



Moya Cole Hospice
(formerly St Ann's Hospice)
Annual Report 2024/25

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Our purpose, values and aims



Our purpose and our values

Moya Cole Hospice is one of the oldest and largest hospices outside of London, and we care for thousands of patients from across Greater Manchester every year. Our services are delivered from our sites in Heald Green and Little Hulton, as well as via a range of community and outreach services, caring for people in the place they call home.

Our support means different things to different people. Some people come to us for care at the end of their life, others for help managing their symptoms. Some join our outpatient sessions, while others enjoy complementary therapies or spend time with our counsellors. Our core purpose is to lead specialist care for people impacted by life-limiting illness.

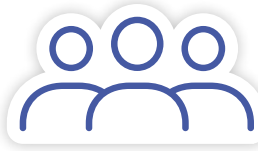
We believe everyone has the right to access the same high quality, specialist care at the end of their life as they do when they're born.



We're passionate about providing care that supports our patients right from the point of diagnosis, through treatment, and beyond.



Our patients and their loved ones are at the heart of everything we do, and always will be. The care we provide is truly holistic.



Our patients are individuals, and our care addresses their unique needs, whatever they may be.



Our values

Our values are a set of guiding principles and behaviours which shape how we go about our day-to-day jobs to achieve our longer-term goals and plans. If you're supported by the hospice, or are a fundraiser, volunteer, shop customer or staff member, you'll experience our values being put into practice. They are what make us so unique and make Moya Cole Hospice such a special place to work.

People matter

People are at the centre of everything we do. We treat each other, and ourselves, with kindness and compassion. We value and celebrate diversity, recognising everyone as an individual.

Lead and learn

We're experts in what we do, and we don't stop there. We're always learning, informing and shaping the sectors we're in through education, training and research. We lead by example, sharing best practice, advancing in our fields and pioneering new approaches.

Brave and bold

We want to grow for the future, not settle. We're not afraid to do things differently, get creative, challenge ourselves and the status quo. We're ambitious in our aims, accountable for our actions and learn from our experiences and successes.

Together we are stronger

Together, we are stronger, and have a bigger impact than we could have alone. As a charity, we work in collaboration with supporters, partners and the communities around us. We think beyond traditional boundaries to make sure we're here for our communities for years to come.

Strategic aims

Our five year strategy covers 2023-2028 and builds on the previous version, outlining our ambitions and what we hope to achieve during the five years.

Our Six Strategic Aims

Strategic Aims 1:

To provide outstanding person-centred care that is innovative and evidence-based.

- We will deliver a consistent level of outstanding care using innovative and holistic approaches to individualised care and support.
- Our care will be evidence-based and aligned to the Greater Manchester Commitments for Palliative and End-of-Life Care. We will use a rehabilitative approach to planning and delivering care to people using a multi-disciplinary framework.
- We will ensure our services are accessible for those in all of our neighbourhoods and communities, whether that is in our hospice buildings or through our community and outreach services.
- We will further develop and foster a cohesive and collaborative partnership approach to care to ensure we achieve the best outcomes for our patients.
- We will further develop and enhance quality improvements using feedback and reported outcomes of care.

Strategic Aims 2:

To lead the sector in education, research and innovation.

- We will provide an outstanding learning experience that enhances the capabilities of individuals, leaders and teams.
- We will enhance our collaboration with university partners to be recognised as a teaching hospice.
- We will build the capacity and capability of our current and future workforce to embrace and actively engage with research and innovation.
- We will build our reputation as a sector leader and centre of excellence for education, research and innovation.



Strategic Aims 3:

To be an organisation of choice for all.

- We will continue to enrich the culture of Moya Cole Hospice by further developing opportunities for staff and volunteers.
- We will ensure that people who need our services are able to choose to access our care and that it is tailored to their needs.
- We will listen and engage with staff and volunteers to support their wellbeing and remain a competitive employer considering terms and conditions and benefits.
- We will listen to, engage with and consider the voice of those using our services to further enhance our clinical services.



Strategic Aims 4:

To sustain and further develop a values-based culture within which there are high-performing people and teams.

- We will continue to support our staff and volunteers to be the best versions of themselves.
- We will ensure our leaders have integrity and credibility and are capable of inspiring others and achieving excellence.
- We will live and breathe our values in everyday activities and ensure good governance is maintained and regularly reviewed throughout the organisation.
- We will work proactively to champion social value through strong and effective leadership, building a shared understanding of social value throughout the hospice.



