



## **ANNUAL REPORT AND ACCOUNTS**

**FOR THE YEAR ENDED  
31 MARCH 2025**

Registered Charity Number 1151018  
Registered Company No 08102611

# Annual Report and Accounts for the year ended 31 March 2025

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## Foreword by the Chair of Trustees of Cransley Hospice Trust

Welcome to our review for 2024/25. These reviews are written through a lens looking back, sometime after the event; I'm writing this in September 2025 looking all the way back to April 2024.

Whilst we work in the moment, and also look forward, we can reflect on, as ever, an eventful year and period since. Describing the last 18 months or so as “eventful” is a cliché – but of course, they have been, both in ways that we could predict and those that we couldn't.

Cransley Hospice and Palliative and End of Life Care Cransley is a relatively unusual hospice. Most hospices are independently run by charities, funded by their own fundraising efforts and contributions from the NHS for patient care. Cransley Hospice is run by the NHS, as part of an overall Palliative and End of Life Care service across the historic county of Northamptonshire.

Our fundraising efforts support and enhance care provided in the hospice, and in the community, and we advocate on behalf of patients and their families. We engage closely with the wider health service: with NHFT (Northamptonshire Healthcare Foundation Trust, who run the hospice day-to-day) and the local ICB (Integrated Care Board, responsible for defining and funding Palliative and End of Life Care services in Northamptonshire).

### 2024/25 Highlights

As you will read in the report, Cransley Hospice has operated at a level closer to full capacity this year. This means that more patients are being treated by specialists in palliative care.

We were thrilled to receive a transformative grant in the year of £2m from the Margaret Giffen Charitable Trust, the result of a number of years of discussion. We are humbled by their generosity and determined to deliver on the trust they have placed in us. Projects funded by this gift are already underway, with a refurbishment of the “Day Room” at Cransley Hospice in the later stages of planning, and a new bereavement service up and running. Future projects will continue to include a mix of improvements to the physical environment at Cransley Hospice, and service enhancements for patients and their families. Future plans and external factors.

Our ambition remains to ensure there is 24/7 specialist support available to patients and their families, particularly to support those who may be in crisis. Trials of a part-time helpline for clinicians supporting end-of-life care began in January 2025 and we hope to see this become a fully functioning service in due course.

July 2024 saw a change of government. New governments bring new ways of thinking that change ways of working across the public sector. This is now visible to us in the re-organising and re-structuring of Integrated Care Boards. There is inevitably some inward-looking focus in those organisations whilst that restructuring takes place. We continue to engage with them to see what changes might result to the commissioning of services in, and that affect Palliative and End-of-Life care.



More recently, the Assisted Dying Bill, whilst not part of the government's 2024 election manifesto, has been passed in the House of Commons, and is now in the Committee stage.

We remain organisationally neutral on the principal, and are keeping a close watch on the practical implications of any decisions made which might affect the provision of end-of-life care locally.

### **Farewells**

Rev. Dr. John Smith stepped down from the Board in July 2024. John is rightly regarded as the "founding father" of the Northamptonshire hospices, and has been involved with Cransley Hospice and the Trust for over 25 years. This is a change of role rather than a true farewell: we are delighted that John stays on as Patron of the Trust, and I personally, both as current Chair of the Trust and as a resident of Kettering, cannot thank him enough for the work he has done over his career, a sentiment that I know is widely shared in our local community.

We were thrilled when his contribution to the community was recognised in the 2025 New Year's Honours list with the award of an MBE, which we are hoping that John will be awarded in November at Windsor Castle. John, many congratulations on a truly well-deserved honour recognising your work.

This year saw the retirement from the Trust staff team of Rachel Herrick, who had led the fundraising team since early 2020. This of course means that Rachel started work at the Trust not long before the first COVID lockdowns, which had a huge impact on our in-person and participative event fundraising. Rachel dealt with everything that period threw at her and her team with enthusiasm and good humour, and we are grateful for her work over the last few years. Rachel, you have our love and best wishes as you move into retirement.

Without the contributions from our supporters, fundraisers, volunteers and staff team, Cransley Hospice Trust would not be able to significantly enhance the services provided to those living with a life-limiting illness across North Northamptonshire. A huge thank you to you all.



**Christopher Turner**  
Chair





# Review of 2024-25 by the Chief Executive

## Introduction

Welcome to the Cransley Hospice Trust Annual Report for 2024-2025. This year has been one of both challenges and achievements as we continue to navigate the evolving landscape of fundraising and healthcare provision. Our commitment to enhancing our services and supporting our community remains steadfast.

## Impact of our Support

Our overriding objective as an organisation is to provide enhanced support to those living with a life-limiting illness across North Northamptonshire. Historically this has been through direct support for the provision of 'in-house' hospice services in Cransley hospice. As our income has evolved, we have been able to expand our support to provide additionality to a range of support services including community specialist palliative care services, hospice at home support, consultant inpatient and outpatient support, Family liaison and training. This equates to about 20% of additional service provision in the 2024-25 period.

## Performance Overview

The year proved to be contrasting in outcomes both in terms of fundraising and service provision.

Our 'everyday' fundraising income continued to see fluctuations in performance across all the income streams. Legacy income recovered significantly, whilst community, retail, general donations, corporate and events income continued to be challenging environments in which to fundraise. We did however again achieve a £1M income level. More details of all the incredible fundraising we have achieved during the year can be seen in the Fundraising Performance report and throughout this document.

In a stark, but very welcome contrast, we negotiated a substantial contribution of £2M from a local grant giving organisation, the Margaret Giffen Charitable Trust. This income is to be used for the development of service provision across North Northamptonshire, and a full support programme has been identified for investment over the next five years or so.

Our influencing work continued to focus on the implementation of the Palliative and End-of-Life Care (P&EoLC) strategy with progress being made towards improving the provision of information to patients and families through our website. In addition, we have been contributing to a number of service reviews and developing more effective provider information on performance.

Further detail of the range of additional core services we supported across North Northamptonshire can be found in the Service Transformation and Commissioning report.

## Volunteering

The significant contribution that our volunteers make to the overall success of our organisation's objectives should never be underestimated. Whether it is as a Trustee, in office administration or at events, or in our retail facilities, all of these people provide us with a huge level of resource to enable us to achieve our goals.

I am delighted to be able to offer my thanks to all of you publicly.

## Donors

Whilst we can do many things with volunteers, the contribution made by our donors enables us to provide practical additional support to those living with a life-limiting illness across North Northamptonshire. In recognition of this we have set new goals for enhancing the supporter experience through better communications and engagement to help build loyalty to our cause.

## Partnerships

We recognise that we do not work in isolation to achieve our goals. Indeed, we have community, corporate and state partnerships, all of which contribute in different ways to supporting our aims. We are immensely grateful for their co-operation and hope to continue to grow this in the forthcoming years.

## Governance

My thanks also go to those who supported us to continue to develop our charity governance appropriately. We completed a significant milestone in training our staff and volunteers during the year and further enhanced our policy positions and procedures in support of implementation. These 'boring but important' elements of running a charity are vital in ensuring we maintain a high level of professionalism that meets a variety of external standards and is monitored by a number of Regulators covering ethical fundraising standards; data controls; health and safety considerations and financial probity.

## Future Plans

The performance within the 2024-25 financial year has enabled us to undertake some important planning with a revision of our fundraising approach as well as developing new service provision in support of our aims.

The implementation of the new P&EoL care strategy across Northamptonshire has enabled us to review current service provision and plan to support improvements. Refurbished facilities and more

personalised care will feature in the coming year with more support for patients and their families throughout the bereavement process; further support for those living alone and experiencing a life-limiting illness; more information on support available; and training.

In addition, we want to address inequality of access to service provision and enhance peoples understanding of end-of-life issues in our communities.



**Philip Talbot**  
**Chief Executive**



**“Dad spent five weeks at Cransley Hospice, all of the staff there, from the nurses to the healthcare assistants, were amazing in looking after him and caring to all of his needs. After the five weeks Dad returned home, but the dedication from Cransley didn’t stop.”**

**“We continued to have regular home visits from our family liaison officer who was brilliant, caring for my little sisters and ensuring some form of normality for them. We also had a palliative care nurse from Cransley, who would visit us multiple times a week to provide support, comfort and friendship to Dad, and equally as importantly, my mum, during such a difficult time.”**

*Will*



## Who we are

Cransley Hospice Trust (CHT) is an independent charity that raises funds to enhance the provision of end-of-life care in North Northamptonshire. This care is based around the 'in patient' services provided by Cransley Hospice and is managed and operated by Northamptonshire Healthcare NHS Foundation Trust (NHFT). Our work also includes supporting the development of improved services for our local communities and to provide better information and support to the communities of North Northamptonshire.

