



# ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ending 31 March 2025

Charity Number: 1121561

Company Number: 06302132

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## REFERENCE AND ADMINISTRATIVE INFORMATION

Company Number 06302132  
Charity Number 1121561  
Registered office address Coldharbour Road, Gravesend, Kent, DA11 7HQ

### Trustees who served during the year and up to the date of this report

Makhan Cheema	(Chair)
Karen Griffiths	(Vice Chair)
Temilade Aina	(Appointed 2 March 2025)
Manjit Atwal	
Nicola Baker	(Appointed 18 February 2025)
Lynn Barnett	(Appointed 2 March 2025)
Shaminder Bedi	(Resigned 4 September 2025)
Alison Hawkins	(Appointed 18 February 2025)
Duncan Holt	
Vanessa Jeans	
Stephen Bonner	(Appointed 4 September 2025)
Jen Hobbs	(Appointed 4 September 2025)
Christina Dianellou	(Resigned 11 March 2025)
Victoria Heath	(Resigned 21 November 2024)
Jasbinder Kuller	(Resigned 19 November 2024)
Peter Shotter	(Resigned 21 November 2024)
Nigel Springhall	(Resigned 28 November 2024)

### Executive Leadership Team

Michelle Kabia	CEO (Resigned 27 January 2025)
Jacquie Hackett	Interim CEO (27 January 2025 to 13 April 2025)
Andrew Hubbard	Interim CEO (7 April 2025 to 17 July 2025)
Linday Coffey	Director of Care (Resigned 30 May 2025)
Mary Kirk	Interim Director of Care (Appointed 2 June 2025)
Sue Piper	Director of Income Generation
Tim Hammond	Director of Finance and Resources (Resigned 4 June 2025)
Peter Young	Int. Director of Finance and Resources (Apptd. 27 May 2025)
Jacquie Hackett	Director of People (Resigned 30 June 2025)
Liam Stone	Director of Operations

### Company Secretary

Tim Hammond (Resigned 4 June 2025)

### Bankers

Barclays, Leicester, Leicestershire, LE87 2BB

### Auditors

Moore Kingston Smith LLP, Orbital House, 20 Eastern Road, Romford RM1 3PJ

# TRUSTEES' ANNUAL REPORT

The Trustees present their report and the audited financial statements for the year ended 31<sup>st</sup> March 2025. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## FOREWORD BY THE CHAIR

It is with immense pride and a deep sense of responsibility that I present the annual trustees' report for ellenor. This past year has been a testament to our resilience, innovation, and unwavering commitment to providing exceptional palliative care and support to our community.

Despite the challenges posed by an ever-evolving health and social care landscape, our team has demonstrated remarkable adaptability, creativity and dedication. Our clinical and support services have continued to deliver the highest standards of care, touching the lives of countless patients and their families. We have expanded our reach, providing comprehensive support not only within our hospice but also through our home care services, children's services, wellbeing and counselling services ensuring comfort and dignity in the environment that our patients and their families choose.

Our success would not be possible without the steadfast support of our staff, trustees, community, volunteers, and partners. This year, we have strengthened our collaborations with local health and social care providers, community groups, and supporters, fostering a network of care that extends far beyond the walls of our hospice. The generosity of our donors and the tireless efforts of our volunteers have been instrumental in enabling us to continue our vital work.

We have navigated a challenging financial landscape with prudent management and strategic foresight. Through careful stewardship of our resources and the generosity of our supporters, we have maintained financial stability while investing in the future of our services. The completion of our Wellbeing Centre represents a significant and impactful community resource supporting people who are facing life-threatening and life-limiting illness. Our fundraising and retail initiatives have seen significant success, and we remain committed to ensuring the sustainability of our operations for years to come.

As we look to the future, we remain steadfast in our mission to provide compassionate, individualised care to all who need it. A new publication 'Life & Living' showcases ellenor and the wonderful work it does in the community. We will continue to embrace innovation, foster strong community partnerships, and seek new opportunities for

growth and development. Our focus will be on ensuring that every patient and family receives the highest quality care, support, and compassion.

I would like to extend my heartfelt thanks to our dedicated staff, volunteers, donors, trustees and partners. Your unwavering support and commitment have been the cornerstone of our success. Together, we have created a compassionate community of care that is truly making a difference in the lives of those we serve.

In closing, I am immensely proud of what we have achieved this year and am confident that ellenor will continue to thrive and provide outstanding care for many years to come.

A handwritten signature in black ink, appearing to read 'Mac Cheema', written in a cursive style.

Mac Cheema MSc BEng

Chair of the Board of Trustees

## CHARITABLE OBJECTS

1. To promote the relief of suffering and sickness and the treatment of illness in such ways as the charity shall from time-to-time think fit, and, in particular, (but without prejudice to the generality of this object):
  - a. To promote the care, without limitations with regard to colour, race, religion or similar belief, nationality, ethnic or national origin, sex, sexual orientation, gender reassignment, age, marital status or disability of persons with life-limiting or life-threatening conditions whether in hospices, hospitals, nursing homes, clinics or their own homes and to provide medical, nursing and other treatment and attention according to their needs, together with guidance and assistance for those caring for them;
  - b. To conduct, promote and encourage research into the care and treatment of sufferers from any illness, disability, disease, handicap, or infirmity, and in particular life-limiting or life-threatening conditions, to make publicly available the results of such research (by whatever means) and to promote, encourage and assist in the teaching and training of doctors, nurses, physiotherapists, psychologists, and other persons engaged in the care of such sufferers.
2. To relieve persons suffering from conditions of severe or prolonged depression arising from bereavement, by the provision of counselling for the family, relatives, and friends of those who have died after suffering from terminal illness or intractable pain.

## PUBLIC BENEFIT STATEMENT

The Trustees consider that they have complied with Section 17 of the Charities Act 2011 with regards to the guidance on public benefits published by the Charity Commission.

The Trustees review the aims, objectives, and activities of the charity each year. This report considers the charity's achievements and its outcomes in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefits when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

ellenor is a charitable company limited by guarantee (company number 06302132), incorporated on 4 July 2007, and registered with the Charity Commission, in England and Wales, as a charity on 9 November 2007 (charity number 1121561). Our registered office is at Coldharbour Road, Gravesend, Kent, DA11 7HQ. We are governed by our Articles of Association which were updated in 2017. The hospice care and support we provide is completely free.

ellenor is an independent charity working in a wide and diverse region of Northwest Kent and Bexley. ellenor group has two subsidiaries. Ellenor Lions Hospices Trading Limited (registered number 5985820) conducts the trading elements of the charity, mainly through the sale of new goods from ellenor's charity shops. The other subsidiary is Ellenor Lions Hospice Lottery Company Limited (registered number 03116416). The principal activity of this company is to raise funds for the charity through the administration of a lottery.

Any distributable profits of the two subsidiary companies are gift aided to the charity at year end.

### HOW ARE WE GOVERNED?

ellenor is governed by its Board of Trustees which meets on a quarterly basis to set and review ellenor's strategy and oversee its management. The Chief Executive is appointed by the Board and has delegated responsibility for the day-to-day management of ellenor with the support of the Executive Leadership Team. The Board of Trustees is fully committed to the financial stewardship, quality, and safety of ellenor.

ellenor has a well-established governance structure, with members of the Board having an active role in ensuring that the hospice provides a high-quality service in accordance with its Statement of Purpose. Under ellenor's articles, the Board has delegated some of its powers and responsibilities to Committees.

The minutes of all Committee meetings held are shared with all Board members via papers submitted at each Board meeting to ensure full transparency of this delegated authority. The Board and each Committee meeting have Terms of References that are annually reviewed to ensure they are fit for purpose.

### COMMITTEES

All Committees are chaired by a Trustee with a quorum of at least two Trustees in attendance at every meeting. The Committees are well established to monitor and scrutinise services. The membership of Committees also consists of Senior



Management and advisory expertise in the form of honorary members where appropriate.

The regular Committees held each quarter are:

- Care Committee
- Finance and Income Generation Committee
- People Committee (incorporating Health & Safety)
- Property Committee

ellenor's Risk Register is an agenda item at each Board meeting, as it was agreed this is an area where all Board members need to have more detail. A member of the Board scrutinises the detailed Risk Register with the CEO and Director of Finance and Resources, and then presents it back to the Board at each meeting. The Senior Information Risk Owner (SIRO) reports to the Board on a quarterly basis to provide assurances to members on information governance compliance.

## TRUSTEES

ellenor's Trustees are the directors of the hospice for the purposes of the Companies Act 2006. ellenor provides Trustee Indemnity Insurance cover each year. Trustees must retire from their office on their third anniversary. Retiring Trustees can be reappointed for a second three-year term and, but only under exceptional circumstances approved by the Board, for a third term.

ellenor's Trustees and Executive Team regularly review the skills and capabilities of the Board. Various recruitment methods are used to ensure the charity attracts an excellent selection of candidates. One of the priority targets in recruiting new Trustees is to ensure the Board reflects the diversity and ethnicity of the local community. This objective will form part of the Equality, Diversity and Inclusion Strategy that is being project-led this coming year. The Trustees also aim to ensure the Board has a broad range of skills and experience to scrutinise and advise on ellenor's wide range of activities.

