac Schools Fundraiser and volunteers into assemblies and classrooms where they made valuable contributions to Citizenship Education.

Around **9,000**
children heard about Dougie Mac
and became a fundraiser for a day



Digital Fundraising

Last year, we launched two digital fundraising campaigns: **Care for a Cuppa** and **STEPtember**.

Care for a Cuppa in May 2024, encouraged supporters to host tea-and-cake gatherings with friends and family in exchange for donations.

In Autumn 2024, we rolled out the STEPtember challenge. Participants were encouraged to walk a mile a day throughout September and collect sponsorship donations.

Together these two campaigns raised £14,183





Remembering a Loved One

Dougie Mac's annual Light up a Life campaign raised more than £148,000 — a £26,000 increase on the previous year.

8,650 people were remembered and honoured by a light on the hospice's Christmas Tree in return for a donation.

1,100 people attended a Celebration of Life event, staged at the Victoria Hall, Hanley, featuring contemporary music and dance, reflection and celebration. The event offered people a chance to honour those they'd lost and celebrate the coming festive season.

The highlight came when the audience witnessed via a live link, hundreds of lights being illuminated for the first time, on Christmas Trees in the grounds of both hospices, in Blurton and Trentham— each glowing light representing loved ones sadly missed and fondly remembered.

Lottery: It's Win Win!

For over 29 years, the proceeds from Dougie Mac Weekly Lottery, Seasonal Raffles and Scratch Cards have played a vital role in supporting the hospice's funding needs. More than ever the sales team are engaging directly with the community to recruit people to take part in one or more of these games of chance, to increase the amount of money the income streams generate —whether face-to-face in supermarkets and shopping centres or via phone—**we're connecting with more local people than ever before.** This increased contact also raises awareness of the hospice, helps to dispel myths regarding hospice care and promotes the expanding range of services we offer.



new Lottery members



numbers in the draw

£32,490



prizes re-donated

12,911 single tickets for weekly draw



60p from every £1 goes to hospice care



Raffle Tickets sold

29,608



£2 Scratch Cards sold

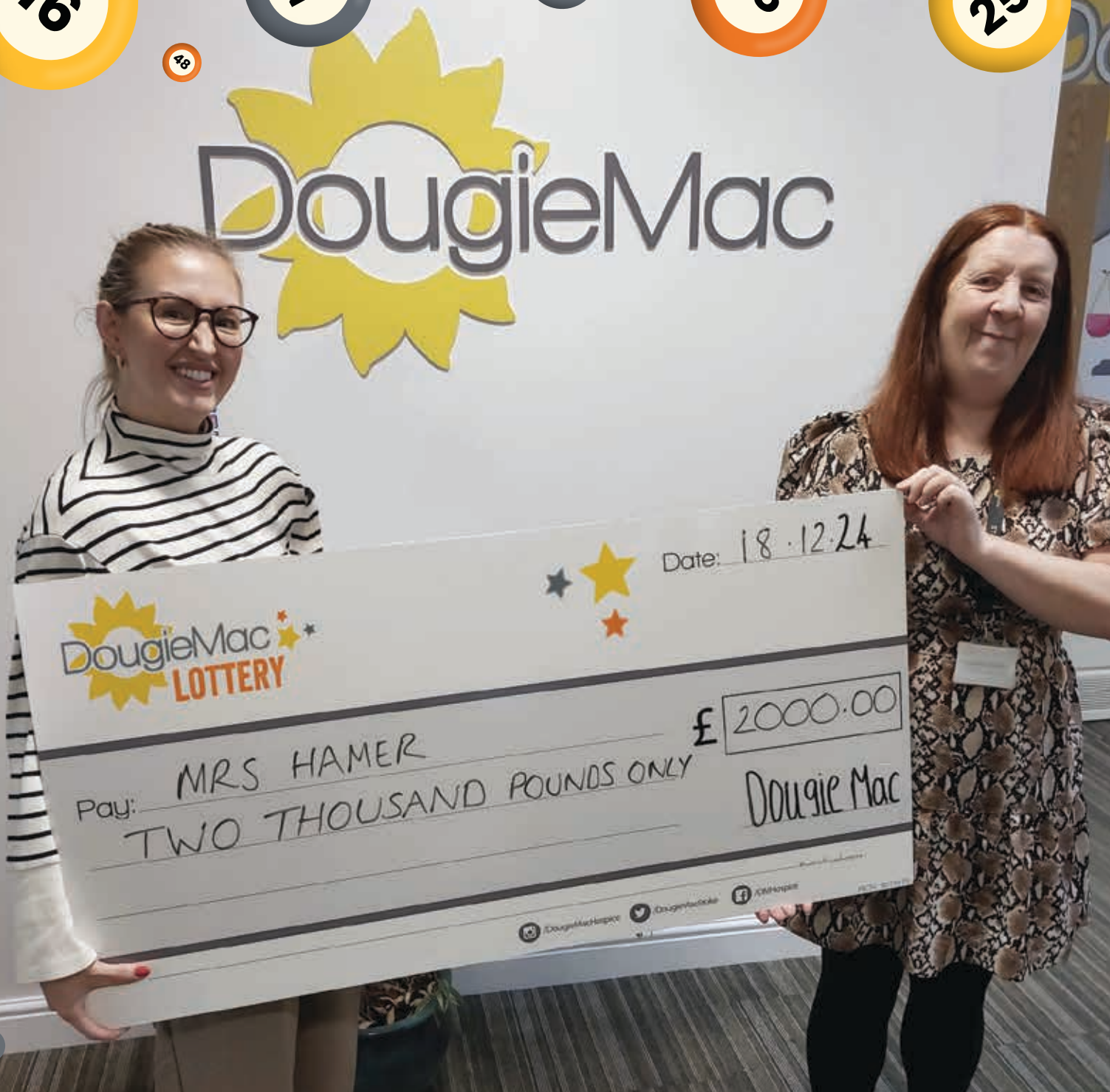




Lauren struck lucky with Dougie Mac Lottery's top weekly prize of £2,000—on her very first try! After her first monthly Direct Debit was processed, her unique number was entered into the draw and randomly selected from more than 24,000 entries.

A strong believer in the power of giving, Lauren said: "I always say the more you give, the more you receive. So, when I saw a couple of Dougie Mac Lottery Promoters at my local Morrisons, I stopped for a chat and decided to join—it's just a few pounds each month and now look what happened!"

"I know many people who've received care from Dougie Mac, including members of my own family. I didn't even realise the Weekly Lottery offered cash prizes—I only knew about Dougie Mac Scratch Cards, especially since I've seen them used as wedding favours. But now that I've won, I'll be playing for life! I've told everyone I know about it."