CHT works in partnership with Cynthia Spencer Hospice Charity (CSHC) in Northampton, providing similar services for West Northamptonshire.

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care. This support extends to the families and loved ones of individuals as well as the staff who look after them in Cransley Hospice and within the local community.

Income is generated from several sources including community and corporate fundraising, legacies, trusts and foundation giving, individual giving, and Gift Aid.

The Trust is registered as a general-purpose charity under Registration number 1151018.

The Trust is also a Company Limited by Guarantee (Registration No 08102611).





## What we aim to do

### Our Primary Aim

CHT's main purpose is to raise money to commission enhancements to palliative and end of life care services across North Northamptonshire.

### Our Values

CHT continues to support the values adopted by the organisation in 2024.

#### OUR VALUES

Our values underpin all that we do; how we act, how we behave and how we operate.

**TO ACT RESPONSIBLY**

**TO ACT WITH INTEGRITY**

**TO ACT FAIRLY**

**TO ACT ETHICALLY**



# Our Objectives

The CHT Board confirmed the continued validity of its annual objectives. These are:

## WHAT WE DO?

We raise funds to provide Palliative and End-of-Life Care (P&EoLC) services across the Cransley Hospice catchment area of North Northamptonshire

We ensure the provision of locally accessible, P&EoLC services in the North Northamptonshire area as part of a partnership of service provision across the Northamptonshire health and care system

We listen to, and influence and inform the public and health care professionals on P&EoLC issues to improve services

We raise our profile and enhance our 'trusted' reputation as a charity

We evolve Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector

## HOW WE DO IT?

We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services

As a partner commissioner of P&EoLC services in Northamptonshire, we ensure there is fair and equitable P&EoLC service delivery to the people of North Northamptonshire

We monitor the provision of P&EoLC services across North Northamptonshire by commissioned service providers including performance and IMPACT measures to ensure the investments in service are of public benefit

We commission restricted and unrestricted reserves to support sustainable service developments of P&EoLC service provision across North Northamptonshire

We work with other relevant organisations to raise public awareness of what is available to support the individual, their families and carers

We influence positive change in the wider health system

We build our following of supporters to raise our profile across the wider Cransley Hospice catchment area

We update our Strategy and Implementation Plan to support the development of the organisation for 2023-24 and beyond

We will establish a staff, and volunteers support programme that provides motivation and loyalty to Cransley Hospice Trust (CHT)

We will ensure our policies and financial processes enable us to work in the agile way we have adopted

## OUR IMPACT NOW & IN THE FUTURE

Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire

Our five year plan is to double our commissioning fund to c£1m annually

CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire

We plan to ensure equitable services are delivered across North Northamptonshire

We plan to further enhance the provision and quality of End of Life services across North Northamptonshire

We help people get a greater understanding of End of Life issues in the community

We plan to positively change the way the public perceives End of Life care

We plan to establish more investment in End of Life care, particularly in non-medical service provision

We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals

We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire

We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters



## How we invest the funds

The development of the organisation to focus on evaluating what impact its investment in support services has on local people is a key objective. The investment needs to provide a real benefit to those who are living with a life-limiting illness across North Northamptonshire.

End of life services provide care for patients including the 'inpatient' provision at Cransley Hospice; Hospice at Home, which supports patients who would prefer to remain at home in the last weeks and days of life; Palliative Lymphoedema support; Outpatient support; and a Bereavement support service. The Trust also supports some training provision where it enhances the support available to patients and their families.

During the past year the CHT Board has continued to value working in partnership with the other funders (commissioners) of P&EoLC services across North Northamptonshire. We continue to be an active member of stakeholder groups which monitor the outputs in North Northamptonshire and consider ways we can improve services.

**“People at Cransley give their time to you, they’ll talk to you, create a bond with you. If you need a hug, they’ll give you a hug. It was lovely. Within days we felt we had friends here, and that’s special.”**

*- Edwin*





## Achievements and Performance

Cransley Hospice Trust fundraising has not escaped the pressures brought about by the cost-of-living crisis, rising energy costs, and ongoing economic uncertainty, all of which continue to affect charity fundraising across the UK. Closer to home, we have seen the reality of how these challenges have impacted our community, with depressed retail spending, fewer donations and a reduction in numbers attending some of our events.

Despite this we were again able to raise over £1m with our fundraising efforts, enabling us to continue to enhance the services provided for those living with a life limiting illness across North Northamptonshire.

In addition, our successful negotiations with the Margaret Giffen Charitable Trust to invest in some major refurbishment and new services has meant we are now able to develop new supportive services, the first of which is our Bereavement support programme.

Community fundraising has become an increasingly competitive environment. We've seen a growth in activity by both local and national charities in our area as they work harder to promote their causes and secure support, intensifying the competition to raise

funding. At the same time, the ever-changing digital algorithms constantly challenge our ability to connect with supporters online. It is becoming more and more difficult to stand out within a crowded and diverse digital space. It was a credit to our team that we were able to demonstrate the full extent of the difference hospice care makes - ensuring that our community not only understands the importance of our work but feels inspired to support it.

Our events calendar has delivered some positive results.

Our outdoor events faced the added test of severe weather, with three of our flagship events disrupted by the many storms that swept the UK. Despite this, the team showed remarkable resilience - most notably swiftly relocating our annual Tree of Lights service indoors. Special thanks to the United Reform Church in Kettering for assisting at such short notice. We were forced to postpone our outdoor cinema and had to work around flash flooding hours before the start of the Sparkle Walk!

Participation at events earlier in the year was lower than expected, partly due to the adverse weather





conditions mentioned previously. Despite this some of our flagship events, including the annual Tree of Lights service, Sing for Cransley, and the International Women's Day lunch, all performed positively. A particular success was our Community Christmas Tree Recycle which continues to capture the support of our communities and grow year on year. It is thanks to the collaborative support of the whole community including the local Christmas tree sellers, local businesses, our team and the army of volunteers who work so hard to make this incredible campaign such a success. We raised over £24,500, exceeding budget expectations and almost 50% up on the previous years.

We strengthened our business relationships and grew our corporate network of supporters by exhibiting at business expos and engaging with new networking circles. We encouraged more corporate supporters to embrace opportunities for greater visibility through advertising and sponsorship at our events and in our newsletters. A key achievement was successfully pitching to become the Northamptonshire Chamber of Commerce Charity Partner of the Year, securing the equivalent of a Silver Partnership.



For the first time ever, we joined a collaboration of 143 other local hospices across the country to invest in and be a part of the first Hospice UK, National Legacy BRTV campaign, 'This is Hospice Care.' This was the first time hospices had ever collaborated in this way. The campaign presented local hospices an opportunity to have a national voice, to raise awareness about hospice care, what it is, and how people could support the care, for now, for all, forever by leaving a gift in their will.

The first phase of the campaign aired in February 2025, during which we partnered closely with our neighbouring charity, Cynthia Spencer Hospice, to maximise local PR and publicity. A second phase of the campaign is planned for September 2025, timed to coincide with Hospice Care Week and Make a Will Month.

Helped by the new digital system brought in to tackle the backlog of probate applications backed up during COVID, our legacy income has been consistently stronger than expected, delivering £182,814, exceeding our budget expectations for the year.

In November 2024 we saw the retirement of Rachel Herrick, our Director of Income Generation, and the recruitment of a new Head of Fundraising and Marketing with an internal promotion of Jenine Rees. This led to a new team structure being introduced to help the team meet some of the challenges facing fundraising and to put a greater emphasis on using data more effectively in support of our fundraising efforts.