Prior to election, new Trustees are given an induction and serve a probationary period. The Trustees are managed by the Chair, Mac Cheema, and he is supported by Karen Griffiths as Vice-Chair.

During the year, there were a total of fifteen Trustees serving on the Board and ten by the end of the year. To ensure continuation of good governance and to add new member scrutiny, the charity will continue to seek to recruit Trustees in the year 2025-2026.

## RISK

The Trustees regularly review the risks faced by ellenor to develop proportionate controls and deliver on ellenor's strategic aims. We operate an overarching working Board Risk Register for the group, supported by sub risk registers under each Senior Management Director. These are regularly appraised, and the level of risk is assessed by the Trustees and Senior Management Team. The Risk Register follows the Charity Commission CC26 guidance and principles on managing risks. The Board will continue to review to ensure our risk registers follow the latest guidance. We will also ensure, at each Committee meeting, members appraise their parts of the risk register to highlight any concerns to the Board.

The Trustees have reviewed ellenor's financial position and financial forecasts, considering the levels of investment reserves and cash, and the systems of financial control and risk management. The Trustees believe that ellenor is well placed to manage operational and financial risks successfully. Accordingly, they consider that ellenor has adequate resources to continue in operational existence for the foreseeable future as a going concern. The Trustees considered the continuing challenging economic conditions and the funding of the hospice development when coming to this consideration.

During the year, the major risks identified and reviewed by the Trustees included:

### RISK 1 – CONTINUED ECONOMIC UNCERTAINTY AND INFLATION IMPACTING OUR INCOME GENERATION AND OPERATING COSTS

During the year, high inflation persisted and contributed to rising costs in delivering our services and support functions, as well as impacting on the budgets of our community supporters and clinical funders. In this environment, raising just under £8m to operate our vital care services became more challenging and competition for funds became more apparent. Particularly as over 70% of the funds required for us to deliver our services are reliant on the continued generosity of our local community supporters.

We were grateful for this support and achieved the funds during the year to manage this expenditure, along with taking some difficult decisions to control costs which has led to the hospice not being able to serve as many patients as it would wish.

Like other hospices, we continue to see challenging times ahead with regard to funding and cost control. In the year to come we will see innovative ways to increase our income through donations. We continue to work collaboratively with local hospices and our local Integrated Care Board to highlight the cost pressures, funding gaps and how our services can support alleviating pressures on palliative care for local hospital trusts and care homes.

## RISK 2 – CHALLENGES IN RETAINING AND RECRUITING STAFF & VOLUNTEERS

Staff and volunteers remain our most important asset to delivering high calibre end-of-life care to our patients and their families. As with the NHS, the hospice faced challenges throughout the year to retain and recruit staff and volunteers. Rising wage inflation and more competition for clinical and fundraising staff resources being a factor. We are extremely thankful for the vital work of over 300 active volunteers during the year to support our work. Without them, it is estimated it would cost the charity £750,000 if we were to employ staff to do this work. However, economic uncertainty impacts their ability to devote as much free time as they would like. This also impacts on our ability to grow and recruit the next generation of volunteers.

Despite gross wages decreasing year on year, National Insurance and pension contributions have increased and overall staff costs have increased in the year. We continue to review our terms and conditions to ensure that we can remain attractive. We received the feedback from the staff survey and are working to address the feedback. To measure progress, we plan to have another survey in 2026. We also further improved our recruitment and induction processes to highlight the attractiveness of working for ellenor. We are prioritising implementation of a volunteer strategy to ensure we can retain and develop our volunteer resources.

## RISK 3 – ENSURING OUR HOSPICE FACILITIES AND INFRASTRUCTURE ARE UPDATED TO DELIVER IMPROVEMENTS IN OUR SERVICE PROVISION AND INCOME GENERATION

Our trustees have recognised the growing and vital need to modernise our facilities and infrastructure to support improving our work. In previous years we have not had the reserves to put as much investment into our facilities and infrastructure as we would have hoped. Whilst some improvements have been implemented in previous years there is a growing risk that these will become outdated and not fit for purpose.

This year, ellenor, is undertaking a feasibility assessment of upgrading the inpatient ward. It currently has 14 beds in the ward and requires investment to upgrade its facilities. To ensure the best spend of money we must consider who we are serving in the ward, how many patients are viable to care for at any one time and how the investment will reduce the cost to serve these patients.

## ACHIEVEMENTS AND IMPACTS 2024 – 2025

### OBJECTIVE 1 – EQUALITY, DIVERSITY AND INCLUSION

We appointed a Diversity and Inclusion Officer who has led this area of work for ellenor. We have launched the FREDIE (Fairness, Respect, Equality, Diversity, Inclusion and Engagement) program this year. We are also seeking to reach local community groups that we currently seem unable to effectively communicate what we offer and the benefits of our service.

### OBJECTIVE 2 – OUR SERVICES

The new Wellbeing Facilities were opened at our Gravesend Hospice. This has seen Counselling, Physiotherapy, Occupational Therapy services being offered to our patients and to those in the community. We are seeking to grow the outreach of these services in the coming year and increase the awareness of these services in the community, who still see us as solely an inpatient ward facility. This remains about 20% of our work with 80% of our work undertaken in care in the community, care in care homes and wellbeing services.

### OBJECTIVE 3 – OUR ENVIRONMENT

This year we have engaged with Wild in Art to launch an Art Trail in Dartford in Summer 2026. This is an exciting initiative for fundraising and raising the profile of ellenor in the local community. Local businesses have the opportunity to sponsor a large bear that will be decorated by local artists. This bear, together with the sponsor's name, will be placed around Dartford in summer 2026. Smaller bears will be available to schools to purchase. Families will then be encouraged to 'Go on a Bear Hunt' around Dartford. At the end of the Bear Hunt, the bears will be auctioned to raise money for the hospice.

## FUTURE PLANS

The plans for 2025 – 2026 seek to address the income risk identified by the organisation. As we see the public purse being constrained and personal income is being stretched with bills continuing to rise and private sector pay, at 3%, remains below inflation, at 4%.

## TRADING

ellenor is trialling a new concept in some of its stores. This is known as Vintage by ellenor. The store will dress with recycled furniture and accessories. The intention is to increase footfall through the store and provide a greater surplus per unit therefore contributing a larger amount to the hospice.

We are also supplying fresh food, made daily in our hospice kitchen, at our Darent Valley Hospital Store. Seeking to be the provider of choice for the numerous staff and visitors to the hospital for lunch and dinner refreshments. The hospice catering team will also be utilising the capacity to provide events catering.

## VOLUNTEERS

Volunteers continue to be a high priority for the charity. Without the significant work undertaken by volunteers this charity would not be able to provide the breadth of services that it does to the local community. Volunteers drive vans, support income generation, staff shops, support finance, IT and HR and facilitate the welcome desk at the hospice, among many other functions. We wish to ensure that all volunteers feel part of the team at ellenor and that we utilise their skills and interests. We want to recruit volunteers to specific roles to better support the charity in the future. To support this drive to increase volunteer numbers and better use of their skills, we are recruiting a volunteer manager.

## IT

Access to data across the organisation is a complex process. As data proliferates, making good decisions based on that data is becoming more complex. Different systems are used to process data but communication between these systems is not seamless and requires significant human intervention. We will undertake an external assessment of our systems to understand if there is a better way forward in using our information across platforms. This will inform our services and income generation teams with the goal of delivering services at a lower cost, to more people, to a better standard and develop our income streams to generate more income per pound spent.

## INCOME GENERATION

This year is an exciting year for income generation. We have plans to launch a Gravesham Half Marathon in March, the ideal preparation for the London Marathon. We have also launched our Art Trail, based on the Michael Rosen book, 'We're Going on a

Bear Hunt'. Local businesses are encouraged to sponsor a bear that will be placed around the Dartford area during summer 2026. We have also challenged Bluewater, our headline partner, to get every store in its shopping centre to sponsor a Bear. This event will provide a focus for families to enjoy a day out finding all our bears. Schools are also given the opportunity to adopt a bear which they will keep once the Bear Hunt is finished. We will use various opportunities to grow our Lottery which will seek to grow our regular income and give the opportunity for participants to win a weekly prize.

## OUR SERVICES

### ADULT COMMUNITY SERVICES- COMPRISING OF HOSPICE @ HOME AND CARE HOME SUPPORT

ellenor offers a wide range of services to our local community which encompass support that is tailored to the needs of the individual in a way that will offer support to their carers and family as well. Our teams are committed to offering a person-centred approach and adapting our support to meet the specific needs of our community, supporting people facing a life-limiting illness and palliative care needs to access support at the right time and in the place of their choice wherever possible. Services range from those focused on maintaining activity and quality of life through to symptom management and end-of-life care.