Strategic Aims 5:

To ensure our buildings, estate and facilities are fit for the future to enable the delivery of outstanding person-centred care.

- We will build and open a new hospice building in Heald Green and further review our Little Hulton site, ensuring it remains fit for the future with the changing needs of the population and demand on services.
- We will ensure our technical facilities are modern, robust and safe to deliver high-quality care, education, training and research.
- We will enhance our inclusive culture to identify and open some of our facilities to the public, building our networks and community cohesion.
- We will review, refresh and promote our brand in readiness for the future.



Strategic Aims 6:

To be financially viable and develop growth in our business for future sustainability.

- We will ensure effective good governance is regularly reviewed and adhered to.
- We will continue to develop our collaborative relationships with supporters and colleagues within the health and social care networks to enhance their financial contribution to care and service provision.
- We will explore opportunities within the health and social care networks for financial sustainability.
- We will review the voluntary income streams including the effectiveness of the Trading Company strategic plan.
- We will develop our entrepreneurial ability to identify diverse and sustainable income streams.
- We will develop agile, efficient and flexible processes to reduce costs, enable prompt decision-making and maintain outstanding care delivery.

Highlights of 2024/25



Moya Cole Hospice in Numbers

Statistics are important to us at Moya Cole Hospice, they help us demonstrate our impact and reach, but more often than not, they are interesting and insightful.

Our community
team made

2,404

home visits to our
patients.



123



Wedding Dresses were sold at
our Bridal shop in Stockport.

Our Trading Company completed **27** House Clearances
raising **£28,000** for our hospice.

Our
Lymphoedema
team held

1,400

face-to-face
treatment
sessions with
their patients.

Patients
benefitted from

732

complementary
therapy
treatments.



25%

of patients were
discharged from
our Inpatient Units
and were able to
go home.



There were more than **23,000** entries to
our Summer and Winter Raffles.



1,895

donors gave us a monthly gift.

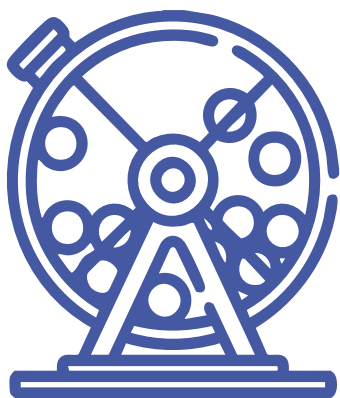


£291,344

raised in memory of loves ones.



Over 14,700

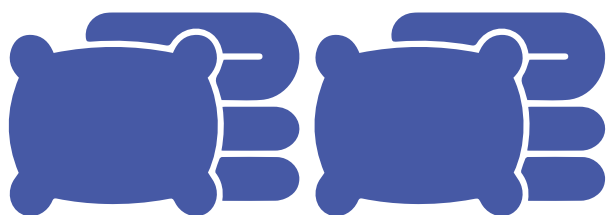


entries to
play our
lottery
every
week in
2024/25.

Our housekeeping team
washed around

25,700

bed sheets.



89

people left Moya Cole
Hospice a gift in their will.



229

runners ran the Great
Manchester Run.



We couldn't possibly list everything we've achieved in the last year, but here are a few highlights...

April 2024

Staying silent for Steph. John Arden of Prestwich honoured his late daughter, Steph Jenkins, who died of cancer at 36, by completing a 10-hour sponsored silence at The Millstone pub in Manchester on April 10, 2024. The event aimed to raise £5,000 for Moya Cole Hospice, where Steph received care. John's silent challenge highlighted the comfort of quiet during grief and continued his support for the hospice.



May 2024

Volunteer complementary therapist Pat giving back to Moya Cole Hospice who cared for her mum. Like many others, Pat has a personal connection to her local hospice, which inspired her to start volunteering. Her mother was cared for at Moya Cole Hospice during the pandemic, and despite restrictions, the staff allowed Pat to spend precious time with her. Deeply moved by the care her mother received, Pat began raising funds for the hospice and later trained in complementary therapy, offering support to patients after retiring from a 37-year teaching career.



June 2024

Building work underway at Moya Cole Hospice's long-awaited Heald Green hospice. Work to develop the new hospice in Heald Green began as Caddick Construction started the main building work to replace the existing hospice on St Ann's Road North. The project followed extensive planning between Caddick and Moya Cole Hospice to realise their vision for future palliative and end-of-life care. The new site includes a 27-bedroom inpatient unit, outpatient services, and support spaces, all set within landscaped gardens.