As part of our fundraising portfolio, we were fortunate to receive several grants from local and national grant-making trusts, most significantly a £2m grant from the Margaret Giffen Charitable Trust which is to provide crucial funding for the development of hospice care, along with others including:

Daivid Laing Foundation  
Oundle & District Care  
The Northwick Trust  
Peggy Hale Charitable Trust  
Provincial Grand Charity of Northants & Huntingdon  
Peter Wilson Family Trust  
The Douglas Compton James Charitable Trust  
Craigend Trust  
Woodford Charity Estate  
The Maud Elkington Charitable Trust  
The Paget Charitable Trust  
The Countess of Verulam's 1988 Charity Trust  
Timson Benevolent Trust  
Gilander Foundation  
Rotary Club of Wellingborough Hatton  
E A Timson Family Trust  
Nationwide Kettering



Our Lottery has continued to be a significant source of income for the charity and the milestone of a total of £1m raised for Cransley Hospice Trust by the lottery players since it began was passed! We worked with YHL to promote the first Christmas super draw widely resulting in a spike in ticket sales. While we saw our number of cancellations increase overall, our lottery income remained significant.

Our two retail units have continued to highlight the value of providing good second user outlets. We updated the technology in the units by introducing

a new till system to support the team with reporting and have upskilled all retail volunteers across the two units to use the new system. New card readers were installed to increase flexibility for customers and the new shop layouts have helped keep income steady despite the challenges of sourcing good quality stock items to sell.



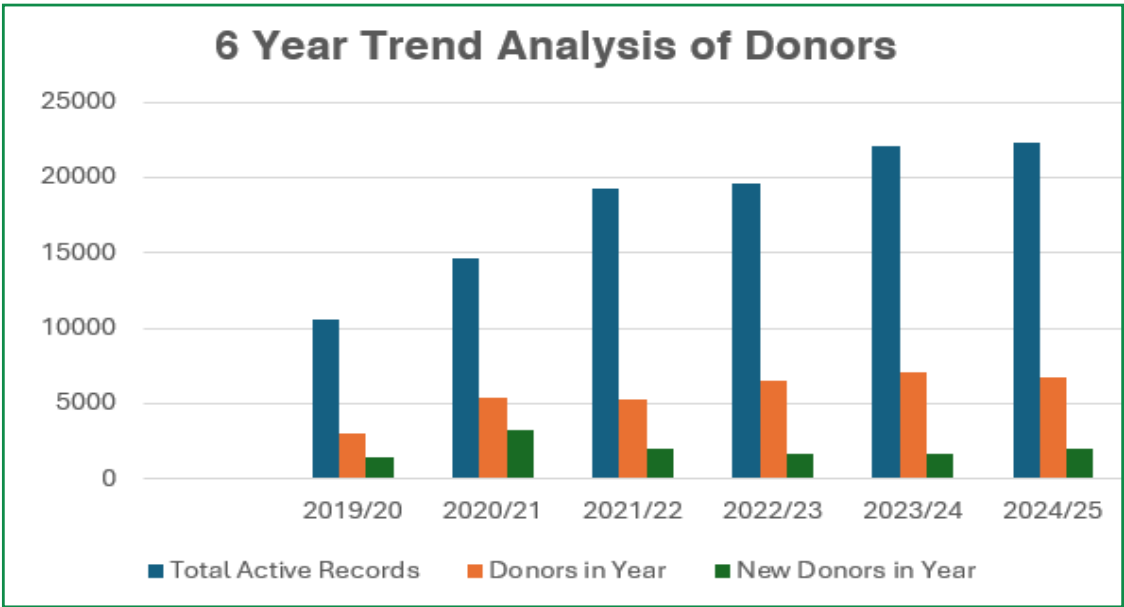
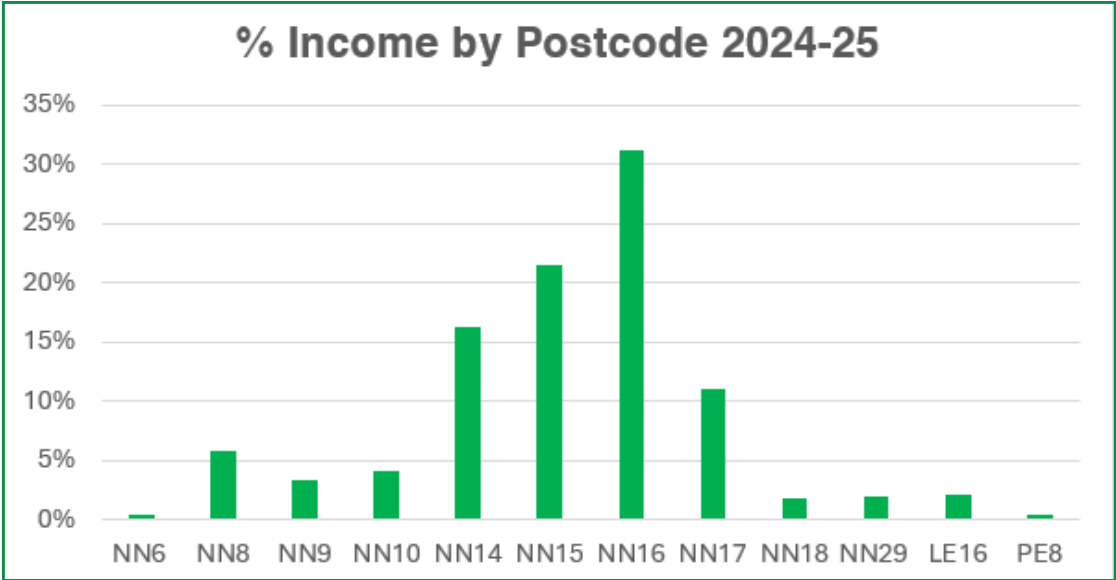
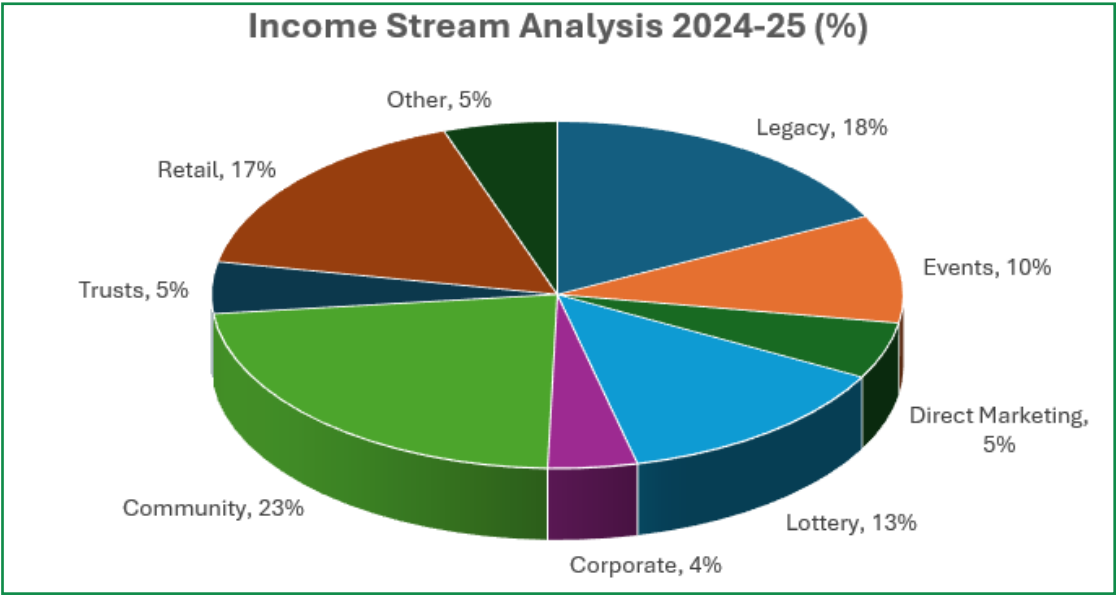
“Within an hour of settling into Cransley, Mum had a room full of visitors. During the two and a half weeks Mum spent in Cransley, we really made it our second home! Everyone was so welcoming and we felt like they really cared – not just for Mum, but for the whole family.

“My children were also given Cransley bears and comfort blankets, which they still sleep with now. After school, they would come into the Hospice and spend time with Mum. The atmosphere was always friendly, relaxed and welcoming – the opposite of what you might expect a hospice to be like!”