### HOSPICE @ HOME

ellenor provides a comprehensive Hospice @ Home services for people living in Dartford, Swanley, Gravesham and Bexley. Within the broader scope of services offered by ellenor, Hospice @ Home service play a crucial role in extending care and support to people who wish to remain in the comfort of their own home during their final stages of life. This support is available 24 hours a day 365 days of the year.

The Hospice @ Home service provides the following services:

- **Specialised Care:** Patients receive personalised medical care delivered by a team of skilled health and care professionals, including nurses, doctors, and palliative care specialists. This care is tailored to the unique needs and preferences of each individual and aims to manage symptoms effectively, enhance comfort, and improve quality of life.
- **24/7 Support:** We provide round-the-clock telephone support, ensuring that patients and their families have access to support and assistance whenever they need it, including evenings, weekends, and holidays.
- **Multi-disciplinary Team Approach:** Care is provided by a multidisciplinary team comprising nurses, healthcare assistants, therapists, social workers, counsellors, and volunteers. This collaborative approach ensures comprehensive support addressing medical, emotional, social, and spiritual needs.
- **Pain and Symptom Management:** The team prioritises effective pain and symptom management, utilising various techniques and medications to alleviate discomfort and promote comfort and dignity for patients.
- **Emotional and Psychological Support:** Patients and their families receive emotional and psychological support from trained counsellors and social workers to help them navigate the emotional challenges associated with life-limiting illness, end-of-life, loss, and bereavement.

- **Respite Care:** ellenor offers access to respite care to give family caregivers a much-needed break from their caregiving responsibilities while ensuring that their loved one continues to receive high quality care at home.
- **Bereavement Support:** ellenor provides bereavement support to family members, providing counselling, support groups, and practical guidance to help them cope with their loss and adjust to life after bereavement.

By delivering compassionate and holistic care within the familiar surroundings of patients' homes, ellenor Hospice @ Home service strives to honour patients' preferences, promote dignity, and support families throughout the end-of-life journey.

## CARE HOME SUPPORT

ellenor has a dedicated team providing a specialist support service to local Care Homes. The service is designed to provide comprehensive care and support to individuals residing in care homes who are facing life-limiting illnesses, palliative and end-of-life care needs reducing unnecessary admissions to hospital and support their end-of-life care in their place of choice. This includes:

- **Holistic Assessment:** The service begins with a thorough assessment of the individual's physical, emotional, social, and spiritual needs. This assessment helps in developing a personalised care plan tailored to the unique requirements of each resident.
- **Specialised Nursing Care:** Qualified nurses experienced in palliative and end-of-life care provide expert medical support to manage symptoms, alleviate pain, and enhance comfort for residents. They work closely with the resident's primary care team to ensure continuity of care.
- **Medication Management:** The service includes careful monitoring and management of medications to optimise symptom control and minimise side effects. This may involve adjustments to medication dosages and schedules based on the resident's evolving needs.
- **Emotional and Psychological Support:** Trained counsellors and support staff offer emotional and psychological support to residents and their families, helping them navigate the challenges associated with serious illness and end-of-life care. This support may include counselling, therapy sessions, and access to support groups.
- **End-of-Life Care Planning:** The team assists residents and their families in developing advance care plans and making decisions regarding end-of-life care preferences. This ensures that the resident's wishes are respected and followed, promoting dignity and peace during the final stages of life.

Staff within the Adult Hospice @ Home and Care Homes teams work together to provide a responsive visiting service 365 days a year ensuring everyone, be that in their own home or a care home, have access to the same type of support to meet their needs.



## CHILDREN'S SERVICES

ellenor is a unique service in that it provides specialised hospice care for children and young people with life-limiting and life-threatening conditions, including acute oncology care at home. We recognise the profound impact a life-threatening or life-limiting diagnosis has on the entire family, and tailor the holistic support we offer to meet the individual needs of each child/young person and family member. This can include age-appropriate care, play, music or art therapy, and emotional support including bereavement all aimed at helping patients and families cope with the challenges of serious illnesses.

Our goal is to empower families by providing them with the necessary support and expert advice to manage the day-to-day care needs of their child. This assistance is coupled with ongoing guidance and expertise, ensuring families feel well equipped to navigate their journey. We work in partnership with other Health and Social care providers to deliver seamless care in a way that focuses on quality of life and meets the needs of the child/young person in a place of their choice, most commonly their home. We support children receiving cancer treatment and chemotherapy in their own homes, helping reduce the need for hospital visits.

Our children's service works closely with families to ensure they are able to make the most of their time together, supporting them to make memories and become part of a community where they feel safe and accepted.

Our full range of services is provided for children, young people and their families living in Gravesend, Dartford and Swanley. We also provide Children's Respite and Wellbeing services within Bexley.

We work closely with a variety of care providers to deliver chemotherapy, palliative care, and end-of-life care to children 24 hours a day, for 365 days a year. We are able to care for your child and enable them to die at home, surrounded by their family.

## WELLBEING SERVICES

Wellbeing services within ellenor have a vital impact on the quality of life for patients; holistic care that addresses all aspects of their lives is essential. Our services are provided for children and adults living in Gravesend, Dartford and Swanley. We provide Children's Respite and Wellbeing services within Bexley. We offer support, and comfort to individuals facing life-limiting illness, and their families. Offering a wide range of wellbeing services for people from their initial contact with ellenor throughout their time with us is vital and plays a valuable role in enhancing the holistic care approach within ellenor by addressing the diverse dimensions of wellbeing, including supporting patients and their families in coming to terms with their diagnosis and understanding their

wishes for their care. These services offer both individual and group therapy depending on the needs of the individual. Support is also offered via virtual means where this is the preferred option.

Therefore, our Wellbeing Services support the differing aspects impacting an individual's wellbeing.

- ✓ Emotional and Psychological
- ✓ Social
- ✓ Spiritual
- ✓ Physical
- ✓ Financial
- ✓ Learning

The integration of wellbeing into ellenor is guided by a multidisciplinary team that collaborates to assess and address the various dimensions of wellbeing for each person and their family. Regular assessments using the Wellbeing parameter (IPOS or similar tool) can help monitor changes in a person's wellbeing and inform adjustments to their care plans, ensuring that the hospice's care remains person-centred and holistic. This approach will enhance the quality of life for clients and provide comprehensive support throughout their end-of-life journey.

While the primary focus of hospice care is traditionally on alleviating physical pain and managing medical symptoms, it is equally important to address the emotional, social, and spiritual needs of patients and their loved ones.

## THERAPEUTIC SERVICES

The delivery of our therapeutic services at ellenor represents a crucial and compassionate aspect of palliative and end-of-life care. As individuals and their families face the profound challenges associated with life-limiting and terminal illness, counselling and other methods of therapeutic support play an integral role in addressing their emotional, psychological, social, and spiritual needs.

Providing a supportive and compassionate environment, and different types of therapeutic support tailored to the needs of the individual, can enhance their quality of life, promote emotional wellbeing, and help individuals and their loved ones to navigate the complexities of terminal illness and loss.

At ellenor, our Therapeutic Services are comprised of the following teams who work closely together to provide holistic therapeutic support to patients and their families (pre and post bereavement):

- Counselling Team
- Family Support Team

- Creative Therapies: Play, Music, Art

These teams work closely alongside and in conjunction with our Wellbeing Team.

## INPATIENT WARD

ellenor's inpatient ward is situated within the hospice building and is an integral part of the services we offer for patients with life-limiting conditions, disease or a diagnosis of a terminal illness with a short life expectancy.

We offer specialised hospice care for adults of all ages, age 18 and above who reside in the Dartford, Gravesham & Swanley area and are registered with a General Practitioner in these areas. This does not exclude people living outside of these areas however admission to our inpatient ward would be by prior arrangement with the agreement of the Integrated Care Board (ICB) the patient resides within.

We recognise the impact a life limiting condition can have on a patient and their loved ones and friends, tailoring our care using a holistic approach to enable us to support the individual in a way which encompasses understanding them as a person and what matters most to them to focus our plan of care.

We accept admissions for, Symptom Management, Planned Respite Care, Emergency Respite Care and End of Life Care. We also provide an Out of Hours telephone advice service for patients, their carers & family and associated health care providers, District Nurses & Paramedics.

Our aim is to support and empower our patients to manage their symptoms to enable them to live the remainder of their life being as comfortable and symptom free as possible.

We work closely with our ellenor Hospice@Home, Care Home Support, Wellbeing and Therapeutic services to achieve smooth transition for patients across these teams with the aim of providing seamless care whether this is being admitted to the inpatient ward from their own home or being discharged from the inpatient ward back to their own home or a residential / nursing establishment. We also support young adults transitioning from the children's services to adult services.