July 2024

Celebrating Pride. Moya Cole Hospice celebrated Pride Month throughout June and proudly announced its return to the Manchester Pride Parade. Marking what would be the hospice's second consecutive year marching in the parade.



August 2024

Ceremonial Mayor of Salford pledges support to Moya Cole Hospice. The now former Ceremonial Mayor of Salford, Councillor Tanya Burch, chose Moya Cole Hospice as one of the charities she supported during her time in office, alongside the Royal Naval Association (Pendleton). After visiting the Little Hulton site, Cllr Tanya was deeply moved by the warm, joyful atmosphere and compassionate care she witnessed.



September 2024

Patient praises Moya Cole Hospice's staff. John Webber, a former inpatient at Moya Cole Hospice in Heald Green, expressed deep gratitude for the care he received, which enabled him to return home. The 86-year-old from Stockport, living with advanced prostate cancer and a recent second leg amputation, arrived at the hospice in poor condition. Thanks to the dedicated staff and supportive community, John regained strength and was able to return home.



October 2024

We invest in people! Moya Cole Hospice was awarded the prestigious We invest in people platinum accreditation by Investors in People—the highest level possible. Only 7% of assessed organisations achieve platinum, which recognises that everyone at Moya Cole Hospice is committed to supporting one another and continuously improving. The accreditation reflects how deeply embedded people-focused policies and practices are across the hospice, with all staff playing a role in its ongoing success.



November 2024

The Great Mancunian Ball raises over £550,000 for the Moya Cole Hospice new build. The Great Mancunian Ball, hosted by Gary and Emma Neville, raised an impressive £565,980 for Moya Cole Hospice's new build, supporting the construction of a new hospice in Heald Green. Held at Aviva Studios and designed by TLC, the event featured The Swan Band, advanced lighting, and a live recording of The Overlap presents Stick to Football podcast with football stars discussing the sport and Manchester.



December 2024

A day of remembering loved ones at Manchester Cathedral. Supporters of Moya Cole Hospice gathered at Manchester Cathedral for the Light Up a Life services to remember loved ones, many if not all were cared for by the hospice. Three services featured performances from the Rock Choir, poetry readings, and heartfelt tributes from supporters. Paul Bottomley and Lisa Warbrook shared moving reflections on the care their loved ones received, expressing lasting gratitude for the compassion shown by Moya Cole Hospice.



January 2025

Sisters remember their mum who was a 'brilliant character'. Ellie Hayes and Sylvia Constable fondly remembered their late mother Mabel, who was cared for at Moya Cole Hospice for seven months before she passed away. Grateful for the exceptional nursing and support, they, along with Mabel's granddaughter Laura Beth, continue to support the hospice. Sylvia highlighted the hospice's important role in caring not only for patients but also for their families during difficult times.



February 2025

Moya Cole Hospice named as charity partner for 2025 ASO Manchester Half Marathon. Moya Cole Hospice was named a charity partner for the 2025 ASO Manchester Half Marathon, to be held on Sunday, October 12, starting and finishing at Old Trafford. Moya Cole Hospice is encouraging both experienced and first-time runners to join the hospice team, raising vital funds while enjoying the flat, energetic course through Manchester.



March 2025

Hospice Leaders head to Parliament to call for funding reform. Since 2020, hospices in Greater Manchester have faced a 33% rise in costs, mostly covered by local fundraising. The Greater Manchester Hospices Provider Collaborative urged MPs to support a joint letter calling for government commitments in the new 10-year health plan to improve palliative care and reform hospice funding.



Chair and Chief Executive's statement



Joint Statement from the Chair and Chief Executive

As we reflect on 2024/2025, we do so with great pride in our achievements this year, as well as sense of excitement and anticipation for the future.

It has been a year where we have laid many building blocks – both literally and figuratively – for the long-term health of our organisation. The work we are doing now will ensure the hospice is here for generations to come and many more people in our community will be able to access the care and support we provide.

As you will read in this report, this year has seen huge strides being made on the progress of our new hospice at Heald Green. This project has been years in the planning and so to see this monumental progress on the building has been wonderful. We have been gifted a permanent vantage point to the construction as our current hospice sits next door to the new site. Staff, volunteers and patients have been able to track progress as the building takes shape, and we look forward to the day we move in very soon.

This new hospice, coupled with our future plans for our Little Hulton site, herald the future of our hospice in outstanding, modern facilities that match the outstanding care being provided within their doors.