*Cat*



# Key Graphic Analysis 2024-2025



# Commissioning and Transformation

This year has seen strong progress in assessing and measuring the added value our investment in palliative and end-of-life care is making. Better communication and data reporting has helped. Challenges remain around data consistency, commissioning clarity, and delays from system-wide restructures, which have impacted project timelines and stakeholder engagement. Despite these hurdles, our enhanced support continues to drive positive change to create strong foundations, and is ensuring our adaptability, innovation, and commitment to high-quality care

## Commissioning

Hospice bed occupancy levels improved during the year with a new yearly average of 87% being reached, very near the 90% target. Referrals from acute hospitals and community teams also improved after new communication systems were put in place.

Countywide, the Specialist Palliative Care Community nursing team saw a similar number of referrals to last year; however the north of the county saw an 8% decrease. The number of contacts and caseload made with patients and families in the north were on a par with the previous years, suggesting that despite the reduction in referrals, the complexity of individuals' symptoms may have increased, and patients are living longer requiring continued intervention.

The Hospice at Home referrals saw a 10% drop in activity, and a 31% reduction in the number of contacts made. The individual number of patients seen remained similar to previous years.

There was a significant drop in referrals seen by the Wellbeing service with an average of only 3 new patients monthly. The use by North Northamptonshire patients was limited due to the service only being available in Northampton.

## Transformation

Our investments supported a number of strategic initiatives including:

- The creation of a Palliative and End of Life Care Collaborative, providing governance and shared decision-making across the county.
- The launch of Digital ReSPECT on the Northamptonshire Care Record, supported by trained champions.

(The Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) is a process that supports shared decision-making between individuals and healthcare professionals to create personalised clinical recommendations for emergency situations, including cardiorespiratory arrest. It involves a structured conversation that develops a mutual understanding of the person's current condition, circumstances, and likely future outlook, while exploring their values and preferences. The outcome is a documented plan that outlines realistic and agreed-upon treatments to guide care if the individual is unable to make or express decisions during a future emergency).



- The implementation of the Hummingbird Bereavement Service pilot programme, in collaboration with Age UK, Mind and Cynthia Spencer Hospice Charity.

(The Hummingbird Bereavement Service, funded by Cransley Hospice Trust and Cynthia Spencer Hospice, offers free emotional and practical support to adults in Northamptonshire who are bereaved or facing a terminal diagnosis. Services include one-to-one counselling, support groups, and tailored guidance, provided in person, by phone, or online).

- Supporting a wider P&EL care education need with the design of a Verification of Death training course for nursing home staff, which will increase the number of professionals qualified to verify deaths.

(This initiative is being implemented in 2025/26 and is intended to speed up the formal procedures for relatives following the death of a loved one).

There were also a number of service and community enhancements including:

- Specialist palliative care support introduced at weekends in urgent/emergency care.
- Development of children and young people transition events. Providing children and their families with an understanding of adult hospice care should they be transitioning
- Stronger links with LGBTQ+ forums, faith groups, dementia networks, and ethnic minority communities to shape services and content.
- Public awareness campaigns planned around Dying Matters Week and multicultural health/wellbeing events.
- Linking in with Social Prescribers, Domiciliary Care providers, GPs and the community teams in relation to communication and bereavement.
- Undertaking public surveys for the improvement of Palliative and End of Life Care information sharing and signposting. As well as establishing links for ongoing service user collaboration.

Supporting a complex service such as Palliative and End-of-Life care inevitably brings specific challenges to overcome.

We undertook a second year of benchmarking with other hospices of similar structure, however it became clear that there remain many limitations on the provision and consistency of datasets and gaps

in demographic understanding making population management development challenging.

Uncertainty on the future of the ICBs and NHS England led to some frustrations with implementing change across the system in line with the strategy. Risk of unsustainable project funding unless transitioned into core commissioning.

With such uncertainty in the NHS, there remains a risk of Palliative and End of Life Care Services being marginalised and investments being piecemeal with no continuity of funding.

Operationally service development was restricted due to competing demands on stakeholders' time including establishing the PEOLC Collaborative and bringing together like-minded individuals to shape the future of PEOLC for Northamptonshire. The increased demand on services also saw delays in plans to refurbish facilities.





## Partnerships

The delivery of Palliative and End-of-Life care across North Northamptonshire has always been a partnership approach with the NHS.

The structure of the NHS is complex but essentially, in Northamptonshire, one part of the NHS (the commissioner) together with the two local charities, pay for another part of the NHS (the provider) to deliver End-of-Life services. The additional funds from the charities are used to enhance the service provision.

CHT also uses some funds to commission other supportive services not provided by the NHS.

Whilst it is less than two years since Integrated Care Systems (ICSs) were introduced across the country, a change in government has brought about a revision of the structure and the development of a new 10 Year Plan for the NHS. We will monitor how these new proposals will affect the service delivery of P&EoL care, however we are keen to ensure that better service provision is a key element of any objective of the new approach. We will be lobbying partners to ensure we use the opportunity positively.

CHT has been effectively working in partnership with the NHS and other partners to ensure a more effective approach to investing in end-of-life care. The development of a whole provider network under the banner of the All-Age Last Years of Life Delivery Group (AALYoLDG) has proved useful in supporting a more co-ordinated approach through the strategy which continued its implementation in 2024/25.

As part of this system partnership, a series of task and finish groups, established in 2023 to help implement the strategy, benefited from a one-year administrative support role provided by CHT and CSHC. This arrangement facilitated progress on bereavement support, training, communications, and equitable access.



# Facts and Figures for North Northamptonshire

Cransley Hospice Trust is currently supported by approximately 9% of the households and 2% of the population in North Northamptonshire. In addition, we are supported by 1% of the businesses across North Northamptonshire.

In 2024-25 there were 3,360 registered adult deaths across North Northamptonshire.

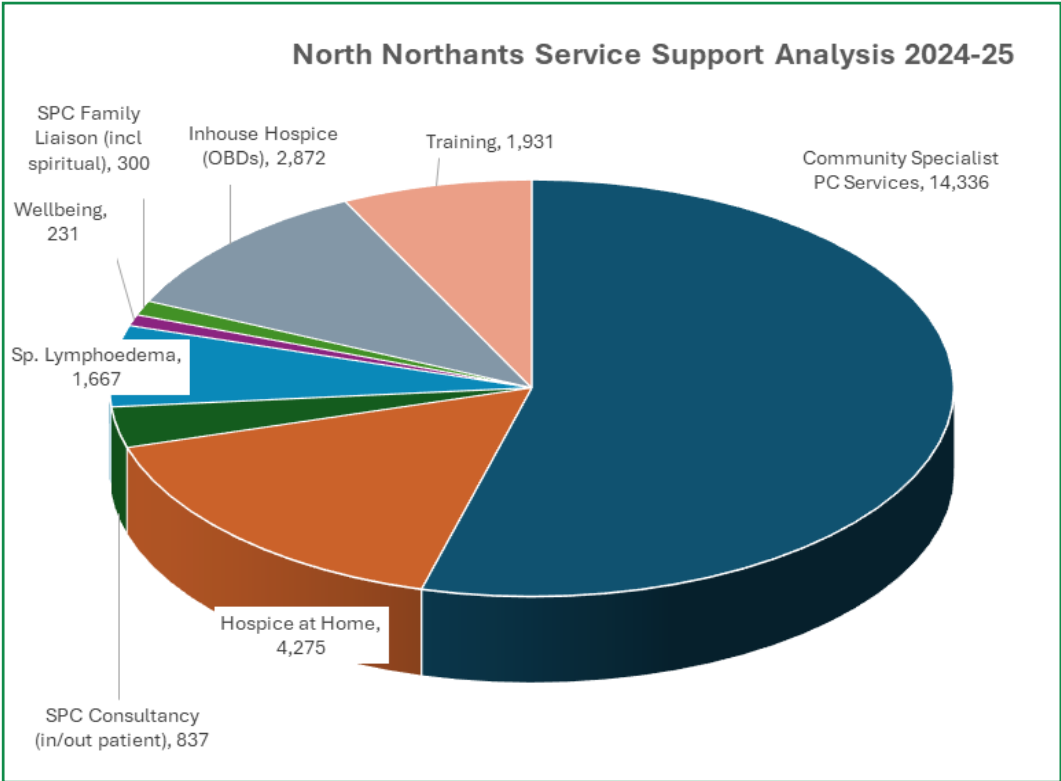
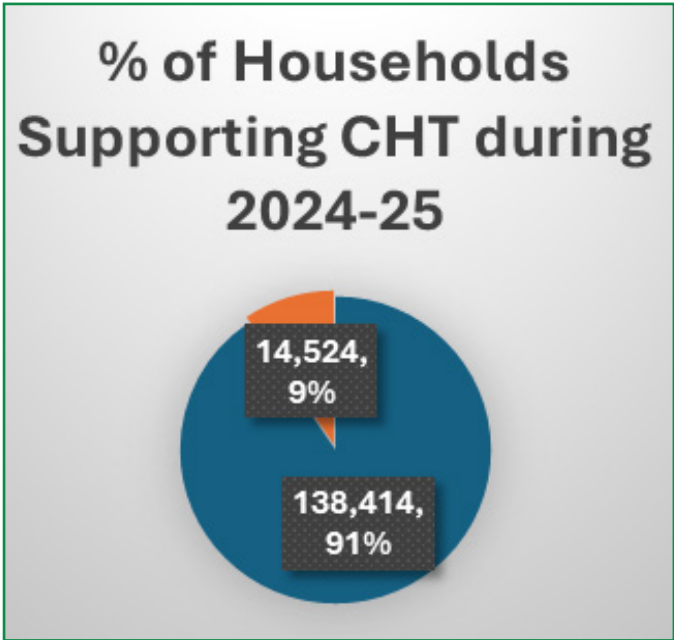
Approximately 700 were considered to be within the palliative and end-of-life care remit.