We work collaboratively in partnership with other Health & Social Care providers as well as the voluntary sector to deliver seamless care in a way that focuses on the quality of life for our patients regardless of how much time they may have left to live aiming to meet the needs of the person.

## GOVERNANCE AND COMPLIANCE

### PAY POLICY

We seek to ensure that all employees receive appropriate pay and reward for their work, considering the financial resources available. All decisions about pay are taken according to the principles of equal pay for work of equal value. We aim to reward people fairly and equitably and to recognise individually the contribution which each person makes to our success. We want to ensure accountability, transparency, objectivity, and equality of opportunity. Independent external benchmarking studies are sought to compare market conditions.

Money available for pay reviews takes into consideration ellenor's financial position during the year and its likely financial position in subsequent years via its budget approval process. The budgeted pot of money available to fund pay proposals is approved by the Board and recommended by the People Committee.

The Board delegates responsibility for individual non-executive pay proposals to the CEO and Executive Team.

The Board delegates responsibility for setting Executive pay to a panel of the People Committee comprising Trustees only with external benchmarking provided by the HR Director and/or independent external reviews commissioned.

With Board approval, during the year, work began on reviewing our current pay policy to ensure staff pay structures remain fair and competitive. During the year changes were made to our pay structure to accommodate the increases in the Living Wage and the impact of this on other pay. The Board then approved the implementation of this pay structure.

### GOVERNANCE

The Board oversees the stewardship and monitoring of ellenor's governance systems, processes, and reporting. The Board delegates the day-to-day governance to the Senior Information Risk Owner (SIRO). SIRO forms part of the Director of Finance and Resources responsibilities.

To support good governance and best practice, the SIRO has support from a Caldicott Guardian (Director of Care). To further improve our governance practices and policies, we employ a Head of Governance, Compliance and Projects to ensure we have a dedicated lead in these important areas for the charity. This role also incorporates the responsibilities of the Data Protection Officer and the Health and Safety lead.

An Information Governance meeting and a Governance and Compliance Panel hold monthly meetings with participation from a diverse cross section of department leads to

discuss in detail ellenor's day-to-day operational governance of the charity and create an action list to make further improvements.

## CHARITY COMMISSION GOOD GOVERNANCE FRAMEWORK

Good governance in charities and specifically in ellenor is fundamental to our success. Over the last 12 months we have refreshed our Charity Governance Framework including clinical, non-clinical and Charity Governance.

We are best placed to achieve our ambitions and aims if we have embedded effective governance and the right leadership structures. We recognise that skilled and capable trustees will help a charity attract resources and put them to best use. Good governance enables and supports a charity's compliance with relevant legislation and regulation. It also promotes attitudes and a culture where everything works towards fulfilling the charity's vision.

We have worked through the Charity Good Governance Framework, collaborating with Executive Leaders and Trustees and have developed an action plan to make improvements to our systems and processes and to be able to demonstrate high standards of governance.

Although the Code is not a legal or regulatory requirement. It draws upon, but is fundamentally different to, the Charity Commission's guidance. The Code sets the Nolan Principles and recommended practice for good governance and is deliberately aspirational: we continue to make significant adjustments to ensure that we comply with the code of good practice across all of the seven principles.

Over the next year we will revisit the agreed action plan and address any areas where we believe we can make further improvements.

## FUNDRAISING REGULATION

The Finance and Income Generation Committee and the Board of Trustees have oversight of ellenor's compliance with fundraising regulation and receive regular reports on this matter. ellenor continues to adhere to the code of fundraising practice issued by the Institute of Fundraising and is a paid-up member of the new Fundraising Regulator.

During the year, some people on our database contacted ellenor via the fundraising preference service, to ask for their contact details to be removed. As requested, their details were removed from our donor database.

## INTERNAL AUDIT

ellenor regularly undertakes audits of its services against national or local standards. All the local audits are taken to monitor and to improve clinical practice. These audits include medication and patient falls audits and are detailed in our Quality Account.

## IT COMPLIANCE

ellenor has Cyber Essentials accreditation to ensure its IT security, systems and processes are aligned to best practice. ellenor also complies with the NHS Data Security and Protection Toolkit and submits its statement of compliance annually.

## CARE QUALITY COMMISSION

As a health provider we are required to be registered with the Care Quality Commission (CQC) and are currently registered to carry out the following regulated activities: Treatment of disease, disorder, or injury.

The Care Quality Commission has not taken any enforcement action against us during 2024-2025, and we have not participated in any special reviews or investigations by the CQC during this reporting period.

Our last on-site inspection by the CQC was announced and carried out on 4<sup>th</sup> December 2024.

The last published CQC inspection full report can be found at:

[Ellenor CQC Report for 2024-2025](#)

## FINANCIAL REVIEW

In a year with challenging economic uncertainty, overall, ellenor generated a surplus of £1,248k (2024: £396k). Despite these challenges, net income from income generating and investment activities, available for charitable purposes, increased by (28%) over the prior year, £7,448k (2024: £5,824k). The main driver for this was higher than expected legacy income for the year. Costs to generate this income rose by 22%. Legacy income increased from £1,188k to £2,550k. Fundraising Income grew by 8% to £2,399k (2024: £2,215k).

The Board was particularly pleased that the Trading subsidiary company continuing to show growth in net income, £33k (2024: £26k). As prior to 2023 the Trading subsidiary was incurring net losses. However, the Lottery subsidiary net income declined by £39k in comparison to prior year, £403k (2024: £442k), mainly due to a net decline in membership. The Board have agreed further investment in the Lottery subsidiary in 2026 with an aim to increase net membership.

Overall income from charitable activities increased by £179k. The main driver for this increase came from the Local Authority where we received £77k more in 2025. We were thankful for the collaborative work in conjunction with our neighbouring hospices to enable us to receive a small uplift in our block grant funding from our local Integrated Care Board (ICB). This was welcomed by our Board, as costs to run our charitable activities increased by £645k. This was due to increased activity in our care services and increasing employment costs. Staff being our most important asset to deliver our charitable services each year, inflation on staff costs impacted the hospice. These staff costs increased by £357k in comparison to the prior year.

In 2025 we will continue to work collaboratively with other local hospices, to demonstrate the growing gap in this funding resulting in more pressure on our voluntary income to try to bridge that gap. Although we worked hard to control costs during the year it was important we did so without impacting the delivery of our services. Therefore, we were extremely grateful, during the year, for the continued generosity of support from our local community to help end the year with a small net surplus of funds.

## FINANCIAL PERFORMANCE

### INCOME

Overall total income for 2025 increased by £1,835k, a total of £10,045k (2024: £8,210). Most of the income came from donations and legacies. Funding for charitable activities from our local Integrated Care Board (ICB) and local authorities accounted for 26% of total income. Therefore 74% of income needed to be raised via our income generating activities to fund our services comes from voluntary income through fundraising, lottery and as well as our investments.

## EXPENDITURE

Overall total expenditure for 2025 increased by £1,093k, a total of £8,902k (2024: £7,809k). 75% was spent on our charitable activities and 25% on the costs of raising income from our diverse range of income generating activities.

Excluding our trading activities, for every £1 spent on our fundraising income generating activities, £6.98 was raised for our charitable activities, (2024: £7.06).

Cost for the building of the Wellbeing wing are included in the Tangible Fixed Assets on the balance sheet and depreciation for the year from December 2024 to March 2025 is included in the Group Statement of Financial Activities.

## GOING CONCERN

The Trustees have reviewed our financial position and financial forecasts, considering the levels of investment reserves and cash, and the systems of financial control and risk management and have concluded that ellenor remains a going concern for the foreseeable future.

## RESERVES POLICY

The Trustees have reviewed and agreed the reserves policy. The policy considers the main risks to the organisation and the amount of reserves required to support the services that ellenor delivers.

The aim of the policy is to provide sufficient designated and general funds to meet the organisational needs. It also provides for any unspent restricted funds which, if unused for its defined purpose, must be returned to the funder.

The Trustees and Executive Leadership monitor and review cash reserves on a weekly basis. ellenor relies predominantly on incoming funds from voluntary income through fundraising.

## RESERVES DURING THE YEAR

### **Restricted Funds**

Restricted Funds are income monies received restricted to the hospice development.

### **Unrestricted Designated Funds**

Unrestricted Designated Funds are monies that the board has set aside funds for the hospice in the near to mid-term in order to replace ageing fixed assets important to the continuation of the operation of the hospice and for various investments to support



completing key objectives for our strategy to 2027 necessary to build a financial sustainable future for the hospice. As such, these unrestricted funds have been designated to particular projects.

Therefore, money has been set aside to ensure the hospice remains fit for purpose and ready to serve patients as the demographics and need change in the locality in which we serve. In order to support our work in the hospice we have several investment properties and money is set aside to ensure these are compliant with current legislation and that they continue to be a working asset that delivers income for the hospice. With the expansion of the number of stores and a broadening of our product range, the warehouse facility requires expansion and money has been set aside to enable this to happen within the next financial year. As Artificial Intelligence is used more and more in the world to analyse data, we are seeking to take advantage of this to understand the needs of our local area and how to best serve the families and patients which use our facilities.