This ambitious development of our estate has also been

the catalyst for future change as we prepare to change our name from St Ann's Hospice to Moya Cole Hospice in October 2025. This is not a decision that has been taken lightly and has been done with full support of our Trustees and in consultation with staff, volunteers, patients, supporters and our community.

This change honours our inspirational founder, Dr Moya Cole, a pioneering woman who

“The work we are doing now will ensure the hospice is here for generations to come and many more people in our community will be able to access the care and support we provide.”



championed the need for hospice care in our region. The move to the new name will ensure we celebrate our long heritage while looking to the future, and ensures we are modern, relevant and welcoming to all.

During 2024/2025, we have been preparing for the change, both by engaging with stakeholders and key supporters about the change, but also by reviewing the look of our branding and winding down stocks of patient leaflets and other printed materials to ensure this change is not wasteful.

Dr Moya Cole has always been a huge inspiration and role model for us all and it is an honour and privilege to be able to recognise her huge contribution to our organisation in this way.





In the pages of this report, and every day on our wards, consultation rooms and out in our community, our team embody everything Dr Moya Cole believed in. A spirit of caring and unwavering dedication to the people impacted by life-limiting illnesses we care for, as well as their families and loved one. A drive to continually improve and look for ways to enhance quality in every corner of the organisation. And a passion and determination to fundraise to ensure we are always here for the people of Greater Manchester.

None of this would be possible without the steadfast support of our community. Those who have experienced our care, those who remember a loved one and cherish the time spent in the safe hands of our team, and those who live or work nearby and value the support we offer for the people in their community. We thank you all and look forward to the next chapter for our hospice.

Rachel McMillan

Chief Executive of Moya Cole
10th December 2025

Anita Rolfe

Chair of Moya Cole Hospice
10th December 2025

“

None of this would be possible without the steadfast support of our community. We thank you all and look forward to the next chapter for our hospice.

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Anita Rolfe, Chair of the Board

Trustees' report and financial statement



Trustees' Report including Strategic Report

The Trustees of Moya Cole Hospice, also Directors of the company for the purposes of the Companies Act 2006, submit their annual report, together with the financial statements and auditor's report for the year ended 31st March 2025.

The financial statements comply with the Charities Act 2011, the Companies Act 2006 and the Charities Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS102). These statements relate to Moya Cole Hospice (formerly St Ann's Hospice), which is referred to throughout this report as Moya Cole Hospice.

Constitution and governing documents

Moya Cole Hospice is a company limited by guarantee (Company No 947220) and is registered as a charity under the Charities Act 1960 (Registered Charity No 258085). The company incorporated on 3rd February 1969 and is governed by a Memorandum and Articles of Association. A Board made up of Trustees (Directors) runs the company. Every Trustee undertakes to contribute to the assets of the company in the event of it being wound up during the time he/she is a Trustee or within one year afterwards. The amount that may be required will not exceed £1 (one pound) for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

On 13th August 2025 a special resolution was passed which came into effect on 1st October 2025 changing the name of the Charity from St Ann's Hospice to Moya Cole Hospice and also updating the Articles of Association.

Aims and objectives

The object of the charity, as set out in its Articles of Association, is to promote the relief of illness or suffering by:

- The expert care and support of people with palliative and end of life needs;
- The provision of services to promote health and wellbeing for patients and carers;

- The care and support of family and friends who have been bereaved; and
- The advancement of high quality and end of life care throughout the community.

Moya Cole Hospice provides holistic care to patients with life-limiting illnesses - comprising inpatient care, and supportive outpatient services - from its sites at St Ann's Road North, Heald Green, Stockport, and Meadowsweet Lane, off Peel Lane, Little Hulton.

The teams at the hospice also provide a range of community and outreach services to patients, including care in the place they call home via a Hospice @ Home service available in Salford and Trafford. The hospice's Community Specialist Palliative Care Team also supports patients in Salford, and a 24-hour telephone advice line is available to patients, carers and healthcare professionals in Salford, Manchester, Trafford and Stockport.

Public benefit statement

In setting our objectives and planning our services, the Trustees of Moya Cole Hospice have carefully considered the Charity Commission's general guidance on public benefit. Moya Cole Hospice provides hospice services free of charge to those individuals aged over 18 years with life-limiting illness living in the Greater Manchester and Cheshire areas. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.