## Engagement with Palliative and End of Life Services:

There were approximately 56,981 recorded engagements with patients across Northamptonshire in 2024/25, of which 26,449 were in North Northamptonshire.

The figure includes an estimate for family liaison/spiritual interventions.

The average cost of a bed in Cransley Hospice was £735 per day.



## Marketing and Communications

To help us increase our profile, we modernised our website which we proudly launched in July 2024. Working with a local portrait photographer we made people, our supporters, volunteers, our staff and the hospice team central to the site, as they are to the organisation.

The site now clearly defines who we are, what we do, and who we support, giving clarity not only to our supporters but also to staff and volunteers when representing the organisation externally.

A key objective was to improve the customer journey, ensuring visitors are able to find the information they need in just a few simple clicks.

Our investment in the Care and Support section has provided a powerful opportunity to support our community with relevant information on local services whilst also presenting a compelling case for support. Feedback from supporters, families and the clinical teams has been overwhelmingly positive.

Our followers on our social media channels continue to grow. Whilst it is increasingly challenging to keep up with the frequent changes in algorithms and the launch of new features, social media continues to be an important communication tool for us, helping us to share information as well as grow our supporter base.

We recognise that in order to meet the expectations of our supporters we need to evolve how we use technology. In 2025/2026 our aim to use our data to improve communications and the supporter journeys for our Cransley community.

We also developed our first fundraising pack enabling the team to share information easily with supporters, choosing from a selection of the inserts as appropriate to the meeting or occasion.

I am pleased to report that we received no fundraising complaints during the year 2024/2025.

The new website also increased our ability to develop our e-commerce offering saw a marked increase in donations on previous years.

During Hospice Care Week in October 2024, we launched a new 'Go Green' campaign, encouraging people to show their support for hospice care in whatever way they chose. The campaign created quite a buzz locally, culminating in 30 stalls all supporting 'Go Green' along the avenue at Rushden Lakes, and reaching its target of raising £10,000 over the week.

One of our aims at CHT is to inform the public more about living with a life-limiting illness and dying. As part of this initiative, we opened a powerful portrait exhibition at the Roof Top Gallery in Corby entitled '...because every moment matters'. The exhibition featured black and white photographs of the staff, volunteers and clinical team to raise awareness of hospice care and the work of Cransley Hospice Trust across the county. It was so well received that the gallery requested it remain open for an extra week.





## Volunteering for the Trust

The significant support that is given by volunteers is immeasurable but remains a crucial part of the success of the Trust and we thank them for their contributions.

In an effort to build numbers of volunteer supporters back up to pre-Covid levels we ran three successful volunteer recruitment events – recruiting 27 new volunteers in the year bringing the total up to 155.

Their support covers a range of activities including administration in the office (14 people); helping at events (93 people); shop support (56 people) and as Trustees (10 people).

We celebrated their incredible support at our annual 'Thank You' event. The event was attended by volunteers, VIP's and special guests including representatives from the hospice. Not only is it an opportunity for us to thank our volunteers for the incredible contribution they make to the organisation, it is also a chance for them to catch up with old friends and meet new ones. The event includes a special presentation of awards to those volunteers who have served for either 1 year, 5 year or 10 years.

The winners of our two prestigious awards; the Spirit of Cransley Award, and The Community Achievement Award were announced and presented to Pauline and Andy Carr, and Carole Poole respectively. Later in the year, as a reward for her services to volunteering and fundraising, Carole Poole attended the prestigious



Duchess of Cambridge Carol service at Westminster Abbey in December – “A day I’ll remember for the rest of my life!”

None of this would have been possible without the help of our Volunteer Coordinator. Ros Doherty performs this coordination role on a voluntary basis and we are so grateful for all the work she undertakes to achieve such success.





## Risk Management

The Board monitored a number of risks associated with the organisation. Corporate and operational risks were reviewed at Board and Executive management meetings to ensure that mitigating actions were completed, and risks were managed as much as possible.

The Board continued to closely monitor the impact on income identified primarily because of the continuing

cost-of-living crisis. Once again, the Board made a significant investment from reserves to support the delivery of Palliative and End of Life services across North Northamptonshire. Just over £208k was allocated from reserves. This was managed carefully throughout the year by the Board to ensure both CHT remained financially sound, and that service provision was not affected by funding challenges.

## Future Plans

CHT will continue to provide support for the implementation of the Palliative & End-of-Life Care strategy across Northamptonshire.

The Board has also identified the need to support the delivery of services more equitably across North Northamptonshire and has begun to actively engage with other service providers to help achieve this aim. Plans for refurbishing the hospice facilities are well underway and it is hoped to complete some phases in 2025-26.

We highlighted seven key development programmes in 2023-24, four of which we were able to implement during 2024-25, including developing an Information Platform; providing Bereavement Support; a review of Training; and continuing to develop Measurements of Success.

A review of the Palliative Care register was abandoned as new technology was being introduced providing more comprehensive patient information in a single place.

Two developments from the strategy remain to be started; the introduction of a Palliative Care Hub and

the development of a User by Experience Engagement programme. Some trialling of a Palliative Care Hub facility is being undertaken by another section of the NHS in Northamptonshire as part of an urgent care single point of access programme. This is due to be completed at the end of 2025. Given evidence from elsewhere, if implemented fully, it may well significantly improve the service provision to patients and their families, providing more easily accessible support, planning, management and operational efficiencies. There are some obvious challenges to developing the User by Experience Engagement programme, although the first steps have been made with the publication of a public questionnaire on the needs of the local population which came out of one of the P&EoLC working groups. It remains an important development to help inform improvements to the services provided.

The Board reviewed its fundraising strategic plan at the end of the financial year using the latest available data and amended its aims of growing income and providing a better donor experience to attract and retain supporters in the coming months and years, putting these plans into operation in the 25/26 financial year.





# Trustee's Annual Report on Finance and Governance

## Basis of preparation and legal framework

The Trustees present the Annual Report together with the Audited Financial Statements for the year ended 31 March 2025.

Full Name of Charity: Cransley Hospice Trust  
Registration Charity Number: 1151018  
Company No 08102611

The principal office is at: St Mary's Hospital  
77 London Road  
Kettering  
Northants  
NN15 7PW

Directors & Trustees: Rev. Dr. John S Smith (resigned 24.07.24)  
Mr. Andrew Attfield  
Mr. Christopher Turner (Chair)  
Mrs. Dierdre Mukhtar  
Dr. Hannah Rosarie Doherty (Vice Chair)  
Mr. Felix Connolly  
Mrs. Katie Milling (Treasurer)  
Mr. Paul Humphrey  
Mr. Keith Southcombe  
Ms. Kerry Thompson

Chief Executive: Mr. Philip Talbot

Patron: Rev. Dr. John S Smith (appointed 24.07.24)

The advisors used by the Charity during the year ended 31 March 2025 were:

Bankers Lloyds Bank  
2 George Row  
Northampton  
NN1 1DJ

Auditors Ellacotts  
Countrywide House  
23 West Bar  
Banbury  
Oxfordshire  
OX16 9SA

# Structure, Governance and Management

Cransley Hospice Trust is governed by a Board of Trustees/Directors. Its Articles of Association and Memorandum of Association (M&As) were signed and dated on 12 June 2012. No amendments were made in the year to the M&As.