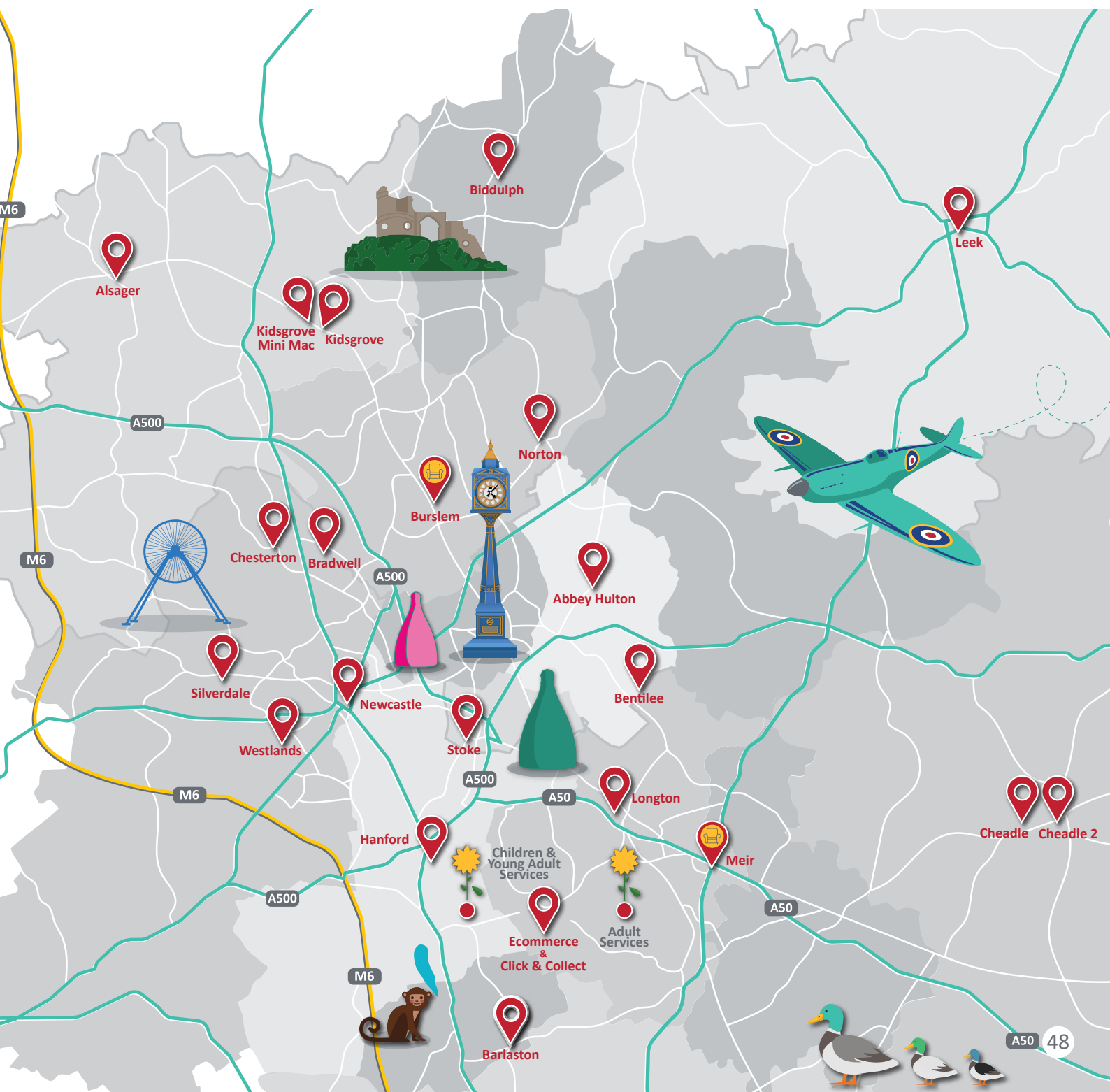


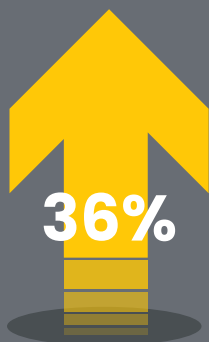
A Dougie Mac shop is never too far away...

Dougie Mac charity shops celebrated 30 years of trading and looked back in amazement at the skepticism that surrounded the opening of the first shop in Hanley in 1994. The Board of Trustees at the time were not sure there would be sufficient interest from the public but were keen to give it a go!

Today the 22 shops on high streets, community shopping parades and even on an industrial site are thriving and Douglas Macmillan Hospice Staffordshire Enterprises Limited are the primary income source for the hospice.

Each year we mark our shop birthdays, collectively our shops have racked up 319 years of trading! We are often described as the go to place for a bargain, a unique gift, or a staple purchase – rest assured you are never far from a Dougie Mac shop wherever you are in Stoke-on-Trent, Staffordshire Moorlands, Newcastle-under-Lyme and surrounding areas.





profitability



people volunteer



hours for retail volunteers



Donated
items sold

A Friendly Face on the High Street for Over 25 Years

Pam Foster began volunteering in our Leek shop when it opened 25 years ago – and hasn't looked back since. When Pam was made redundant from her job in an office, she wanted a new beginning and saw volunteering as a way to do just that.

"I feel very grateful that I can still volunteer for Dougie Mac at the age of 78," said Pam, a grandmother-of-three. "When you retire there is a danger of becoming invisible and losing your identity, but volunteering makes me feel involved. It keeps me busy, and I get so much satisfaction from it."

"I volunteer for 3 hours one morning a week – I love every minute, afterwards I go shopping or meet a friend so it's always such a lovely day."



Gift Aid really is a Gift

Gift Aid is a vital source of income for the hospice. Through HMRC's charitable giving scheme, we can boost donations from UK taxpayers by an incredible 25%; that's an additional 25p for every £1 donated at no extra cost to the donor!

This applies not only to financial donations but also to the sale of items donated to our charity shops.

Thanks to a refreshed approach in how we communicate and promote Gift Aid, we achieved a record-breaking milestone - claiming an impressive £704,453 in Gift Aid from HMRC.



giftaid it



Financial Review

The hospice sector in the UK continues to face significant financial pressures, shaped by external factors largely beyond the control of individual organisations. Rising employment costs have placed additional strain on budgets, while inflationary pressures and the ongoing cost of living crisis threaten both operational costs and donated income. Many hospices are reporting deficits and are being forced to make difficult decisions around service provision.

Despite this challenging backdrop, the team at Dougie Mac have shaped a majorly successful financial year ending 2024/25 with an operating surplus of £1.03 million. This achievement reflects the strength of our community's support, the dedication of our staff and our commitment to financial sustainability; all whilst continuing to provide exceptional care to adults, young adults and children across our locality.



For the 12 months to 31 March 2025, total income **increased by 14.7%** compared to the previous year. **Donations and legacy income rose by an impressive 41%**, with legacy gifts contributing significantly to this uplift, marking one of our strongest years in this area. **Income from charitable activities grew by 12.7%**, bolstered by a government capital funding initiative announced in December 2024. Under this scheme, the Department of Health and Social Care (DHSC), with support and administration from Hospice UK, awarded Dougie Mac a grant of £328,758 to improve and maintain our estate and physical environment, enhancing the quality of care provided to patients and families.

2024/25 trading activities, including fundraising events, retail operations and the hospice's lottery, saw a modest but positive **increase of 2.4%**. Additionally, bank interest and returns from our investment portfolio **rose by 27%**, reflecting favourable market conditions and prudent portfolio management.



+£1.9m

The cost of delivering Dougie Mac's exceptional hospice services increased by £1.9 million during 2024/25, exhibiting our continued commitment to enhancing care provision across our community. Approximately 70% of this increase relates to charitable activity expenditure, underscoring our strategic focus on direct patient care and support services. Notably, one third of the rise in costs was driven by our Dementia Services strategy, which aims to expand specialist support for individuals and families affected by dementia. Another third was invested in strengthening our Inpatient and Community Services, enabling us to reach more people in need of end of life care across Stoke-on-Trent and North Staffordshire.

These targeted investments confirm our ambition to extend our reach and impact, ensuring that more individuals can access compassionate, high-quality care when they need it most.

Looking ahead to 2025/26, Dougie Mac remains vigilant in the face of ongoing financial uncertainty and sector-wide risks. The rising cost of delivering high-quality care - driven by inflationary pressures, workforce costs and regulatory changes - continues to challenge our financial resilience; in particular, government mandated increases to the National Living Wage and employer National Insurance contributions will significantly impact our operating costs.

Against this backdrop, our strategic priorities remain focused on ensuring long-term sustainability, enhancing patient care and investing in our workforce and infrastructure. We will continue to diversify income streams, maintain effective cost control and advocate for fair funding for hospices.

The capital grant received in 2024/25 has laid the foundation for further improvements to our estate and we will seek additional opportunities to invest in facilities that support dignified, compassionate care. Maintaining financial stability while responding to increasing demand will require careful planning, innovation and continued support from our community and for this we are eternally grateful.

Defined Benefit Pension Scheme

Dougie Mac acts as the sponsoring employer for its defined benefit pension scheme, administered by Atkin Pensions. The scheme is governed by the Board of Pension Trustees, who are responsible for overseeing its strategic direction and ensuring compliance with regulatory requirements. Hospice trustees closely monitor the scheme's performance, funding position and governance arrangements to ensure that it remains financially sustainable and continues to meet the needs of its members. Regular updates are provided to the Board of Trustees, and the hospice works collaboratively with Atkin Pensions and the Board of Pension Trustees to manage risks and maintain the long-term health of the scheme.