The Board is mindful that the charity is forecasting and budgeting for a challenging year in 2026 where, at the start of the year, it is estimated that continued increasing inflationary charity operating costs are unlikely to be matched by the income we receive in that year, with any deficit coming from cash reserves. However, we have implemented several projects that are showing positive indicators that we will be able to move towards a balanced outturn.

### **Unrestricted General Funds**

Whilst the Trustees and the Senior Management Team are confident that ellenor has good internal management of cash flow and budgetary processes, the timing of incoming funds into the charity is always difficult to predict due to their nature.

A large proportion of this voluntary income (74%) can fluctuate and some of this is hard to predict and forecast, therefore ellenor requires cash reserves to maintain working capital and smooth out these fluctuations. As the charity requires staff resources continually to run the hospice care services 365 days, 24/7, the Board regard these costs as fixed in nature, as well as other fixed costs such as premises running costs. At the end of 2025 year, the cost-of-living crisis and inflation is still a factor for our local community. It is likely to continue to impact on our costs in the near future and competition for our income-generating activities remains a challenge. In 2026 year, we are currently forecasting that financial performance will remain challenging and may well need to use our general reserves to manage cash flows through this period.

The hospice has a large proportion of income that fluctuates and is unpredictable in nature with a high proportion of fixed costs needed to operate. The Trustees are satisfied that having a minimum level of reserves to cover 6 months' operating costs is the right policy.

On 31 March 2025, **ellenor** reserves comprised of the following:

<u>Restricted Funds:</u>	£ 441,273
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Unrestricted Designated Funds:

Designated – Fixed Assets	£2,056,075
Designated – Strategic Investments	£3,595,000
Designated – Property Development	£3,898,036
Designated – Priority Fund	
IT Upgrade	£ 350,000
Warehouse Improvements	£ 125,000
IPW Upgrade	£3,588,000
Swanscombe Office Upgrade	£ 100,000
Emergency Fund	£ 279,442

Unrestricted General Funds:

6 months reserve policy	£4,794,000
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Further information can be found in Note 17 to the accounts.

## STATEMENT OF TRUSTEE'S RESPONSIBILITIES

The Trustees, who are also directors of ellenor for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles of the Charities SORP,
- make judgements and estimates that are reasonable and prudent,
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

## AUDIT

For the year ended 31 March 2025, the Board approved the continued appointment of Moore Kingston Smith LLP as our auditors. Moore Kingston Smith LLP have expressed their willingness to continue in office and will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006, unless the company receives notice under section 488(1) of the Companies Act 2006.

The Annual Report incorporating the Strategic Report, Directors' Report and Trustees' Annual Report was approved by the Trustees on 17 September 2025 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Makhan Cheema', is written above a horizontal dotted line.

Makhan Cheema - Chair of Trustees

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF ELLENOR

## OPINION

We have audited the financial statements of ellenor (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise of the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the groups and the parent charitable company's affairs as of 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 and the Charities Act 2011.

## BASIS FOR OPINION

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

## CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

## OTHER INFORMATION

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

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

We have nothing to report in this regard.

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

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

- The information given in the Trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' annual report have been prepared in accordance with applicable legal requirements.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- The parent charitable company has not kept adequate and sufficient accounting records, 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 Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' responsibilities statement set out on page 28, 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 and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.



- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements.

We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### EXPLANATION AS TO WHAT EXTENT THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

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.

The objectives of our audit in respect of fraud, are:

- To identify and assess the risks of material misstatement of the financial statements due to fraud;
- To obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and
- To respond appropriately to instances of fraud or suspected fraud identified during the audit.

However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity

SORP, and UK financial reporting standards as issued by the Financial Reporting Council

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of noncompliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

## USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and, in respect of the consolidated financial statements, to the charity's Trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and Trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's Trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

*Moore Kingston Smith LLP*

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Karen Wardell (Senior Statutory Auditor)

17 September 2025

for and on behalf of  
Moore Kingston Smith LLP, Statutory Auditor  
Orbital House  
20 Eastern Road Romford RM1 3PJ

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Restricted Funds £	Unrestricted Funds £	Total 2025 £	Total 2024 £
<b>INCOME FROM:</b>					
Donations and legacies	2	1,036,750	3,811,977	4,848,727	3,403,821
Charitable activities services for families facing terminal illness	3	863,251	1,735,937	2,599,188	2,419,701
<b>Other trading activities</b>					
Subsidiary retail shops and lottery		-	888,145	888,145	909,059
Charity retail shops	8	-	1,529,452	1,529,452	1,348,193
<b>Total trading activities</b>		-	2,417,597	2,417,597	2,257,252
<b>Investments</b>		-	72,704	72,704	62,202
Other income – sundry		-	106,811	106,811	66,804
<b>Total other income</b>		-	106,811	106,811	66,804
<b>Total income</b>		<u>1,900,001</u>	<u>8,145,026</u>	<u>10,045,027</u>	<u>8,209,780</u>
<b>EXPENDITURE ON:</b>					
<b>Raising funds</b>					
Fundraising and trading activities		-	2,219,054	2,219,054	1,812,000
<b>Charitable activities</b>					
Services for families facing terminal illness		2,529,231	4,103,611	6,632,842	5,988,342
Other		-	51,120	51,120	8,882
<b>Total expenditure</b>	4	<u>2,529,231</u>	<u>6,373,785</u>	<u>8,903,015</u>	<u>7,809,224</u>
Net gains/(losses) on investments	11	-	105,864	105,864	(4,443)
<b>Net movement in funds</b>	7	(629,230)	1,877,105	1,247,876	396,113
Funds brought forward		<u>1,070,503</u>	<u>16,908,497</u>	<u>17,979,000</u>	<u>17,582,887</u>
Funds at 31 March 2024		<u>441,273</u>	<u>18,785,602</u>	<u>19,226,876</u>	<u>17,979,000</u>

The notes on pages 40 to 56 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.  
All amounts derive from continuing activities.

Full comparative figures for the year ended 31 March 2024 are shown in Note 17.

# CONSOLIDATED GROUP AND CHARITY BALANCE SHEET FOR THE YEAR ENDED 31 MARCH 2025

		GROUP		CHARITY	
	Notes	2025 £	2024 £	2025 £	2024 £
<b>FIXED ASSETS</b>					
Tangible fixed assets	10	9,319,866	2,555,853	9,319,865	2,555,853
Investments	11	14,656	13,792	14,658	13,794
Investment Properties	11	1,360,000	1,255,000	1,360,000	1,255,000
<b>TOTAL FIXED ASSETS</b>		<u>10,694,522</u>	<u>3,824,645</u>	<u>10,694,523</u>	<u>3,824,647</u>
<b>CURRENT ASSETS</b>					
Stocks of goods for resale	12	9,483	11,167	-	-
Debtors	13	2,916,238	5,058,638	2,948,731	5,517,138
Cash at bank and in hand		<u>6,168,260</u>	<u>9,766,324</u>	<u>5,652,058</u>	<u>9,269,071</u>
<b>TOTAL CURRENT ASSETS</b>		<u>9,093,981</u>	<u>14,836,129</u>	<u>8,600,789</u>	<u>14,786,209</u>
<b>CREDITORS: amounts falling due within one year</b>	14	(561,627)	(681,774)	(516,311)	(644,465)
<b>NET ASSETS</b>		<u>19,226,876</u>	<u>17,979,000</u>	<u>18,779,001</u>	<u>17,966,391</u>
<b>FUNDS OF THE CHARITY</b>					
General funds	17	4,794,000	7,360,112	4,346,125	7,347,503
Designated funds	17	13,991,603	9,548,385	13,991,603	9,548,385
Restricted funds	17	<u>441,273</u>	<u>1,070,503</u>	<u>441,273</u>	<u>1,070,503</u>
<b>TOTAL CHARITY FUNDS</b>		<u>19,226,876</u>	<u>17,979,000</u>	<u>18,779,001</u>	<u>17,966,391</u>

The charity net movement of funds in the year ended 31 March 2025 is a surplus of £812,610 (2024: surplus £381,583).

The Accounting Policies and Notes on pages 40 to 56 form part of these Accounts.