Acting for the Trustees, the Chief Executive is responsible for the operational management of the Trust. This role is required to:

- Control, manage and monitor the use of resources.
- Provide support, guidance and encouragement for all its income raising activities whilst managing and monitoring the receipt of all income.
- Ensure that “best practice” is followed in the conduct of all its affairs fulfilling all its legal responsibilities.

Day to day operation of the charity is vested with the Chief Executive.

The Board of Trustees monitor the integrity of the annual financial statements of the Trust and reviews the significant financial reporting issues and judgements which they contain.

Newly appointed Trustees take part in an induction process in which they are provided with information about the Charity, including the strategy and plans, previous annual report and accounts, budgets, policies and minutes, and information about trusteeship and the current market environment in which the charity operates. The Chair gives new members a briefing on the current policies and priorities for the Charity and ensures any additional training that their role may require is also offered.

## Public Benefit Test

In accordance with Section 4 of the 2006 Charities Act the Trustees have ensured that due regard has been taken to ensure that all expenditure incurred has met the Public Benefit test.

## Risk Management

The major risks to which the Charity is exposed have been identified and considered.

These are included in a formal risk register and reviewed at each Board meeting and will include reference to mitigating actions.

Income and expenditure is being monitored monthly

and is compared with the approved budget to detect trends as part of the risk management process to avoid unforeseen calls on reserves.

## Our Fundraising Practices

We are registered with the Fundraising Regulator and are a member of both Hospice UK and the Hospice Income Generation Network.

We ensure our fundraising is legal, conforms to recognised standards and follows best practice. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice.

The charity is also a member of the Chartered Institute of Fundraising and is required to adhere to the Code of Fundraising Practice and the standards and behaviours set out in the Chartered Institute’s Code of Conduct. We believe that every person who volunteers for us, works for us, or comes into contact with one of our fundraisers should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

We consider ourselves to be an integral part of the community and it is these strong relationships that enable the charity to fund care provided by Cransley Hospice. Cransley Hospice Trust’s fundraising team organises fundraising events and campaigns and co-ordinates the activities of our supporters in the community.

Our work is supported by many volunteers. The roles undertaken include helping raise the profile of the charity in the local community; supporting on community-led fundraising activities; various duties in our shops; helping with administration duties in our office; and collecting and counting the cash donated from the community. All these people are valuable extensions to our network and enable us to build the best possible relationships with our supporters. In undertaking an assessment of our volunteer support, we were able to estimate the financial contribution ‘in time’ provided by the volunteers amounted to c£405,000.

This, of course, does not value the many and varied contributions they provide ‘in kind’. All volunteer fundraisers receive an induction and follow up training to ensure that they are fully aware of our fundraising practices.

We continued to work with Your Hospice Lottery (operated by St Helena Hospice). They adhere to



regulation and codes of practice set out by the Code of Fundraising Practice, The Gambling Commission, and the Lotteries Council. Quarterly meetings are held to receive updates and ensure best practice is adhered to. Your Hospice Lottery use professional fundraisers who are all trained and follow the appropriate codes of conduct.

### **Protection of the public**

We do not provide any incentivised pay structure around fundraising. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice. The team are encouraged to build long term relationships and work to develop ongoing support. We understand the importance of building trust within the community and the fundraising team are transparent about how funds will be used, the options around restricting donations and the shortfalls that we may encounter in our fundraising activities.

We work to ensure that we are compliant with the General Data Protection Regulation (GDPR). All personal data is kept securely, and we do not swap or sell personal details. When communicating with supporters we work on an opt in basis (we have been given permission to contact). We communicate with our supporters in the way that is relevant to them and recognise that to build strong meaningful relationships we need to ensure that our communications are tailored to their personal preferences.

All direct marketing for specific events is undertaken by the fundraising department, and we ensure that it is not intrusive or persistent. All marketing materials contain clear instructions on how a supporter can alter their preferences or be removed from our mailing list completely. We work on the basis of legitimate interest when communicating with supporters by post and an opt in (supporter has given agreement) basis for e-mail and mobile phone communications.

Complaints received from supporters

As part of our obligations under the Fundraising Regulator's code, we should highlight any complaints in our Annual Report. We have received no complaints about our fundraising activities during the year.

### **Reserves Policy**

Cransley Hospice Trust is a fundraising, commissioning and influencing charity relying primarily on the generosity of our donors.

To be able to ensure that the charity's support to hospice services in North Northamptonshire is maintained when there are variations in fundraising income caused by factors outside the charity's control, the Trustees current aim is to maintain an

agreed sum within free reserves equivalent to the closing costs of the organisation. This cost may vary annually, and a calculation is made at the end of a financial year based on the estimated future cost of closure. At the end of 2024-25 the figure was calculated as £665k.

The trustees continue to maintain an open dialogue with the NHS on funding levels required to maintain and strengthen end-of-life services.

### **Partnership Working and Networks**

Palliative care patients in the North of Northamptonshire are the main beneficiaries of the charity. The delivery of Palliative and End of Life services is undertaken by a complex network of organisations. Currently we mainly commission Northamptonshire Healthcare NHS Foundation Trust (NHFT), which is the largest single provider having responsibility for the 'in house' hospice facility (Cransley Hospice) and the Hospice at Home service. We continue to develop positive working relations with NHFT.

The advent of the 'Integrated Care System' (ICS) in Northamptonshire (replacing the CCGs), has led us to develop a partnership with the local ICS (ICN). This partnership is seen as key to delivering an improved service provision across North Northamptonshire through agreed commissioning objectives in line with the strategy.

Partnership working is considered important to the Charity. During 2024-25 we continued to work more closely with Cynthia Spencer Hospice Charity who carry out a similar role in West Northamptonshire. In addition, we continued to develop new partnerships with voluntary organisations to explore additional service provision we might commission. Throughout the year partnerships have also been developed with members of the corporate sector.

### **Investment Policy**

We invest funds to generate income while, where possible maintaining the value of the assets. We take a low-risk approach to the investments. As a health charity, we do not invest in companies whose primary activity is tobacco related.

# Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the Financial Statements

Statement of Trustees' responsibilities in respect of the Trustees' annual report and the financial statements.

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements 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, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP 2015 (FRS 102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Legislation in the United Kingdom Governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the trustees by:

**Signed on behalf of the trustees by:**

**Name:** Christopher Turner

Chair

**Date:**



# CRANSLEY HOSPICE TRUST

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF CRANSLEY HOSPICE TRUST

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#### Opinion

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

In our opinion, the financial statements:

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

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity 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 charity'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 we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

# CRANSLEY HOSPICE TRUST

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF CRANSLEY HOSPICE TRUST

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### **Responsibilities of Trustees**

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

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

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

As part of an audit in accordance with ISAs (UK), We exercise professional judgment and maintain professional scepticism throughout the audit. We also performed the following procedures:

- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Reviewed income and expenditure to ensure classified to the appropriate fund.
- Reviewed minutes of board meetings to ensure that all grants agreed in the year had been recognised in the financial statements.
- Auditing the risk of management override of controls, including thorough testing of journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the normal course of business for the charity.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



# CRANSLEY HOSPICE TRUST

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF CRANSLEY HOSPICE TRUST

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### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### Charlotte Toemaes BSc FCA (Senior Statutory Auditor)

For and on behalf of Ellacotts Audit Services Limited, Statutory Auditor

Chartered Accountants

Countrywide House

23 West Bar

Banbury

Oxfordshire

OX16 9SA

England

Date: .....