The actuarial loss in the pension fund this year is £184,000 (2024 - £164,000) and is shown in the Statement of Financial Activities, the defined benefit pension scheme liability stated in the balance sheet is £nil (2024 - £nil).



Trustees Report –

for the year ended
31st March 2025

I am delighted to present a highly positive Annual Report and Audited Financial Statements for Dougie Mac Hospice for the financial year ended 31st March 2025, on behalf of the Board of Trustees, who also are Directors of the charity for the purposes of the Companies Act 2006.

This report illustrates our resolute approach to provide outstanding quality of care and support to patients and their families who need to access our services, across the heartland of North Staffordshire, and our commitment to achieving that primary strategy through strong financial management.

As a charity, we are ever mindful of the reputation of the hospice and the fact that we are highly valued as a unique charity touching the lives of so many in our community. We truly appreciate the extraordinary level of loyalty we receive from the community we serve. We thank everyone for their incredible support for Dougie Mac.



Susan Evans



This financial year is characterised by a turbulence of economic factors in the economy that has impacted UK businesses and more specifically charities working in the hospice and healthcare sector. Dougie Mac is not immune to the impact of increased living costs, inflationary pressures, higher payroll and operational costs, NHS challenges and unpredictable worldwide events. They are felt as keenly in North Staffordshire as elsewhere in business and financial world markets.



It is remarkable then, that against this unsettled background, the Financial Statements illustrate a successful year demonstrating strength in income generation and resilient capital reserves, coupled with energetic and effective financial management.

A very positive increase in total income of 14.7%, based on successful diverse income streams including a large increase particularly in legacy income, individual donations, corporate supporters and fund-raising initiatives, plus retail trading activity have all contributed to a satisfying £1.03 million operating surplus.



Regarding expenditure, our three-year Strategic Plan reflects the assurance that Dougie Mac's hospice care services are available to those who are in need and wish to access our support. Annual objectives describe our ambitions to offer service excellence and availability of healthcare and wellbeing support across our "all age hospice" service. Much of our cost base is devoted to medical and nursing care for adults, young adults and children who face complex life-changing conditions and a terminal diagnosis. This includes clinical end of life palliative care within the Inpatient Unit, specialist palliative nursing care outside of the hospice in the community and in Dementia and Wellbeing Services throughout North Staffordshire. Unsurprisingly, annual operating costs have risen by £1.9 million, and in this extraordinary year 2024/25, also required the absorption of unexpected payroll costs, increased energy, utility and other inflationary costs and the effects of an unsettled economy.



Welcome additions to our budget included a Hospice UK allocation of a government Department of Health and Social Care capital funding programme, where Dougie Mac received £328k to improve property and estate capital projects, and in addition the continuation of project support funds by local benefactors and corporate supporters.

Dougie Mac operates within a landscape of economic, social and political change, and the next 3 years may feature structural evolution to UK healthcare, further economic challenges, ageing population and other demographic changes, and specific societal changes including the assisted dying proposal, all of which will have some impact on the hospice sector. The Board of Trustees has every confidence that Dougie Mac's 52-year legacy equips us to innovate and adapt to future change with confidence in our long-term sustainability.

All our success is entirely due to amazing Dougie Mac staff and volunteers, our winning team, of over 500 employees and 800 volunteers, all of whom individually bring their energy, skill, enthusiasm, care and compassion to their role at the hospice. On behalf of the Board of Trustees I thank everyone wherever they work at Dougie Mac, and the Executive team for their exceptional leadership of our successful hospice.

S P. Evans

Susan Evans

Chairman of Board of Trustees



Running our organisation well

Board of Trustees

The Board of Trustees is responsible for the overall governance and strategic direction of the hospice. They review and approve the strategy prepared by the Directors team, ensuring it aligns with the charity's mission and values. The Trustees also approve all key policies and actively monitor the principal risks facing the organisation. The Board meets quarterly to fulfil its oversight responsibilities. None of the Trustees receive any remuneration for their role, nor do they have any beneficial interest in the charity.

Trustee Recruitment, Appointment and Induction

The existing trustees of Douglas Macmillan Hospice are empowered under the Articles of Association to elect new trustees at our Annual General Meeting and to make co-options at any other time. Succession planning for trustees is an important dimension of governance as is a blend of skills in the Board of Trustees, so new trustees are recruited in a variety of ways including external advertising and previous interest in and involvement with the hospice. Additionally, potential new trustees are invited to attend Board meetings as an observer to assist them in deciding whether to agree to a nomination as a trustee. New trustees receive a full induction programme over an extended period, including briefings with senior executives and visits to the various parts of the organisation to gain an appreciation of the mosaic of aspects which contribute to the success of Dougie Mac Hospice.



Subcommittees of the Board of Trustees

To assist in the smooth running of the charity the Board is supported by eight subcommittees, each of which meets at appropriately regular intervals and are chaired by a member of the Board.

- Investments, Finance & Internal Audit (IFIA)
- People & Values (P&V)
- Clinical Governance (CG)
- Research Governance
- DMH Staffordshire Enterprises Ltd Board (DMHSEL)
- DMH Staffordshire Lotteries Ltd Board (DMHSL)
- Information Governance (IG)
- Safeguarding

The trustees on each subcommittee have relevant interests and skills to ensure that they enhance the work of that committee.

A scheme of delegation is in place so that day-to-day responsibility for the affairs of the charity, including all operational matters, rests with the Chief Executive Officer and the Executive team, which currently comprises:

Chief Executive Officer

David Webster



**Director of
Income Generation**

Karen McKenzie



**Director of HR and
Support Services**

Cris Hammond



Director of Finance

Vicki Dean



Medical Director

Emer Cunningham McKenna



**Associate Director,
Adult Services**

Sonya Turner



Both DMHSEL and DMHSLI develop commercial activities to support the charity and each covenants its surplus to the charity, and results are included within the Consolidated Financial Statements.



Risk Management

Governance of Douglas Macmillan Hospice is underpinned by a transparent culture of risk evaluation and risk management, enabling the Board of Trustees to consider all risks, both stated and emerging, and fulfil their responsibility for risks faced by the charity. A risk register identifies the potential and actual risks, their nature, likelihood and impact and then outlines the measures taken to mitigate those risks. Trustees review the risk register formally at Board meetings as well as assessing and updating it at appropriate subcommittees. The main risks that the charity faces are:

a) Financial Sustainability

This is mitigated by our robust fundraising strategy; built over many years of successful expansions of donated income and by cultivating excellent relationships with statutory funding partners in the local health economy.

b) Reputation

The hospice is held in high regard by local people and stakeholder partners and has been for many years but protecting and polishing our reputation requires mitigating actions, notably in ensuring that all our systems, processes and support lead to the successful recruitment, retention and development of outstanding people.

c) Recruitment

A nationwide difficulty in recruiting registered nurses with the potential to hamper expansion plans. Recruitment initiatives, timely succession planning alongside well considered training and development plans will enable us to nurture our own talent. A strong people culture that focusses on our CARE values along with competitive pay, an attractive working environment and a person-centred wellbeing programme will assist in retaining the calibre of staff required to deliver our strategic objectives.

d) Governance

Shortcomings in our evidencing of high standards of internal governance and robust evidence-based decision making could damage the reputation of the hospice and potentially diminish the support of our local community. To mitigate this risk, we are governed by a high performing Board of Trustees and Directors committed to extending the 52-year record of success at Dougie Mac. A well-constructed infrastructure of sub-committees and subsidiary boards, fully aligned to the hospice strategy, also protects the charity.

Reserves Policy

The hospice maintains a reserves policy to ensure financial stability and resilience in support of its charitable activities. Reserves are held to enable investment in strategic objectives, to cover unexpected costs, and to fund the replacement of essential assets. They also provide the flexibility to meet liabilities as they fall due and to manage fluctuations in income and expenditure. This approach enables the hospice to continue delivering high-quality care and services, even during periods of financial uncertainty.