The Accounts were approved and authorised for issue by the Board on 17 September 2025 and were signed below on its behalf by:



Makhan Cheema

Chair of Trustees

# CONSOLIDATED STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 31 MARCH 2025

		2025		2024	
	Note	Group £	Charity £	Group £	Charity £
<b>Cash flows from operating activities</b>	20	<u>2,773,121</u>	<u>2,754,173</u>	<u>(1,166,374)</u>	<u>(1,049,549)</u>
<b>Cash flows from investing activities</b>					
Purchase of tangible fixed assets		(7,042,200)	(7,042,200)	(89,326)	(89,326)
Loss on disposal of tangible fixed assets		(1,500)	(1,500)	-	-
Short Term Cash Deposits		672,515	672,515		
<b>Cash provided by (used in) Investing activities</b>		<u>(6,371,185)</u>	<u>(6,371,185)</u>	<u>(89,326)</u>	<u>(89,326)</u>
<b>Increase (decrease) in cash and cash equivalents in the year</b>		<u>(3,598,064)</u>	<u>(3,617,012)</u>	<u>(1,255,700)</u>	<u>(1,138,875)</u>
Cash and cash equivalents at the beginning of the year		<u>9,766,324</u>	<u>9,269,071</u>	<u>11,022,024</u>	<u>10,407,946</u>
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<u><u>6,168,260</u></u>	<u><u>5,652,059</u></u>	<u><u>9,766,324</u></u>	<u><u>9,269,071</u></u>
<b>Analysis of Changes in net funds (debt)</b>		<b>01 April 2024</b>	<b>Cash flows</b>	<b>31 March 2025</b>	
		<b>£</b>	<b>£</b>	<b>£</b>	
Cash at bank and in hand		9,766,324	(3,598,064)	6,168,260	
Obligations under finance leases		130,746	200,523	331,269	
		<u>9,897,070</u>	<u>(3,397,541)</u>	<u>6,499,529</u>	

# NOTES TO FINANCIAL STATEMENTS

## 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:

### Statement of Compliance

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

ellenor meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### General information

The charity is a private company limited by guarantee, incorporated in England and Wales (company number 06302132) and a charity registered in England and Wales (charity number: 1121561). The charity's registered office is shown on page 4.

### Preparation of accounts on a going concern basis

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves level and future plans gives Trustees confidence the charity will remain a going concern for the foreseeable future. A forecasted cashflow to March 2025 and going concern statement have been prepared, appraised, and approved by the Trustees at the Board meeting when these accounts were signed.

The going concern statement and cash flow forecasts included worst case scenarios, the investment needed to fund the hospice building development and the likely impacts of inflation. The Trustees also appraised contingency measures including where necessary by, utilising designated reserves to improve income generation and support more efficient ways of working, maximizing freehold property investment potential and ensuring ellenor applies for all appropriate funding support available through demonstrating the impact and efficiency of our care services.

Although the increasing uncertainty in the UK economy makes forecasting with a degree of certainty a challenge, the Trustees are satisfied that the senior management's plans and measures will result in enough group reserves and

investments to cope with the economic uncertainty.

As the near future remains volatile the Finance and Income Generation Committee will continue to monitor the going concern basis of the charity throughout the year. This includes working closely with the directors of Ellenor Lions Hospices Trading Limited to ensure the subsidiary remains profitable and taking appropriate action where it does not.

### **Income recognition**

All income is recognised once the charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

### **Donations and legacies**

Donations in cash and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

### **Gifts in kind**

Gifts in kind represent assets donated for distribution or use by the charity. Assets given for distribution are recognised as income only when distributed. Assets given for use by the charity are recognised when receivable. Gifts in kind are valued at the amount

actually realised from the disposal of the assets or at the price the charity would otherwise have paid for the assets.

### **Grants**

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, where grant conditions have been met, the amount of income receivable can be measured reliably and there is probability of receipt.

### **Income from charitable activities**

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

### **Investment income**

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

### **Expenditure**

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



- Costs of raising funds comprises fundraising, charity shops, lottery, and trading activities.
- Expenditure on charitable activities comprises adults and children services for families facing life-limiting illness.
- Other expenditure represents the costs associated with investment properties.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function is apportioned based on staff time attributable to each activity.

### **Allocation of costs**

Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

### **Operating leases**

Rental charges are charged on a straight-line basis over the life of the lease.

### **Capital commitments**

Trustees approved spend to improve the gardens at the hospice for the benefit of patients. This work will be completed during the year to March 2026. The value of the capital commitment is £171,980. The funds for this were provided by the UK Government and distributed by Hospice UK. The funds were limited to capital spend only and will be drawn down once spent.

### **Donated Goods**

The Trustees consider that the valuation of goods donated for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

### **Investments**

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value.

Movements in the market value of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values or their purchase value if

acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

### **Fixed assets**

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses. Assets costing more than £500 are capitalised.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows:

- Motor vehicles - 4 years reducing balance.
- Furniture, fittings, and equipment - 3-, 5- and 10-years straight line
- Leasehold improvements - life of lease
- Freehold land and property (over 50 years) - nil depreciation

### **Financial instruments**

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

settlement value except for bank loans which are subsequently measured at amortised cost using the effective interest method.

### **Creditors and provisions**

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

### **Stock**

Stock is valued at the lower cost or net realisable value.

### **Funds**

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor or trust deed.

### **Employee benefits**

Short-term benefits, including holiday pay, are recognised as an expense in the period in which the service is received.

### **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

### **Pension scheme**

ellenor operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ellenor in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. The indicative value of volunteers' contributions is

valued as their estimated average time spent helping the charity, at the charity's minimum salary rate.

### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **Estimates and judgements**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates.

The Trustees consider the valuation of investment property and the recognition of legacy income to be the areas of significant judgement.

## 2. DONATIONS AND LEGACIES

	Restricted Funds	Unrestricted Funds	Total 2025	Total 2024
	£	£	£	£
Donations	1,036,750	1,362,437	2,399,187	2,215,338
Legacies	-	2,449,540	2,449,540	1,188,483
	<u>1,036,750</u>	<u>3,811,977</u>	<u>4,848,727</u>	<u>3,403,821</u>

## 3. INCOME FROM CHARITABLE ACTIVITIES

	Restricted Funds	Unrestricted Funds	Total 2025	Total 2024
	£	£	£	£
Department of Health	185,017	-	185,017	179,647
Local authority contracts/grants	438,220	1,695,337	2,133,557	2,056,604
Other charitable income	180,849	39,153	220,002	35,363
Education and training	59,165	1,447	60,612	148,087
	<u>863,251</u>	<u>1,735,937</u>	<u>2,599,188</u>	<u>2,419,701</u>

## 4. ANALYSIS OF GROUP

### EXPENDITURE

	Direct Costs - Staff	Direct Costs - Other	Support Costs	2025 Total
	£	£	£	£
Cost of generating voluntary income	558,354	41,283	95,050	694,687
<b>Fundraising trading:</b>				
Charity shops	512,155	420,874	285,436	1,218,465
Trading company	76,172	21,631	14,914	112,717
Lottery company	18,905	152,793	21,487	193,185
Investment property expenses	-	51,120	-	51,120
<b>Charitable activities:</b>				
Services for adults	4,077,263	417,407	909,094	5,403,764
Services for children and young people	927,367	94,939	206,772	1,229,078
	<u>6,170,216</u>	<u>1,200,047</u>	<u>1,532,753</u>	<u>8,903,016</u>

## 4. ANALYSIS OF GROUP

### EXPENDITURE

### (2024 COMPARABLES)

	Direct Costs - Staff	Direct Costs - Other	Support Costs	2,024 Total
	£	£	£	£
Cost of generating voluntary income	381,590	72,154	28,291	482,035
<b>Fundraising trading:</b>				
Charity shops	395,500	192,102	301,560	889,162
Trading company	42,175	165,429	60,923	268,527
Lottery company	11,225	143,035	18,016	172,276
Investment property expenses	-	8,882	-	8,882
<b>Charitable activities:</b>				
Services for adults	3,858,137	477,193	681,081	5,016,411
Services for children and young people	790,221	97,739	83,971	971,931
	<u>5,478,848</u>	<u>1,156,534</u>	<u>1,173,842</u>	<u>7,809,224</u>

## 5. ANALYSIS OF SUPPORT COSTS

	Support Premises £	Admin £	Finance and IT £	Governance £	2025 Total £
<b>Raising funds:</b>					
Cost of generating voluntary income	-	16,899	34,628	43,523	95,050
<b>Fundraising trading:</b>					
Charity shops	126,195	154,245	4,997	-	285,437
Trading company	146	4,053	4,997	5,718	14,914
Lottery company	-	4,207	11,014	6,266	21,487
<b>Charitable activities:</b>					
Services for adults	129,859	579,550	159,414	40,272	909,095
Services for children and young people	29,536	132,313	36,258	8,664	206,771
	<u>285,736</u>	<u>891,267</u>	<u>251,308</u>	<u>104,443</u>	<u>1,532,754</u>

## 5. ANALYSIS OF SUPPORT COSTS (2024 COMPARABLES)

	Support Premises £	Admin £	Finance and IT £	Governance £	2024 Total £
<b>Raising funds:</b>					
Cost of generating voluntary income	-	7,275	5,221	15,795	28,291
<b>Fundraising trading:</b>					
Charity shops	249,728	7,490	20,718	23,624	301,560
Trading company	30,270	21,877	3,410	5,366	60,923
Lottery company	-	6,900	5,750	5,366	18,016
<b>Charitable activities:</b>					
Services for adults	63,155	404,674	174,351	38,901	681,081
Services for children and young people	12,935	27,150	35,710	8,176	83,971
	<u>356,088</u>	<u>475,366</u>	<u>245,160</u>	<u>97,228</u>	<u>1,173,842</u>

## 6. GOVERNANCE COSTS INCLUDE:

	2025 £	2024 £
Staff costs	59,854	19,108
Auditor's remuneration: Audit work	30,690	29,260
Professional fees	13,351	48,860
	<u>103,895</u>	<u>97,228</u>

<b>7. NET INCOME FOR THE YEAR IS STATED AFTER CHARGING:</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets: - owned by the charitable group	279,051	186,351
Auditors' remuneration	20,150	19,200
Auditors' remuneration – subsidiaries	<u>10,540</u>	<u>10,060</u>

No expenses were reimbursed to Trustees in the current year ended March 2025 (2024: £nil). No Trustee received remuneration in the current or prior year.