Governance

Trustees are Directors of the company for the purposes of the Companies Act. The Articles of Association state there shall be a Board of Trustees (also referred to as the Board of Directors) which shall consist of not less than five members. Trustees are appointed following advertisement and interview by a panel of existing Trustees. References and Disclosure and Barring Service checks are taken up before a formal recommendation is made to the Board by the Chair that the individual is appointed. Trustees have an annual appraisal, conducted by the Chair.

Trustee Induction



All new Trustees participate in an induction programme (reviewed annually) aimed at building knowledge and understanding of both the role and responsibilities of a Trustee and the work of the hospice. It includes attendance at the hospice's organisational induction training attended by all new staff.

All staff and volunteers, including the trustees, must complete an annual mandatory training programme as well as attending ad hoc training events.

Our annual mandatory training includes, but is not limited to, data security awareness, conflict resolution, equality & diversity, human rights, fire safety, health & safety, and infection control, as well as fundraising, and more recently, risk management, and financial investments.

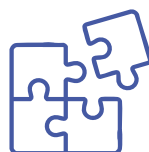
Section 172



Trustees have a duty to promote the success of the Charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

- The likely consequences of any decision in the long term;
- The interests of the charity's employees;
- The need to foster the Charity's relationships with third-party stakeholders which, in the case of Moya Cole Hospice include people affected by, or living with life limiting illnesses;
- The impact of the charity's operations on the community and the environment;
- The desirability of the charity maintaining a reputation for high standards of business conduct; and
- The need to act fairly between members of the charity.

Organisation



The Board administers the charity and meets a minimum of four times each year. The hospice ensures good governance through an effective committee structure. Each committee meets in between Board meetings and supports the Board with its work.

The current structure allows the Board to focus on strategic and big picture issues by delegating responsibility and empowering each committee to examine the detail and provide the precise level

of scrutiny that is necessary.

By employing this structure, it allows the committees to provide assurance to the Board and supports the flow of solutions, recommendations, and ideas.

Delegated Decision Making



A Scheme of Delegation approved by the Board is in place that sets out in detail the matters and powers delegated to the Chief Executive. The Chief Executive is ultimately accountable to the Board for ensuring that the hospice meets its obligation to perform its functions within the available financial and other resources.

Internal Control and Risk Management



The Audit Committee exists to advise on the effectiveness of the hospice's internal control and management systems and to ensure all activities undertaken are subject to a continuous review for economy, effectiveness, and efficiency. The committee also has oversight

of financial control, governance and risk-management across all facets of the organisation. The management of individual risks is delegated to relevant subcommittees of the Board.

The Audit Committee receives reports from the internal auditor on both financial and non-financial matters. Clinical audit responsibilities are discharged to the Clinical Quality and Performance Committee. It also receives reports from the Executive Leadership Team and relevant subcommittees on the identification and management of strategic and operational risks. The Audit Committee also meets the external auditors.

Efficient risk management remains a cornerstone of our operations at Moya Cole Hospice. In line with our ongoing commitment to operational excellence, we have successfully transitioned our risk registers from Pineapple to Vantage, our comprehensive electronic governance system. This strategic move represents a significant enhancement in our approach to risk management, ensuring that all governance functions are now integrated within a single, cohesive platform.

Vantage has been a trusted system at the hospice for several years, supporting the management of incidents, complaints, and policies. By consolidating our risk registers within Vantage, we have further streamlined our governance processes, making critical information more accessible and manageable across the organisation.

Our staff's familiarity with Vantage has facilitated a seamless transition, minimising any potential disruption to daily operations. The platform's customisable interface allows us to adapt the risk module to our unique requirements, ensuring it aligns with our existing processes and policies. Moreover, Vantage's integration capabilities enable us to manage risks in a more coordinated manner, enhancing our overall risk management and incident response efforts.

This transition underscores our commitment to improving operational efficiency and transparency. By unifying all governance functions under Vantage, we have not only simplified processes but also ensuring greater consistency and accessibility across the hospice. Vantage's interoperability strengthens the connection between risk and incident management, supporting more informed decision-making and proactive risk mitigation strategies across the organisation.

Engaging Stakeholders



Through regular engagement with key stakeholders, we maintain an understanding of their needs that informs how we define our organisational objectives, policies, and strategy. The Board of Trustee's decision-making process considers the impact of potential decisions on relevant stakeholders and obtains assurance that proper consideration is given by its committees to stakeholder interests through regular reports from each committee.