Our Commitment to Ethical and Sustainable Fundraising Standards

We are committed to ensuring all practices relating to generating non-statutory income meet the highest standards, always being legal and transparent.

Maintaining our reputation and the trust placed in us by the public is paramount. We pledge to always operate in ways that are open, honest, respectful and accountable. Always demonstrating the highest levels of integrity.

Regulatory Compliance

Our two trading companies operating Lotteries and Charity Shops along with all other fundraising activities must comply fully with all relevant laws and regulations. We are:

1. Licensed* by the **Gambling Commission** to operate gambling activities
2. Registered with the **Fundraising Regulator**
3. Registered as an Information Controller with **Information Commissioner's Office (ICO)**
4. Aligned with the **Trading Standards Authority**
5. Aligned with the **Advertising Standards Authority (ASA)**

**Our licence for Gambling activities is held by Mrs K S McKenzie (Director of Income Generation)*

Self-Regulatory Standards

In addition to formal regulation, we adhere to rigorous internal standards for all aspects of our income generating activities by:

- **Employing suitably qualified and experienced** staff and ensuring they are suitably equipped to meet the high-performance levels we set and expect
- **Protecting supporter data** in line with our Privacy Policy and never selling or sharing personal information, as outlined in our Data Collection Statement(s)
- **Maintaining robust governance and management controls** to operate legal, ethical and transparent practices across all our diverse income streams as detailed in our Donations Policy
- **Implementing clear procedures for returning donations** in accordance with our Donations Policy
- **Reporting regularly to Boards and Subcommittees** providing income generation strategies, activity levels, financial outcomes, emerging issues and compliance breaches

Reference and Administrative Information

For the year ended 31st March 2025

Douglas Macmillan Hospice is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

Charity Name

Douglas Macmillan Hospice

Company Number

3615904

Charity Number

1071613

Registered Office

Barlaston Road, Stoke-on-Trent, ST3 3NZ

Auditors

Geens Limited

Chartered Accountants

68 Liverpool Road , Stoke-on-Trent , ST4 1BG

Company Secretary & Chief Executive Officer

Mr D Webster

Director of HR & Support Services

Mrs C Hammond

Director of Income Generation

Mrs K McKenzie

Director of Finance

Mrs V Dean

Medical Director

Mrs E Cunningham McKenna

Associate Director, Adult Services

Mrs S Turner

Officers

The current Trustees (Directors) and those who held office during the financial year to 31st March 2025 are listed below:

Mrs S Evans (Chair)

Mrs M Rathbone (Vice Chair)

Mr K Brown

Mrs K McKenzie

Mrs J Miller

Dr J Sissons

Mr T Stanway

Mrs J Warren

Mr T Pegg

Mr M Tideswell

Mrs T O’Keefe (Appointed 14 November 2024)



Trustees Responsibilities in Relation to Financial Statements

The charity's trustees, who are also the directors of Douglas Macmillan Hospice for the purposes of company law, are responsible for preparing a trustee's annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK generally accepted accounting practice).

Company law requires our trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and applications of resources, including the income and expenditure of the charitable group for that period.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material expenditures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time, the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group, and hence take reasonable steps for the prevention and detection of fraud and other irregularities. The trustees are responsible for the maintenance and integrity of the corporate and financial information included in the charity's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from that in other jurisdictions.

In so far as the trustees are aware at the time of approving our trustees' report there is no relevant audit information of which our auditor is unaware, and trustees have taken all steps that they ought to have taken to make them aware of any relevant audit information. It is customary to place a resolution at our AGM proposing the appointment of Geens Ltd as our auditors and trustees will do so in the knowledge stated above.

Approved by the trustees on 22nd September 2025 and signed on their behalf by:



Susan Evans

Chairman of Board of Trustees

DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DOUGLAS MACMILLAN HOSPICE

FOR THE YEAR ENDED 31 MARCH 2025

Opinion

We have audited the financial statements of Douglas Macmillan Hospice and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2025, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report incorporating the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DOUGLAS MACMILLAN HOSPICE

FOR THE YEAR ENDED 31 MARCH 2025

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate 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's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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 trustees' responsibilities statement set out on page 63, 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 the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

As part of our planning process:

- we enquired of management the systems and controls the charity has in place, the areas of the financial statements that are most susceptible to the risk of irregularities and fraud, whether there was any known, suspected or alleged fraud. The charity did not inform us of any known, suspected or alleged fraud.
- we obtained an understanding of the legal and regulatory frameworks applicable to the charity. We determined that the following were most relevant: the Charity SORP, FRS 102, Charities Act 2011, Companies Act 2006.
- we considered the incentives and opportunities that exist in the charity, including the extent of management bias, which present a potential for irregularities and fraud to be perpetuated, and tailored our risk assessment accordingly.
- using our knowledge of the charity, together with the discussions held with the charity at the planning stage, we formed a conclusion on the risk of misstatement due to irregularities including fraud and tailored our procedures according to this risk assessment.

DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DOUGLAS MACMILLAN HOSPICE

FOR THE YEAR ENDED 31 MARCH 2025

The key procedures we undertook to detect irregularities, including fraud, during the course of the audit included:

- identifying and testing journal entries and the overall accounting records, in particular those that were significant and unusual.
- reviewing the financial statement disclosures and determining whether accounting policies have been appropriately applied.
- reviewing and challenging the assumptions and judgements used by management in their significant accounting estimates.
- assessing the extent of compliance, or lack of, with relevant laws and regulations.
- assessing the validity of the classification of income, expenditure, assets and liabilities between unrestricted and restricted funds.
- obtaining third party confirmation of material bank balances.
- documenting and verifying all significant related party balances and transactions.
- reviewing documentation such as charity board minutes for discussions of irregularities including fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable member'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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Jared Grounsell FCA (Senior Statutory Auditor)
for and on behalf of Geens Limited

24th October 2025

Chartered Accountants

Statutory Auditor

Graphic House
124 City Road
Stoke on Trent
Staffordshire
ST4 2PH

DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Including consolidated income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £ 2025	Total funds £ 2024
<u>Income:</u>						
Donations and legacies	2	2,007,106	5,465,501	1,100	7,473,707	5,285,574
Charitable activities	3	4,351,682	-	-	4,351,682	3,868,017
Other trading activities	4	9,263,073	-	-	9,263,073	9,044,447
Investment income	5	657,230	-	-	657,230	517,849
Other	6	-	-	-	-	240,502
Total income		16,279,091	5,465,501	1,100	21,745,692	18,956,389
<u>Expenditure</u>						
Costs of raising funds	7	5,296,682	-	-	5,296,682	4,718,189
Charitable activities	8	14,207,717	1,459,537	511	15,667,765	14,316,074
Total expenditure		19,504,399	1,459,537	511	20,964,447	19,034,263
Net gains on investments	17	251,108	-	-	251,108	905,538
Net income / (expenditure)		(2,974,200)	4,005,964	589	1,032,353	827,664
Transfers between funds	25/26	2,506,209	(2,506,209)	-	-	-
<u>Other recognised gains and (losses)</u>						
Actuarial loss on defined benefit pension schemes	21	(184,000)	-	-	(184,000)	(164,000)
Net movement in funds		(651,991)	1,499,755	589	848,353	663,664
<u>Reconciliation of funds:</u>						
Fund balances brought forward		9,914,987	18,684,561	147,805	28,747,353	28,083,689
Fund balances carried forward		9,262,996	20,184,316	148,394	29,595,706	28,747,353

All of the above results were derived from continuing operations. All gains and losses recognised in the year are included above.

The notes on pages 70 to 87 form an integral part of these financial statements.

DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2025

		Group		Charity	
		2025	2024	2025	2024
	Notes	£	£	£	£
Fixed assets					
Tangible assets	16	8,559,543	8,929,101	8,559,543	8,929,101
Investments	17	9,761,265	9,558,585	9,761,269	9,558,589
		18,320,808	18,487,686	18,320,812	18,487,690
Current assets					
Stocks	18	5,669	10,272	-	-
Debtors	19	2,790,544	1,749,967	2,790,544	1,924,912
Cash at bank and in hand		10,489,913	10,943,358	10,300,539	10,412,471
		13,286,126	12,703,597	13,091,083	12,337,383
Creditors: amounts falling due within one year	20	(2,011,228)	(2,443,930)	(1,858,126)	(2,127,975)
Net current assets		11,274,898	10,259,667	11,232,957	10,209,408
Total assets less current liabilities being net assets excluding pension liability		29,595,706	28,747,353	29,553,769	28,697,098
Defined benefit pension scheme liability	21	-	-	-	-
Net assets including pension liability		29,595,706	28,747,353	29,553,769	28,697,098
Funds					
Income funds					
Restricted funds	25	148,394	147,805	148,394	147,805
Unrestricted funds:					
Designated funds	26	20,184,316	18,684,561	20,184,316	18,684,561
Other charitable funds		9,262,996	9,914,987	9,221,059	9,864,732
Total funds excluding pension reserve		29,595,706	28,747,353	29,553,769	28,697,098
Pension reserve	21	-	-	-	-
Total funds		29,595,706	28,747,353	29,553,769	28,697,098

The trustees acknowledge their responsibilities for complying with the Charities Act with respect to accounting records and preparation of financial statements.

The financial statements were approved by the Board on 22nd September 2025 and agreed on their behalf by:



Mrs S Evans - Chair

The notes on pages 70 to 87 form an integral part of these financial statements.

DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

		Group		Charity	
	Notes	2025	2024	2025	2024
		£	£	£	£
Net cash provided by operating activities	28	(745,860)	1,524,251	(404,347)	1,165,574
Cash flows from investing activities:					
Dividends, interest and rents from investments		657,230	517,849	657,230	517,849
Purchase of property, plant and equipment		(401,478)	(772,480)	(401,478)	(772,480)
Proceeds from sale of property, plant and equipment		-	-	-	-
Proceeds on sale of investments		2,287,733	3,287,228	2,287,733	3,287,228
Purchase of investments		(2,251,070)	(3,278,469)	(2,251,070)	(3,278,469)
Net cash used in investing activities		292,415	(245,872)	292,415	(245,872)
Change in cash and cash equivalents in the reporting period		(453,445)	1,278,379	(111,932)	919,702
Cash and cash equivalents at the beginning of the reporting period		10,943,358	9,664,979	10,412,471	9,492,769
Cash and cash equivalents at the end of the reporting period		10,489,913	10,943,358	10,300,539	10,412,471

The notes on pages 70 to 87 form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

1a) Basis of preparation

The financial statements have been prepared in accordance with the charity's memorandum and articles of association, the Charities Act 2011 and the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

These group financial statements consolidate the results of the charity and its wholly owned subsidiary undertakings for the year ended 31 March 2025 on a line by line basis. The trading results of the subsidiary undertakings are shown in note 13.

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1b) Fund accounting

Unrestricted funds are available for use, at the discretion of the trustees, in furtherance of the general objectives of the charity and which have not been designated for other purposes:

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

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

1c) Income recognition

All income is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the trustees' Annual Report.

Gifts in kind donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. Where estimating the fair value is practicable upon receipt it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impracticable to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

Fixed asset gifts in kind are recognised in full when receivable and are included at fair value.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)

1c) Income recognition (Continued)

Legacies are recognised when both entitlement to receive the income has been established and when it is probable that the income will be received. Receipt is assessed to be probable when there has been grant of probate, and the executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy. Legacies are measured at the fair value of income receivable based on available information.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Investment income is earned through holding assets for investment purposes such as shares. It includes dividends and interest. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest is recognised using the effective interest method and dividend income is recognised as the charity's right to receive payment is established.

1d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the expenditure incurred related to fundraising activities and the costs relating to the trading subsidiaries;
- Expenditure on charitable activities includes the expenditure incurred relating to Inpatient Services, Medical, Community, Hospice at Home, Wellbeing, Learning and Development and Children and Young Adult Hospice Services; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

1e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include finance costs, governance costs, information technology costs, HR and reception costs, facilities and health and safety costs, non-attributable depreciation, and general overheads including the defined benefit pension scheme cost. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to expenditure on charitable activities on an apportioned basis related to the expenditure as a percentage of total expenditure.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 9.

1f) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)**1f) Tangible fixed assets and depreciation (continued)**

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land is not depreciated	
Freehold buildings	3% p.a. straight line
Retail leased buildings works	20% p.a. straight line
Fixtures, fittings & equipment	25% p.a. straight line and reducing balance
Motor vehicles	25% p.a. reducing balance

1g) Investments

Fixed asset investments are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be reliably measured in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Net gains/(losses) on investments' in the consolidated Statement of Financial Activities. Investments in subsidiaries are valued at cost less provision for impairment.

1h) Stock

Stock is stated at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

Donated stocks are fair valued as described in section 1c) above.

1i) Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

i) Financial assets

Basic financial assets, which include debtors, and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method. Financial assets classified as receivable within one year are not amortised.

Other financial assets, including short term highly liquid investments are initially measured at fair value, with subsequent changes in fair value recognised in the Statement of Financial Activities. These include cash on deposit and cash equivalents with a maturity of less than one year.

Financial assets measured at amortised cost are assessed for indicators of impairment at each reporting end date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the Statement of Financial Activities.

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charitable company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

ii) Financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)

1i) Financial instruments (continued)

Basic financial liabilities, including creditors and loans from fellow group companies that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

1j) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

1k) Leases

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SOFA on a straight line basis over the period of the lease.

1l) Pensions

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

The charity also operates a defined benefit scheme which is closed to new members. The contributions made to the scheme are as recommended by the scheme trustees and the independent actuary. The regular cost of providing retirement pensions and related benefits is charged to the statement of financial activities over the employees' service lives on the basis of a constant percentage of earnings.

1m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1n) Going concern

At the time of approving the financial statements the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and not less than one year from the date of approval. The trustees and executive team are constantly monitoring the position of the charity and at the balance sheet date the charity has healthy reserves and healthy cash balances. Under all scenarios reviewed, the Hospice has sufficient reserves to enable it to continue as a going concern for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements.

1o) Critical accounting judgements and key sources of estimation uncertainty

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

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

In preparing these financial statements, the trustees have made judgements in determining the:

- value of accrued legacy income. The value depends on decisions regarding entitlement to the gift, probability of receipt and ability to value it with sufficient accuracy;
- impairment of tangible fixed assets. Factors taken in to consideration in reaching the decision include the availability of resources to continue service delivery at previous levels;
- useful economic life of tangible fixed assets. The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates based on future investments, economic utilisation and physical condition of the assets.
- application of going concern. The main judgement is the assessment of the group's cash and investment reserves and whether they were considered sufficient to meet operational commitments for the foreseeable future; and
- value of the pension obligation. The value depends on a number of factors, determined on an actuarial basis, using a number of estimated assumptions. The assumptions used in determining the valuation of the pension scheme obligation include the discount rate, the Retail Prices Index (RPI) rate and the mortality rates. The discount rate is determined by considering the market yields on high quality corporate bonds, at the reporting date. Other assumptions are based on current market conditions. Additional information and relevant sensitivities are disclosed in note 21.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

2 Donations and legacies

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Donations and gifts	2,007,106	1,055,000	1,100	3,063,206	3,236,023
Legacies	-	4,410,501	-	4,410,501	2,049,551
	<u>2,007,106</u>	<u>5,465,501</u>	<u>1,100</u>	<u>7,473,707</u>	<u>5,285,574</u>

For the year ended 31 March 2024

Unrestricted funds	1,957,367
Designated funds	3,307,430
Restricted funds	20,777
	<u>5,285,574</u>

3 Income from charitable activities

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Charitable activities	<u>4,351,682</u>	<u>-</u>	<u>-</u>	<u>4,351,682</u>	<u>3,868,017</u>

For the year ended 31 March 2024

Unrestricted funds	3,868,017
Designated funds	-
Restricted funds	-
	<u>3,868,017</u>

Included within income relating to charitable activities are:
Integrated Care Board (Annual Grant)