## 8. SUBSIDIARIES

<b>Ellenor Lions Hospices Trading Limited</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Turnover	285,531	294,659
Cost of Sales	(192,511)	(206,838)
Gross Profit	93,020	87,821
Administrative expenses	(59,740)	(61,689)
Profit/(loss) for the financial year	33,280	26,132
Gift aid distribution to parent	(33,280)	(11,604)
Profit/(loss) after distribution	-	14,528
<b>Net Assets</b>	<b>1</b>	<b>1</b>

<b>Ellenor Lions Hospices Lottery Company Limited</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Turnover	602,511	614,303
Cost of Sales	(98,812)	(105,104)
<b>Gross Profit</b>	<b>503,699</b>	<b>509,199</b>
Administrative Expenses	(101,780)	(67,172)
<b>Operating Profit</b>	<b>401,919</b>	<b>442,027</b>
Interest receivable and similar income	103	95
<b>Profit/(loss) for the year</b>	<b>402,022</b>	<b>442,122</b>
Gift aid donation to parent	(402,022)	(442,122)
<b>Profit for the Financial Year</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>12,611</b>	<b>12,611</b>

Note 22 provides further details of the charity's investment in the subsidiary undertakings.

## 9. STAFF COSTS AND NUMBERS

Group	2025 £	2024 £
<b>Staff costs were as follows:</b>		
Salaries and wages	4,617,123	4,815,834
Social security costs	510,700	400,091
Pension contributions	503,659	262,923
Charity total staff costs	<u>5,569,556</u>	<u>5,425,448</u>

The total employee salary and benefits of the key management personnel of the Group and Charity were £633,944 (2024: £452,629). These salaries include Employers National Insurance Contributions and Pensions.

The number of employees whose emoluments for the year fell within the following bands were:	2025 Number	2024 Number
£60,001 - £70,000	3	3
£70,001 - £80,000	-	3
£80,001 - £90,000	2	2
£90,001 - £100,000	3	2
£100,001 - £110,000	1	-
£110,001 - £120,000	1	-
£120,001 - £130,000	-	-
£130,001 - £140,000	-	-
£140,001 - £150,000	-	-
£150,001 - £160,000	-	-
£160,001 - £170,000	-	-
£170,001 - £180,000	1	-

These 11 employees are accruing pension contributions totalling £69,533 (2024: £37,190).

Group	2025 Number	2024 Number
The average number of employees during the year was as follows:		
Charitable activities	137	135
Finance	4	5
Fundraising	25	14
	<u>166</u>	<u>154</u>
The Charity average number of employees	<u>166</u>	<u>152</u>



## 10. TANGIBLE FIXED ASSETS

Group	Freehold Property £	Furniture & Equipment £	Motor Vehicles £	Total £
<b>Cost</b>				
At 1 April 2024	4,211,943	1,443,868	76,491	5,732,302
Additions	6,572,915	444,289	24,995	7,042,200
Disposals	-	(1,500)	-	(1,500)
<b>At 31 March 2025</b>	<b>10,784,858</b>	<b>1,886,657</b>	<b>101,486</b>	<b>12,773,001</b>
<b>Depreciation</b>				
At 1 April 2024	1,794,192	1,308,142	74,116	3,176,450
Charge for the year	166,778	104,603	7,670	279,051
Disposals	-	(2,491)	125	(2,366)
<b>At 31 March 2025</b>	<b>1,960,970</b>	<b>1,410,254</b>	<b>81,911</b>	<b>3,453,135</b>
<b>Net book value</b>				
<b>At 31 March 2025</b>	<b>8,823,888</b>	<b>476,403</b>	<b>19,575</b>	<b>9,319,866</b>
<b>At 31 March 2024</b>	<b>2,417,752</b>	<b>135,726</b>	<b>2,375</b>	<b>2,555,853</b>
<b>Charity</b>				
<b>Cost</b>				
At 1 April 2024	4,211,945	1,443,868	76,491	5,732,304
Additions	6,572,915	444,289	24,995	7,042,200
Disposals	-	(1,500)	-	(1,500)
<b>At 31 March 2025</b>	<b>10,784,860</b>	<b>1,886,657</b>	<b>101,486</b>	<b>12,773,004</b>
<b>Depreciation</b>				
At 1 April 2024	1,794,193	1,308,142	74,116	3,176,451
Charge for the year	166,778	104,603	7,670	279,051
Disposals	-	(2,491)	125	(2,366)
<b>At 31 March 2025</b>	<b>1,960,971</b>	<b>1,410,254</b>	<b>81,911</b>	<b>3,453,136</b>
<b>Net book value</b>				
<b>At 31 March 2025</b>	<b>8,823,890</b>	<b>476,403</b>	<b>19,575</b>	<b>9,319,868</b>
<b>At 31 March 2024</b>	<b>2,417,752</b>	<b>135,726</b>	<b>2,375</b>	<b>2,555,853</b>

## 11. INVESTMENT PROPERTY AND SHARES

### Freehold Investment Property

Group	£
<b>Valuation</b>	
At 1 April 2024	1,255,000
Revaluations	105,000
<b>At 31 March 2025</b>	<b>1,360,000</b>
<b>Company</b>	
<b>Valuation</b>	
At 1 April 2024	1,255,000
Revaluations	105,000
<b>At 31 March 2025</b>	<b>1,360,000</b>

The Trustees consider that the value of investment properties is a fair reflection of their current value on an open market value for existing use basis as at 31 March 2025.

INVESTMENTS: Group	2025	2024
	£	£
Market value at 1 April	13,792	13,235
Revaluations	864	557
Market value at 31 March	<u>14,656</u>	<u>13,792</u>

INVESTMENTS: Charity	Sub total brought forward	Shares in Group Undertakings	Total
	£	£	£
<b>Market Value</b>			
At 1 April 2024	13,792	2	13,794
Revaluations	864	-	864
<b>At 31 March 2025</b>	<u>14,656</u>	<u>2</u>	<u>14,658</u>

All the fixed asset investments are held in the UK. The shares in group undertakings are the charity's shares in its wholly owned subsidiaries – Ellenor Lions Hospices Trading Limited and Ellenor Lions Hospices Lottery Company Limited.

**INVESTMENTS: Short Term (> 3 months)**

	Liquidity	Rate	Amount
<b>Market value at 1 April 2024</b>			
	95 Days (notice)	4.71%	85,000
	6 Month Fixed	4.25%	100,000
	6 Month Fixed	4.05%	85,000
	6 Month Fixed	4.00%	85,000
	6 Month Fixed	4.35%	220,000
	1 Year Fixed	4.60%	85,000
	1 Year Fixed	4.25%	12,515
<b>Market Value at 31 March 2025</b>			<u>672,515</u>

All investments are protected by the FSCS Guarantee. Any institutions that hold amounts greater than the guaranteed FSCS level are held in a minimum of BBB rated institutions.