# CRANSLEY HOSPICE TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2025**

Current financial year		Unrestricted funds general	Unrestricted funds Designated funds	Restricted funds	Total	Total
	Notes	2025 £000's	2025 £000's	2025 £000's	2025 £000's	2024 £000's
<b>Income from:</b>						
Donations and legacies	3	404	-	2,010	2,414	255
Other trading activities	4	592	-	-	592	559
Investments	5	57	-	19	76	46
<b>Total income</b>		1,053	-	2,029	3,082	860
<b>Expenditure on:</b>						
Raising funds	6	575	-	-	575	524
<u>Charitable activities</u>						
Charity enhancement of hospice care	7	184	-	26	210	226
End of life service funding	7	-	530	-	530	455
<b>Total charitable expenditure</b>		184	530	26	740	681
<b>Total expenditure</b>		759	530	26	1,315	1,205
Net gains/(losses) on investments	12	28	-	-	28	3
<b>Net income/(expenditure)</b>		322	(530)	2,003	1,795	(342)
Transfers between funds		(496)	496	-	-	-
<b>Net movement in funds</b>	9	(174)	(34)	2,003	1,795	(342)
<b>Reconciliation of funds:</b>						
Fund balances at 1 April 2024		346	544	33	923	1,265
<b>Fund balances at 31 March 2025</b>		172	510	2,036	2,718	923

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



# CRANSLEY HOSPICE TRUST

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2025**

Prior financial year		Unrestricted funds general	Unrestricted funds Designated funds	Restricted funds	Total
	Notes	2024 £000's	2024 £000's	2024 £000's	2024 £000's
<b>Income from:</b>					
Donations and legacies	3	244	-	11	255
Other trading activities	4	559	-	-	559
Investments	5	46	-	-	46
<b>Total income</b>		849	-	11	860
<b>Expenditure on:</b>					
Raising funds	6	524	-	-	524
Charity enhancement of hospice care	7	218	-	8	226
End of life service funding	7	-	455	-	455
<b>Total expenditure</b>		742	455	8	1,205
Net gains/(losses) on investments	12	3	-	-	3
<b>Net income/(expenditure)</b>		110	(455)	3	(342)
Transfers between funds		(500)	550	(50)	-
<b>Net movement in funds</b>	9	(390)	95	(47)	(342)
<b>Reconciliation of funds:</b>					
Fund balances at 1 April 2023		736	449	80	1,265
<b>Fund balances at 31 March 2024</b>		346	544	33	923

# CRANSLEY HOSPICE TRUST

## BALANCE SHEET

AS AT 31 MARCH 2025

		2025		2024	
	Notes	£000's	£000's	£000's	£000's
<b>Fixed assets</b>					
Tangible assets	14		28		34
Investments	15		810		782
			<u>838</u>		<u>816</u>
<b>Current assets</b>					
Debtors	16	54		57	
Cash at bank and in hand		2,300		518	
		<u>2,354</u>		<u>575</u>	
<b>Creditors: amounts falling due within one year</b>	17	(474)		(468)	
<b>Net current assets</b>			<u>1,880</u>		<u>107</u>
<b>Total assets less current liabilities</b>			<u>2,718</u>		<u>923</u>
<b>The funds of the charity</b>					
Restricted income funds	19		2,036		33
Unrestricted funds - general	21		172		346
Unrestricted funds - Designated funds	20		510		544
			<u>2,718</u>		<u>923</u>

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements were approved by the Trustees on .....

.....  
Christopher Turner  
**Trustee**

Company registration number 08102611 (England and Wales)



# CRANSLEY HOSPICE TRUST

## STATEMENT OF CASH FLOWS

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025 £000's	2024 £000's
<b>Cash flows from operating activities</b>			
Cash generated from/(absorbed by) operations	25	1,713	(48)
<b>Investing activities</b>			
Purchase of tangible fixed assets		(7)	(32)
Investment income received		76	46
<b>Net cash generated from investing activities</b>		69	14
<b>Net cash generated from financing activities</b>		-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>		1,782	(34)
Cash and cash equivalents at beginning of year		518	552
<b>Cash and cash equivalents at end of year</b>		2,300	518

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2025

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#### 1 Accounting policies

##### Charity information

Cransley Hospice Trust is a charity registered with the Charity Commission and a private company limited by guarantee incorporated in England and Wales. The registered office is St Mary's Hospital, London Road, Kettering, NN15 7PW.

##### 1.1 Accounting convention

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

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £000's.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

##### 1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

##### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives. Unrestricted funds include designated funds of the charity, where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

##### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

##### Donations

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

##### Legacy income

Income from legacies are accounted for either upon receipt or where the receipt of funds in relation to the legacy is probable; this will be once the confirmation has been received from the representatives of the estate (s) that payment from the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled.

##### Grants received

Grants that do not impose specified future performance-related conditions are recognised in income when the grant proceeds are received or receivable. Grants that impose specific future performance-related conditions are recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

### 1 Accounting policies

(Continued)

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Grant commitments are recognised when a constructive obligation arises that results in payment being unavoidable.

Contractual arrangements are recognised as goods or services are supplied.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

##### Expenditure on raising funds

Expenditure of raising funds relate to expenses incurred to support fund-raising activities, the operating costs of the shops and funding of the Fundraising teams' costs.

##### Expenditure on charitable activities

Expenditure on charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs comprise direct costs and an apportionment of overhead and support costs as shown in note 8.

##### Governance costs

Governance costs comprise all costs incurred in the governance of the charity. These costs include costs related to statutory audit, together with an apportionment of overhead and support costs.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	33%
Plant & machinery	33%
Promotional materials	50%

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.



# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

### 1 Accounting policies

(Continued)

#### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.10 Financial instruments

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

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

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

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

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

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### 1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 2 Critical accounting estimates and judgements

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

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

In the opinion of the Trustees there are no significant accounting estimates or judgements in these financial statements.

#### 3 Income from donations and legacies

	Unrestricted funds 2025 £000's	Restricted funds 2025 £000's	Total 2025 £000's	Unrestricted funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's
Donations and gifts	181	2,010	2,191	191	11	202
Legacies	183	-	183	20	-	20
Grants	40	-	40	33	-	33
	<u>404</u>	<u>2,010</u>	<u>2,414</u>	<u>244</u>	<u>11</u>	<u>255</u>

#### 4 Income from other trading activities

	Unrestricted funds 2025 £000's	Unrestricted funds 2024 £000's
Fundraising events	280	264
Shop income	167	153
Sponsorships and social lotteries	145	142
Other trading activities	<u>592</u>	<u>559</u>

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

### 5 Income from investments

	Unrestricted funds 2025 £000's	Restricted funds 2025 £000's	Total 2025 £000's	Unrestricted funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's
Other income	57	-	57	46	-	46
Interest receivable	-	19	19	-	-	-
	<u>57</u>	<u>19</u>	<u>76</u>	<u>46</u>	<u>-</u>	<u>46</u>

### 6 Expenditure on raising funds

	Unrestricted funds 2025 £000's	Unrestricted funds 2024 £000's
<b>Fundraising and publicity</b>		
Seeking donations, grants and legacies	40	39
Advertising	26	21
Other fundraising costs	7	-
Staff costs	446	416
	<u>519</u>	<u>476</u>
<b>Trading costs</b>		
Operating charity shops	56	48
	<u>575</u>	<u>524</u>



# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

### 7 Expenditure on charitable activities

	Charity enhanceme nt of hospice care 2025 £000's	End of life service funding 2025 £000's	Total 2025 £000's	Charity enhanceme nt of hospice care 2024 £000's	End of life service funding 2024 £000's	Total 2024 £000's
<b>Direct costs</b>						
Depreciation and impairment	12	-	12	3	-	3
Charity enhancement of hospice care	42	530	572	61	455	516
	<u>54</u>	<u>530</u>	<u>584</u>	<u>64</u>	<u>455</u>	<u>519</u>
<b>Share of support and governance costs (see note 8)</b>						
Support	114	-	114	119	-	119
Governance	42	-	42	43	-	43
	<u>210</u>	<u>530</u>	<u>740</u>	<u>226</u>	<u>455</u>	<u>681</u>
<b>Analysis by fund</b>						
Unrestricted funds - general	184	-	184	218	-	218
Unrestricted funds - Designated funds	-	530	530	-	455	455
Restricted funds	26	-	26	8	-	8
	<u>210</u>	<u>530</u>	<u>740</u>	<u>226</u>	<u>455</u>	<u>681</u>

### 8 Support costs allocated to activities

	2025 £000's	2024 £000's
Office costs	112	117
Bank charges	2	2
Governance costs	42	43
	<u>156</u>	<u>162</u>
<b>Analysed between:</b>		
Charity enhancement of hospice care	156	162