3,150,447	3,326,241
<u>3,150,447</u>	<u>3,326,241</u>

4 Income from other trading activities

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Fundraising events	1,594,794	-	-	1,594,794	1,595,926
Income from commercial activities:					
- Charity shops	6,089,024	-	-	6,089,024	5,920,630
- Lottery	1,579,255	-	-	1,579,255	1,527,891
	<u>9,263,073</u>	<u>-</u>	<u>-</u>	<u>9,263,073</u>	<u>9,044,447</u>

For the year ended 31 March 2024

Unrestricted funds	9,044,447
Designated funds	-
Restricted funds	-
	<u>9,044,447</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

5	Investment income	Unrestricted funds £	Designated funds £	Restricted funds £	2025 £	2024 £
	Income from listed investments	220,446	-	-	220,446	192,353
	Interest receivable	436,784	-	-	436,784	325,496
		<u>657,230</u>	<u>-</u>	<u>-</u>	<u>657,230</u>	<u>517,849</u>

For the year ended 31 March 2024

Unrestricted funds	517,849
Designated funds	-
Restricted funds	-
	<u>517,849</u>

6	Other	Unrestricted funds £	Designated funds £	Restricted funds £	2025 £	2024 £
	Transfer of assets from Approach	-	-	-	-	240,502
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>240,502</u>

For the year ended 31 March 2024

Unrestricted funds	211,385
Designated funds	-
Restricted funds	29,117
	<u>240,502</u>

On 31 March 2024 assets with a value of £240,502 were transferred from Approach to Douglas Macmillan Hospice.

7	Analysis of costs of raising funds	Unrestricted funds £	Designated funds £	Restricted funds £	2025 £	2024 £
	Fundraising Costs	600,869	-	-	600,869	650,608
	Costs of commercial activities:					
	- Charity shops	4,025,369	-	-	4,025,369	3,463,663
	- Lottery	670,444	-	-	670,444	603,918
		<u>5,296,682</u>	<u>-</u>	<u>-</u>	<u>5,296,682</u>	<u>4,718,189</u>

For the year ended 31 March 2024

Unrestricted funds	4,718,189
Designated funds	-
Restricted funds	-
	<u>4,718,189</u>

8 Analysis of expenditure on charitable activities

	Direct costs £	Support costs £	Total 2025 £	Total 2024 £
Inpatient Services	2,772,029	1,288,423	4,060,452	3,773,129
Medical	580,867	1,389,837	1,970,704	1,887,390
Community and Hospice at Home	2,872,989	283,484	3,156,473	2,909,500
Wellbeing	968,610	458,281	1,426,891	1,297,002
Learning and Development	170,039	58,840	228,879	219,229
Children and Young Adult Hospice	2,821,438	1,361,435	4,182,873	4,229,824
Dementia	441,128	200,365	641,493	-
	<u>10,627,100</u>	<u>5,040,665</u>	<u>15,667,765</u>	<u>14,316,074</u>
Unrestricted funds			14,207,717	13,094,060
Designated funds			1,459,537	1,221,507
Restricted funds			511	507
			<u>15,667,765</u>	<u>14,316,074</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

9 Allocation of support costs

	Inpatient Services £	Medical £	Community and Hospice at Home £	Wellbeing £
Governance	39,685	42,421	8,613	14,045
Finance	124,316	135,451	27,764	44,464
Information technology	213,795	227,933	46,220	75,554
HR & reception	208,740	224,446	45,707	74,115
Facilities & health and safety	313,452	339,916	69,514	111,819
Depreciation	194,103	204,829	41,319	68,210
General overheads	187,021	206,762	42,680	67,438
Defined benefit pension scheme	7,311	8,079	1,667	2,636
	<u>1,288,423</u>	<u>1,389,837</u>	<u>283,484</u>	<u>458,281</u>

Allocation of support costs (Continued)

	Learning & Development £	Children and Young Adult Hospice £	Dementia £	Total 2025 £
Governance	1,989	41,496	6,213	154,462
Finance	5,061	132,886	19,190	489,132
Information technology	10,991	222,869	33,531	830,893
HR & reception	9,863	219,750	32,538	815,159
Facilities & health and safety	13,498	333,241	48,556	1,229,996
Depreciation	10,941	199,955	30,665	750,022
General overheads	6,251	203,291	28,554	741,997
Defined benefit pension scheme	246	7,947	1,118	29,004
	<u>58,840</u>	<u>1,361,435</u>	<u>200,365</u>	<u>5,040,665</u>

Support costs are allocated in proportion to total expenditure. Salary, wages and related costs are allocated to the charitable activities undertaken on the basis of the direct salary, wages and related costs incurred by each charitable activities. Other non-salary support costs are allocated to the charitable activities undertaken on the basis of the total salary costs and direct costs incurred by each charitable activity.

10 Analysis of governance costs

		2025 £	2024 £
Salaries, wages and related costs	Allocated on time basis	43,281	40,624
Audit fees (parent company)	Cost incurred	11,100	10,575
Premises costs	1.125% of total premises costs	4,947	4,122
Overheads	10% of overheads not included above	95,234	55,329
		<u>154,562</u>	<u>110,650</u>

11 Net income / (expenditure) for the year

	2025 £	2024 £
Net income / (expenditure) is stated after charging:		
Depreciation	750,022	683,919
Loss on disposal of tangible fixed assets	21,014	160,323
Auditors' remuneration (group) - audit and accountancy services	18,000	17,150
Auditors' remuneration (group) - non audit services	4,100	3,950
Investment management fees	48,428	44,455
Operating lease charges - buildings	<u>467,305</u>	<u>478,659</u>

DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

12	Financial activities of the charity	2025	2024
		£	£
	Gross income	21,052,246	18,318,197
	Total expenditure on charitable activities	(15,150,001)	(13,851,042)
	Fundraising costs	(5,296,682)	(4,718,189)
	Unrealised gains/ (losses) on investment assets	251,108	905,538
	Net income/ (expenditure)	856,671	654,504
	Total funds brought forward excluding pension reserve	28,697,098	28,042,594
	Total funds carried forward excluding pension reserve	29,553,769	28,697,098
	Represented by:		
	Unrestricted income funds	9,221,059	9,864,732
	Designated income funds	20,184,316	18,684,561
	Restricted income funds	148,394	147,805
		29,553,769	28,697,098

13 Trading subsidiaries

The charity controls the companies listed below by virtue of holding a controlling interest in the equity share capital:-

Name of subsidiary	Country of incorporation	% of equity share capital held
Douglas Macmillan Hospice Staffordshire Enterprises Limited	England & Wales	100
Douglas Macmillan Hospice Staffordshire Lotteries Limited	England & Wales	100

Douglas Macmillan Hospice Staffordshire Enterprises Limited

Summary of trading results

	2025	2024
	£	£
Turnover	73,257	75,369
Total expenditure	(31,320)	(25,114)
Profit for the year	41,937	50,255

The turnover from this entity is consolidated within total charity shop income reported in note 4 of these accounts.
All profits in this subsidiary are distributed to Douglas Macmillan Hospice after the year end.

The assets and liabilities of the Douglas Macmillan Hospice Staffordshire Enterprises Limited were:

Assets	49,280	58,376
Liabilities	(7,341)	(8,119)
Funds	41,939	50,257

Douglas Macmillan Hospice Staffordshire Lotteries Limited

Summary of trading results

	2025	2024
	£	£
Turnover	1,579,255	1,527,891
Total expenditure	(670,444)	(603,918)
Profit for the year	908,811	923,973

The assets and liabilities of the Douglas Macmillan Hospice Staffordshire Lotteries Limited were:

Assets	1,271,622	1,280,364
Liabilities	(362,809)	(356,389)
Funds	908,813	923,975

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

14 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

The total staff costs and employees benefits were:

	2025	2024
	£	£
Wages and salaries	13,327,847	12,006,337
Social security costs	1,213,218	1,049,548
Pension costs	1,442,680	1,484,836
	<u>15,983,745</u>	<u>14,540,721</u>

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2025	2024
	Number	Number
£60,001 to £70,000	4	3
£70,001 to £80,000	-	-
£80,001 to £90,000	-	1
£90,001 to £100,000	1	-
£100,001 to £110,000	-	-
£110,001 to £120,000	-	1
£120,001 to £130,000	<u>2</u>	<u>1</u>

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

	2025	2025	2024	2024
	Number	FTE	Number	FTE
Raising funds	147	129	128	110
Charitable activities	351	292	322	274
Governance	1	1	1	1
	<u>499</u>	<u>422</u>	<u>451</u>	<u>385</u>

The key management personnel of the charity comprise the members of its executive management team. The total employee benefits of the key management personnel of the charity were £621,393 (2024: £585,802).