## 12. STOCKS

	2025		2024	
	Group £	Charity £	Group £	Charity £
Finished goods and goods for resale	9,483	-	11,167	-

## 13. DEBTORS

	2025		2024	
	Group £	Charity £	Group £	Charity £
<b>Amounts falling due after more than one year</b>				
Amounts owed by group undertakings	-	-	-	-
<b>Amounts falling due within one year</b>				
Trade debtors	30,445	30,445	15,858	15,858
Amounts owed by group undertakings	-	34,875	-	460,573
Other debtors	2,606,794	2,606,794	552,201	552,201
Prepayments, legacies and accrued income	278,999	276,617	4,490,579	4,488,506
	<u>2,916,238</u>	<u>2,948,731</u>	<u>5,058,638</u>	<u>5,517,138</u>

## 14. CREDITORS

	2025		2024	
	Group £	Charity £	Group £	Charity £
<b>Amounts falling due within one year</b>				
Bank loan/ overdraft	-	-	-	-
Trade Creditors	197,718	192,634	339,661	332,236
Other taxes and social security	101,807	101,807	97,675	97,675
Other creditors	81,784	52,092	50,590	50,625
Accruals	180,318	169,779	193,848	163,930
Deferred income	-	-	-	-
	<u>561,627</u>	<u>516,312</u>	<u>681,774</u>	<u>644,466</u>

## 15. OPERATING LEASE COMMITMENTS

At the year end, the charity was committed to make the following payments in total in respect of operating lease

	Vehicle Lease 2025 £	Vehicle Lease 2024 £	Shop Leases 2025 £	Shop Leases 2024 £
<b>Group</b>				
<b>Leases which expire:</b>				
Within one year	-	-	331,269	130,746
Within two to five years	-	-	1,126,651	290,708
Greater than 5 years	-	-	865,859	162,500
	<u>-</u>	<u>-</u>	<u>865,859</u>	<u>162,500</u>
<b>Charity</b>				
<b>Leases which expire:</b>				
Within one year	-	-	331,269	130,746
Within two to five years	-	-	1,126,651	290,708
Greater than 5 years	-	-	865,859	162,500
	<u>-</u>	<u>-</u>	<u>865,859</u>	<u>162,500</u>

## 16. ANALYSIS OF GROUP NET ASSETS

	Restricted Funds	Designated Funds	General Funds	Total Funds
	£	£	£	£
Fixed assets	441,273	6,498,567	3,754,682	10,694,522
Current assets	-	7,493,036	1,600,945	9,093,981
Current liabilities	-	-	(561,627)	(561,627)
Net assets at 31 March 2025	441,273	13,991,603	4,794,000	19,226,876

### ANALYSIS OF GROUP NET ASSETS (2024 COMPARABLES)

	Restricted Funds	Designated Funds	General Funds	Total Funds
	£	£	£	£
Fixed assets	500,503	2,055,349	1,268,793	3,824,645
Current assets	570,000	7,493,036	6,773,093	14,836,129
Current liabilities	-	-	(681,774)	(681,774)
Net assets at 31 March 2024	1,070,503	9,548,385	7,360,112	17,979,000

## 17. ANALYSIS OF FUNDS

	Balance 01-Apr-24 £	Income £	Expenditure £	Investment/ Transfers £	Balance 31-Mar-25 £
<b>Unrestricted funds:</b>					
Designated - Priority Fund	7,360,112	8,145,026	(6,373,784)	(4,688,862)	4,442,492
General Funds - 6 month Reserve				4,794,000	4,794,000
Designated fund - Property Development	3,898,036				3,898,036
Designated fund - Strategic invest's	3,595,000				3,595,000
Designated fund - Fixed Assets	2,055,349			726	2,056,075
Total unrestricted funds	16,908,497	8,145,026	(6,373,784)	105,864	18,785,603
<b>Restricted funds:</b>					
Property extension 2008 (1)	135,062		(7,095)		127,967
Hospice DTU extension 2010/11 (3)	303,186		(14,850)		288,336
NHS England Grant 2014/15 (2)	62,255		(37,285)		24,970
NHS England Children's	-	185,017	(185,017)		-
ICB – <i>Care Home Support</i>	-	258,220	(258,220)		-
ICB – <i>Crisis Hub Funding</i>	-	99,000	(99,000)		-
ICB – <i>Night Sitting Pilot</i>	-	25,000	(25,000)		-
ICB – <i>LYOL</i>	-	56,000	(56,000)		-
Hospice UK – <i>Frailty Care</i>	-	34,909	(34,909)		-
Various Education & Training	-	59,165	(59,165)		-
Various Donated Income	-	36,750	(36,750)		-
Hospice UK - Govt Capital Grant	-	145,940	(145,940)		-
Capital Appeal Income	570,000	1,000,000	(1,570,000)		-
<b>Total restricted funds</b>	<b>1,070,503</b>	<b>1,900,001</b>	<b>(2,529,231)</b>	<b>-</b>	<b>441,273</b>
<b>Group total</b>	<b>17,979,000</b>	<b>10,045,027</b>	<b>(8,903,015)</b>	<b>105,864</b>	<b>19,226,876</b>

- 1) The property extension fund was a capital project relating to the extension of the Gravesend hospice in 2008.

- 2) The NHS England Children's Hospice grant 2023/24 is restricted to paediatric activities.
- 3) The Hospice at Gravesend had a further extension which was completed in 2011. The Department of Health funded this capital project.

### Analysis of Funds Comparative for 2023 -2024

	Balance 01-Apr-23 £	Income £	Expenditure £	Investment/ Transfers £	Balance 31-Mar-24 £
<b>Unrestricted funds:</b>					
General fund	10,406,271	6,517,247	(5,201,759)	(4,361,647)	7,360,112
Designated fund - Property Development	4,200,000		(1,101,964)	800,000	3,898,036
Designated fund - Strategic investments				3,595,000	3,595,000
Designated fund - Fixed Assets	<u>2,093,145</u>			<u>(37,796)</u>	<u>2,055,349</u>
Total unrestricted funds	<u>16,699,416</u>	<u>6,517,247</u>	<u>(6,303,723)</u>	<u>(4,443)</u>	<u>16,908,497</u>
<b>Restricted funds:</b>					
Property extension 2008	142,157		(7,095)		135,062
Hospice DTU extension 2010/11	318,036		(14,850)		303,186
NHS England Grant 2014/15	99,540		(37,285)		62,255
<i>Climate control and bathroom refurbishment</i>					
Restricted Legacy - Capital Dev	-				-
NHS England Children's Hospice Grant 2023/24	-	179,647	(179,647)		-
ICB - <i>Care Home Support</i>	-	258,220	(258,220)		-
ICB - <i>Crisis Hub Funding</i>	-	49,500	(49,500)		-
ICB - <i>Night Sitting Pilot</i>	-	25,000	(25,000)		-
ICB - <i>Bereavement Support</i>	-	26,674	(26,674)		-
ICB - <i>Ageing Well Funding</i>	-	17,810	(17,810)		-
ICB - <i>Compassionate Communities</i>	-	10,000	(10,000)		-
PEoLC - <i>Bereavement Survey</i>	-	1,789	(1,789)		-
ICB - Step Down Patients Grant	-	34,893	(34,893)		-
Various Education & Training	-	46,500	(46,500)		-
Various Donated Income	1,890	22,500	(24,390)		-
Capital Appeal Income	<u>321,848</u>	<u>1,020,000</u>	<u>(771,848)</u>		<u>570,000</u>
<b>Total restricted funds</b>	<u>883,471</u>	<u>1,692,533</u>	<u>(1,505,501)</u>	<u>-</u>	<u>1,070,503</u>
<b>Group total</b>	<u>17,582,887</u>	<u>8,209,780</u>	<u>(7,809,224)</u>	<u>(4,443)</u>	<u>17,979,000</u>

## 18. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £232,682 (2024: £262,923).

## 19. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

## 20. RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2025		2024	
	Group £	Charity £	Group £	Charity £
Net income/(expenditure)for the year	1,247,876	812,610	396,113	381,583
Add back depreciation charge	279,051	279,051	186,351	186,351
(Gain)/loss on investments	(105,864)	(105,864)	284,443	284,443
Short Term Deposits	(672,515)	(672,515)	-	-
Short Term Deposits Interest gain minus fees	636	636	-	-
Decrease (increase) in stocks	1,684	-	2,341	-
Decrease (increase) in debtors	2,142,400	2,568,407	(132,533)	(9,175)
Increase (decrease) in creditors	(120,147)	(128,152)	(1,903,089)	(1,892,751)
Net cash used in operating activities	<u>2,773,121</u>	<u>2,754,173</u>	<u>(1,166,374)</u>	<u>(1,049,549)</u>

## 21. CONTROLLING PARTY

**ellenor** is controlled by its Board of Trustees.

## 22. PRINCIPAL SUBSIDIARIES

Company Name	Country	Percentage Shareholding	Description
Ellenor Lions Hospices Lottery Company Limited	England	100	Operates charity lottery
Ellenor Lions Hospices Trading Limited	England	100	Sells new goods

## 23. RELATED PARTY TRANSACTIONS

In 2025 the following transactions took place between the Charity and its wholly owned subsidiaries Ellenor Lions Hospices Trading Limited and Ellenor Lions Lottery Company :

Inter company operating transaction balances of £-15,379.04 (Lottery) and £40,327.87 (Trading) and £-24,948.83 (ellenor) respectively.

There were no other outstanding balances with related parties as at 31 March 2025 (2024: £nil).

The Trustees support the charity throughout the year and are regularly involved in fundraising and events.

It is not possible for the charity to quantify the aggregate donations and fundraising by Trustees in the year.

## OUR THANKS

We are immensely grateful to all the supporters who gave so generously in 2025, enabling us to continue providing high quality hospice care to babies, children, and adults in our local community.

THANK YOU!