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 8 Support costs allocated to activities (Continued)

	2025 £000's	2024 £000's
<b>Governance costs comprise:</b>		
Staff costs	34	35
Audit fees	8	8
	<u>42</u>	<u>43</u>

### 9 Net movement in funds

	2025 £000's	2024 £000's
--	----------------	----------------

The net movement in funds is stated after charging/(crediting):

Fees payable for the audit of the charity's financial statements	8	8
Depreciation of owned tangible fixed assets	12	3
	<u>20</u>	<u>11</u>

### 10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 11 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	13	12
	<u>13</u>	<u>12</u>

	2025 £000's	2024 £000's
<b>Employment costs</b>		
Wages and salaries	425	393
Social security costs	35	52
Other pension costs	20	6
	<u>480</u>	<u>451</u>

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 to £70,000	-	1
	<u>-</u>	<u>1</u>

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 11 Employees

(Continued)

#### Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £000's	2024 £000's
Aggregate compensation	132	165

### 12 Gains and losses on investments

	Unrestricted funds 2025 £000's	Unrestricted funds 2024 £000's
Gains/(losses) arising on:		
Revaluation of investments	28	-
Sale of investments	-	3
	28	3

### 13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

### 14 Tangible fixed assets

	Fixtures and fittings £000's	Plant & machinery £000's	Promotional materials £000's	Total £000's
<b>Cost</b>				
At 1 April 2024	-	32	5	37
Additions	3	4	-	7
At 31 March 2025	3	36	5	44
<b>Depreciation and impairment</b>				
At 1 April 2024	-	1	3	4
Depreciation charged in the year	1	9	2	12
At 31 March 2025	1	10	5	16
<b>Carrying amount</b>				
At 31 March 2025	2	26	-	28
At 31 March 2024	-	31	3	34



# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 15 Fixed asset investments

	Listed investments £000's
<b>Cost or valuation</b>	
At 1 April 2024	782
Valuation changes	28
	<hr/>
At 31 March 2025	810
	<hr/>
<b>Carrying amount</b>	
At 31 March 2025	810
	<hr/>
At 31 March 2024	782
	<hr/>

### 16 Debtors

	2025 £000's	2024 £000's
<b>Amounts falling due within one year:</b>		
Trade debtors	1	3
Other debtors	43	39
Prepayments and accrued income	10	15
	<hr/>	<hr/>
	54	57
	<hr/>	<hr/>

### 17 Creditors: amounts falling due within one year

	2025 £000's	2024 £000's
Other taxation and social security	4	5
Trade creditors	31	226
Other creditors	4	-
Accruals and deferred income	435	237
	<hr/>	<hr/>
	474	468
	<hr/>	<hr/>

### 18 Retirement benefit schemes

	2025 £000's	2024 £000's
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	20	6
	<hr/>	<hr/>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	At 31 March 2025 £000's
Wish List	5	-	(1)	-	4
Memory Boxes	16	-	-	-	16
Hospice at Home	1	-	-	-	1
Nurses Fund	1	-	(1)	-	-
Hospice Day Room	10	-	-	-	10
Befriending service	-	10	-	-	10
MGCT	-	2,019	(24)	-	1,995
	33	2,029	(26)	-	2,036
<b>Previous year:</b>	<b>At 1 April 2023 £000's</b>	<b>Incoming resources £000's</b>	<b>Resources expended £000's</b>	<b>Transfers £000's</b>	<b>At 31 March 2024 £000's</b>
Wish List	5	-	-	-	5
Memory Boxes	18	-	(2)	-	16
Hospice at Home	1	-	-	-	1
Nurses Fund	2	-	(1)	-	1
Hospice Day Room	-	10	-	-	10
Palliative Care Hub	54	-	(4)	(50)	-
Volunteer Events	-	1	(1)	-	-
	80	11	(8)	(50)	33

**Wish List:** Funds received from Tata Steel being utilised for direct requests from Cransley Hospice.

**Memory Boxes:** Funds received being utilised for the creation of individual memory boxes which are provided to patient's relatives or friends.

**Hospice at Home:** Funds received from Robert Wallinger to be utilised for direct support for the Hospice at home service.

**Nurses Fund:** Funds received being utilised for requests received from the Cransley Hospice nurses.

**Hospice Day Room:** Funds received from Nationwide Building Society being utilised for the refurbishment of the day room within Cransley Hospice.

**Befriending Service:** Funds received from Nationwide Building Society being utilised to develop a befriending service.

**MGCT:** Funds received from Margaret Giffen Charitable Trust being utilised for a variety of projects including refurbishment and improvements at Cransley Hospice, a new 'Hummingbird' bereavement service and further enhancements for patients and their families.

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 20 Unrestricted funds - Designated funds

These are unrestricted funds which have been set aside by the charity to be used for specific purposes.

The only designated fund at the year end relates to amounts set aside in respect of palliative and end of life services in the future.

	At 1 April 2024 £000's	Resources expended £000's	Transfers £000's	At 31 March 2025 £000's
NHFT Support	540	(526)	496	510
Nurses Fund	4	(4)	-	-
	<u>544</u>	<u>(530)</u>	<u>496</u>	<u>510</u>
<b>Previous year:</b>	<b>At 1 April 2023 £000's</b>	<b>Resources expended £000's</b>	<b>Transfers £000's</b>	<b>At 31 March 2024 £000's</b>
NHFT Support	447	(455)	548	540
Nurses Fund	2	-	2	4
	<u>449</u>	<u>(455)</u>	<u>550</u>	<u>544</u>

#### 21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used.

	At 1 April 2024 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	Gains and losses £000's	At 31 March 2025 £000's
General funds	346	1,053	(759)	(496)	28	172
<b>Previous year:</b>	<b>At 1 April 2023 £000's</b>	<b>Incoming resources £000's</b>	<b>Resources expended £000's</b>	<b>Transfers £000's</b>	<b>Gains and losses £000's</b>	<b>At 31 March 2024 £000's</b>
General funds	736	849	(742)	(500)	3	346



# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 22 Analysis of net assets between funds

	Unrestricted funds general	Unrestricted funds Designated funds	Restricted funds	Total
	2025 £000's	2025 £000's	2025 £000's	2025 £000's
<b>At 31 March 2025:</b>				
Tangible assets	28	-	-	28
Investments	810	-	-	810
Current assets/(liabilities)	(666)	510	2,036	1,880
	<u>172</u>	<u>510</u>	<u>2,036</u>	<u>2,718</u>
	<u><u>172</u></u>	<u><u>510</u></u>	<u><u>2,036</u></u>	<u><u>2,718</u></u>
	Unrestricted funds general	Unrestricted funds Designated funds	Restricted funds	Total
	2024 £000's	2024 £000's	2024 £000's	2024 £000's
<b>At 31 March 2024:</b>				
Tangible assets	34	-	-	34
Investments	782	-	-	782
Current assets/(liabilities)	(470)	544	33	107
	<u>346</u>	<u>544</u>	<u>33</u>	<u>923</u>
	<u><u>346</u></u>	<u><u>544</u></u>	<u><u>33</u></u>	<u><u>923</u></u>

#### 23 Operating lease commitments

##### Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £000's	2024 £000's
Within one year	30	30
Between two and five years	60	60
	<u>90</u>	<u>90</u>
	<u><u>90</u></u>	<u><u>90</u></u>

#### 24 Related party transactions

There were no related party transactions to note during the year or in the prior year.

# CRANSLEY HOSPICE TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

25	Cash generated from/(absorbed by) operations	2025 £000's	2024 £000's
	Surplus/(deficit) for the year	1,795	(342)
	<b>Adjustments for:</b>		
	Investment income recognised in statement of financial activities	(76)	(46)
	Gain on disposal of investments	-	(3)
	Fair value gains and losses on investments	(28)	-
	Depreciation and impairment of tangible fixed assets	12	3
	<b>Movements in working capital:</b>		
	(Increase)/decrease in stocks	-	2
	Decrease in debtors	4	191
	Increase in creditors	6	147
	<b>Cash generated from/(absorbed by) operations</b>	<b>1,713</b>	<b>(48)</b>

## 26 Analysis of changes in net funds

The charity had no material debt during the year.