The trustees neither received nor waived any remuneration during the year (2024:£Nil).

The trustees did not have any expenses reimbursed during the year (2024:£Nil).

The charity has received no donations with conditions from the trustees during the year (2024:£Nil).

15 Pension costs
FPS defined benefit scheme

The charity contributes to a defined benefit scheme and the details are in note 21.

Contributions are made in accordance with the annual recommendations of a qualified independent actuary.

The contributions to this scheme in the year were £Nil (2024: £Nil). Also during the year shortfall payments in respect of a recovery plan have been paid totalling £191,000 (2024: £190,995).

Contributions are also made to a second plan (FPS Federated Flexiplan) in accordance with actuarial recommendations.

NHS defined benefit scheme

The charity also contributes to the NHS Pension Scheme, which is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and are accepted as providing suitably robust figures for financial reporting purposes. The valuation of scheme liability as at 31 March 2024, is based on valuation data as At 31 March 2023, updated to 31 March 2023 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The contributions to this scheme in the year were £199,426 (2024: £241,397).

Aviva/Nest defined contribution schemes

The charity also contributes to defined contribution schemes in respect of employees who do not qualify for the FPS scheme or the NHS scheme.

The contributions to these schemes in the year were £1,224,790 (2024: £1,031,445).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16	Tangible fixed assets Group and company	Land and buildings	Fixtures, fittings & equipment	Total
		£	£	£
	Cost			
	At 1 April 2024	12,541,200	2,320,597	14,861,797
	Additions	89,304	312,174	401,478
	Disposals	(12,023)	(222,714)	(234,737)
	At 31 March 2025	12,618,481	2,410,057	15,028,538
	Depreciation			
	At 1 April 2024	4,472,749	1,459,947	5,932,696
	Charge for the year	405,291	344,731	750,022
	Disposals	-	(213,723)	(213,723)
	At 31 March 2025	4,878,040	1,590,955	6,468,995
	Net book value			
	At 31 March 2025	7,740,441	819,102	8,559,543
	At 31 March 2024	8,068,451	860,650	8,929,101

17	Fixed asset investments	Cash	Listed inv.	Total	2024
		£	£	£	£
	Market value at 1 April 2024	146,864	9,411,721	9,558,585	8,699,788
	Additional funds invested	-	-	-	-
	Additions at cost	(2,251,070)	2,251,070	-	-
	Disposals at carrying value	2,287,733	(2,287,733)	-	-
	Change in value in the year		251,108	251,108	905,538
	Other movement in cash balance	(48,428)	-	(48,428)	(46,741)
	Market value at 31 March 2025	135,099	9,626,166	9,761,265	9,558,585
	Historical cost at 31 March 2025	135,099	8,677,572	8,812,671	8,457,373

The following investments made up more than 5% each of the total market value of listed investments or bonds at 31 March 2025.

	2025	2024
	£	£
BNY Mellon Investment Funds	559,359	-
Fidelity UCITS ICA US Quality Income Fund	577,482	481,419
Vanguard Funds PLC S&P 500	587,720	552,920
Ishares CORE FTSE100	576,177	546,224

Summary of Investments

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Investment in subsidiary companies	-	-	4	4
Other investments	9,761,265	9,558,585	9,761,265	9,558,585
	9,761,265	9,558,585	9,761,269	9,558,589

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

18	Stock	Group		Charity	
		2025	2024	2025	2024
		£	£	£	£
	Stock in hand	5,669	10,272	-	-
		5,669	10,272	-	-

19	Debtors	Group		Charity	
		2025	2024	2025	2024
		£	£	£	£
	Trade debtors	120,404	23,351	120,404	23,352
	Amounts owed by subsidiary undertakings	-	-	-	177,808
	Other debtors	2,652,129	1,688,137	2,652,129	1,685,274
	Prepayments and accrued income	18,011	38,479	18,011	38,478
		2,790,544	1,749,967	2,790,544	1,924,912

20	Creditors: amounts falling due within one year	Group		Charity	
		2025	2024	2025	2024
		£	£	£	£
	Trade creditors	249,314	277,510	245,345	274,235
	Amounts owed to subsidiary undertakings	-	-	213,654	45,574
	Other creditors	567,420	562,329	210,315	211,230
	Taxes and social security	281,018	262,936	281,018	262,936
	Accruals and deferred income	913,476	1,341,155	907,794	1,334,000
		2,011,228	2,443,930	1,858,126	2,127,975

21	Pension and other post-retirement benefit commitments	Defined benefit pension plans	
		2025	2024
		£	£
	Employee benefit obligations		
	a) The amounts recognised in the balance sheet are as follows:		
	Present value of funded obligations	6,514,000	7,318,000
	Fair value of plan assets	(7,539,000)	(8,091,000)
	Surplus not recognised	1,025,000	773,000
	(Surplus)/ Deficit	-	-
	Net pension (asset)/ liability recognised before tax	-	-
	b) The amounts recognised in the statement of financial activities are as follows:		
	Current service cost included in staff costs within total resources expended	-	-
	Net interest cost	-	-
	Expenses	(18,000)	(16,000)
	Past service cost	(11,000)	(11,000)
		(29,000)	(27,000)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

21 Pension and other post-retirement benefit commitments (continued)

c) Included with other recognised gains and losses:

	2025 £	2024 £
Return on assets, excluding interest income	(587,000)	(46,000)
Impact of surplus restrictions	-	-
Change in irrecoverable surplus	-	-
Actuarial gains on liabilities	613,000	34,000
Pension scheme surplus not recognised	(210,000)	(152,000)
	<u>(184,000)</u>	<u>(164,000)</u>

d) Changes in the present value of the scheme liabilities:

	2025 £	2024 £
Opening liabilities	7,318,000	7,441,000
Current service cost	-	-
Past service cost	11,000	11,000
Interest cost	338,000	340,000
Contribution by scheme participants	-	-
Actuarial gains	(613,000)	(34,000)
Benefits paid (including payments to and on account of leavers)	(540,000)	(440,000)
	<u>6,514,000</u>	<u>7,318,000</u>

e) Changes in fair value of the scheme assets:

	£	£
Opening fair value of scheme assets	8,091,000	8,031,000
Interest income	380,000	371,000
Actuarial losses on assets	(587,000)	(46,000)
Contributions by employer	213,000	191,000
Expenses paid	(18,000)	(16,000)
Benefits paid (including payments to and on account of leavers)	(540,000)	(440,000)
	<u>7,539,000</u>	<u>8,091,000</u>

f) The major categories of scheme assets are as follows:

	2025 £	2024 £
Equity	1,442,000	1,625,000
Bonds	5,818,000	6,176,000
Cash	279,000	290,000
	<u>7,539,000</u>	<u>8,091,000</u>

g) Principal actuarial assumptions used by the actuary at the balance sheet date

	2025 %	2024 %
Discount rate at 31 March	5.70	4.80
Rate of inflation (RPI)	3.15	3.25
Rate of inflation (CPI)	2.85	2.95
Rate of salary increase	2.50	2.50
Rate of increase to pensions in payment		
- Pre 1997 (Discretionary)	0.00	0.00
- 1997 - 2009 (RPI max 5%)	3.05	3.15
- Post 2009 (RPI max 2.5%)	2.15	2.20

21 Pension and other post-retirement benefit commitments (continued)**g) Principal actuarial assumptions used by the actuary at the balance sheet date (continued)**

Expected life expectancies on retirement at age 65 are:

	2025	2024
	Years	Years
Males retiring immediately	19.40	19.40
Females retiring immediately	23.30	22.90
Males retiring in 20 years time	21.20	21.20
Females retiring in 20 years time	25.10	24.70

22 Financial commitments**Commitments under operating leases**

As at 31 March 2025 the group was committed to making the following payments under non-cancellable operating leases as set out below:

	2025	2025	2024	2024
	Land & buildings	Other	Land & buildings	Other
	£	£	£	£
Group and company:				
Operating leases which expire:				
Within one year	380,576	38,111	440,456	44,142
Between two and five years	653,576	18,113	760,937	56,224
After five years	80,000	-	210,000	-
	1,114,152	56,224	1,411,393	100,366

23 Capital commitments

	Group and Company	Group and Company
	2025	2024
	£	£
Contracted, not provided for	-	-
	-	-

24 Company limited by guarantee

Douglas Macmillan Hospice is a company limited by guarantee and accordingly does not have share capital. Every member of the company undertakes to contribute such amount as may be required not exceeding £10 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

25 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held for specific purposes:

	Movement in funds			
	Balances at 1 April 2024	Incoming resources	Resources expended	Balances at 31 March 2025
	£	£	£	£
Other specific purposes	147,805	1,100	(511)	148,394
	147,805	1,100	(511)	148,394

Purposes of the funds

Specific purposes represents various donations made where the donors have asked that the monies be utilised to fund a specific aspect of the hospice's activities or to purchase particular items of equipment.

26 Designated funds

The income funds of the charity includes the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds			
	Balances at 1 April 2024	Incoming resources	Resources expended	Balances at 31 March 2025
	£	£	£	£
Fixed assets fund	8,929,101	-	(750,022)	8,559,543
Legacy equalisation fund	6,083,182	4,410,501	-	7,607,010
Young adult hospice fund	3,672,278	1,055,000	(709,515)	4,017,763
	18,684,561	5,465,501	(1,459,537)	20,184,316

The fixed assets fund has been set up to assist in identifying those funds that are not free funds and it represents the net book value of all assets.

The legacy equalisation fund has been designated by the trustees to provide for expenditure in future years. The trustees recognise the unpredictable nature of this source of income and have set aside funds to provide for expenditure not covered by income from other sources.

The young adult hospice fund relates to funding from the Denise Coates Foundation towards the on-going running costs of the young adults' hospice.

The transfer to the fixed asset fund is in respect of fixed asset additions in the year now designated by the trustees as part of the fixed asset fund and also fixed assets transferred from restricted funds.

The transfer from the legacy fund is to reflect the amount transferred to unrestricted income previously designated by the trustees. The amount is calculated on the multi year average of legacy income.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

27 Analysis of group net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2025 are represented by:				
Tangible fixed assets	-	8,559,543	-	8,559,543
Investments	9,761,265	-	-	9,761,265
Current assets	1,512,959	11,624,773	148,394	13,286,126
Current liabilities	(2,011,228)	-	-	(2,011,228)
	9,262,996	20,184,316	148,394	29,595,706
Pension reserve	-	-	-	-
Group net assets	9,262,996	20,184,316	148,394	29,595,706

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

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Net income for the reporting period	848,353	663,664	856,671	654,504
Adjustments for:				
Depreciation charges	750,022	683,919	750,022	683,919
Loss on disposal of tangible fixed assets	21,014	160,324	21,014	160,324
Decrease in investment cash balance	11,765	37,982	11,765	37,982
Gains on investments	(251,108)	(905,538)	(251,108)	(905,538)
Actuarial loss	184,000	164,000	184,000	164,000
Dividends, interest and rents from investments	(657,230)	(517,849)	(657,230)	(517,849)
Difference between pension charge and cash contributions	(184,000)	(164,000)	(184,000)	(164,000)
(Increase)/ decrease in stocks	4,603	(1,238)	-	-
(Increase)/ decrease in debtors	(1,040,577)	230,709	(865,632)	55,523
Increase/ (decrease) in creditors	(432,702)	1,172,278	(269,849)	996,709
Net cash provided by operating activities	(745,860)	1,524,251	(404,347)	1,165,574

29 Analysis of net cash balances

	1 April 2024 £	Cash flow £	Non-cash changes £	31 March 2025 £
Cash at bank and in hand	10,943,358	(453,445)	-	10,489,913
Fixed asset investments	9,558,585	(48,428)	251,108	9,761,265
	20,501,943	(501,873)	251,108	20,251,178

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

30 Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	Notes	Group 2025 £	2024 £	Charity 2025 £	2024 £
Financial assets					
Measured at fair value through net income / expenditure:					
Fixed asset listed investments	17	9,761,265	9,558,585	9,761,269	9,558,589
Debt instruments measured at amortised cost:					
Trade debtors	19	120,404	23,351	120,404	23,352
Amounts owed by subsidiary undertakings	19	-	-	-	177,808
Other debtors	19	2,652,129	1,688,137	2,652,129	1,685,274
		<u>2,772,533</u>	<u>1,711,488</u>	<u>2,772,533</u>	<u>1,886,434</u>
Financial liabilities					
Measured at amortised cost					
Trade creditors	20	249,314	277,510	245,345	274,235
Amounts owed to subsidiary undertakings	20	-	-	213,654	45,474
Other creditors	20	567,420	562,329	210,315	211,230
Taxes and social security	20	281,018	262,936	281,018	262,936
Accruals and deferred income	20	913,476	1,341,155	907,794	1,334,000
		<u>2,011,228</u>	<u>2,443,930</u>	<u>1,858,126</u>	<u>2,127,875</u>

The income, expenses, net gains and net losses attributable to the charity's financial instruments are summarised as follows:

	Notes	Group 2025 £	2024 £	Charity 2025 £	2024 £
Financial assets measured at fair value through net income / expenditure	17	251,108	905,538	251,108	905,538

31 Related party transactions

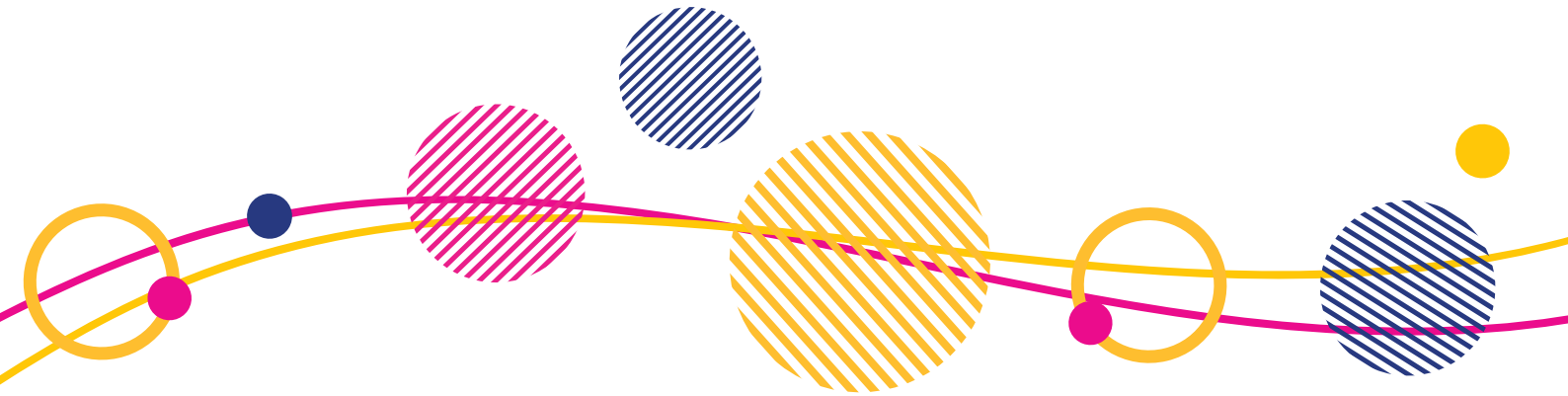
There were no related party transactions during the year (2024: £Nil).

Adult Services

Barlaston Road
Blurton
Stoke-on-Trent
ST3 3NZ
01782 344300

Children and Young Adult Services

Grace Road
Trentham
Stoke-on-Trent
ST4 8FN
01782 654440



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