Our Beneficiaries



We are keen to learn from our beneficiaries' experiences at Moya Cole Hospice and actively seek feedback and suggestions that help us make positive changes. Our teams regularly spend time with patients and help them complete a structured questionnaire that provides us with quantitative and qualitative data to inform our decision making and help us make continuous improvements.

Our Supporters



We engage with our supporters using a variety of proven and innovative strategies. To ensure our supporters remain with us, we proactively engage with them by phone, email, or face-to-face meetings. We regularly thank our supporters for everything they do, constantly encouraging and nurturing them to become dynamic ambassadors that champion the hospice and its purpose.

For those who have agreed to receive communications from us, we send them 'Friends', our newsletter that is sent three times a year. The circular helps keep our supporters up to date with recent news, events, and stories from across the hospice. We also have invested effort in understanding our donor journey to ensure our supporters recognise the importance their support provides and enables them to see firsthand the impact it has. We have a significant presence online and across the social media platforms

that we invest substantial effort in, creating interactive content and telling inspirational stories.

We invite all our supporters to our annual Light up a Life and Forget Me Not events as a way for us to come together as a community to remember and reflect. For those individuals who participate in any of our fundraising events, we build and develop strong relationships with them prior to the event by speaking to them regularly over the phone and inviting them to in-person meet ups with other participants. This provides encouragement and support to their fundraising activity, but it helps strengthen our community and brings our supporters together to share their experiences. Every year we hold a thank-a-thon where the fundraising team attempt to phone as many of our supporters as possible in one day. We thank them for their ongoing support and loyalty and listen carefully to any feedback they have. In addition to our active communication approaches, we regularly ask our supporters to complete surveys and questionnaires and encourage them to provide us with constructive criticism and feedback, especially where we can improve our engagement with them.

Our Staff and Volunteers



We are proud that we have such a wonderful team of highly professional, caring staff at the hospice, who are passionate about what they do, and we recognise the importance of

engaging with, and listening to them. Our weekly Chief Executive's brief goes out to all staff and volunteers and once a month our Executive Leadership team hold a Director's Drop-in. We have several working groups where membership includes various staff roles across the hospice. We use these groups to consult staff on new initiatives, ask them to participate in decision making, and constructively provide feedback on policy and procedures. We also hold regular Schwartz rounds for staff and volunteers to share their experiences of working in what sometimes is a difficult and challenging environment. At Moya Cole Hospice, volunteers work across the hospice in a variety of roles and with varying responsibilities.

From running our café and providing visitors with a much needed cup of tea, to tending to the hospice gardens, working in our charity shops, supporting the fundraising team with events or office work, or supporting staff on our wards with our celebrated drinks trolley.

Our volunteers are the lifeblood of the organisation. We want to encourage people, whatever their skills and background, to consider volunteering for us. We also want our volunteers to have every opportunity to develop themselves and offer them the chance to apply for paid roles and access training and education to help support their personal and professional development.

At Moya Cole Hospice we are committed to providing equal employment opportunities for all candidates. The hospice is proud to be a disability confident employer, ensuring equitable access to

vacancies based on the candidates, skills, experience and qualifications. We strive to make reasonable accommodations during the recruitment process, for example, access to interview questions prior to interview and throughout employment to support all employees in the performance of their role and their career development, for example, accessing different learning styles and adapting training as required.

We are dedicated to supporting ongoing career development and are committed to providing a work environment that values diversity, is inclusive, accessible and responsive to the needs of all candidates and employees.

Our Suppliers



Moya Cole Hospice works with key suppliers to ensure the delivery of high-quality services to its staff and beneficiaries through regular contract reviews and monitoring of quality. A robust procurement process is in place to ensure the highest quality product is delivered at the most cost-effective price point.

Environmental Sustainability



We remain committed to move our organisation to more sustainable practices through continually reviewing and developing our working environments. Our aim is that informed and engaged employees work in low-carbon, efficient environments, using minimum resources, producing minimum waste and travelling only when necessary. Activities in this area range from, the development

of a new modern hospice facility, efficiency projects for our existing estate, and working closely with our staff to transform culture and behaviours.

Carbon Dioxide Emissions (CO₂e)

Tonnes of CO₂e generated by Moya Cole Hospice from Gas, Fuel for Transport and Electricity for fuel and/or transport:

- Gas = 297.35 tonnes CO₂e (2023/24 309.96)
- Electricity = 136.51 tonnes CO₂e (2023/24 124.72)
- Business Transport = 8.04 tonnes CO₂e (2023/24 5.71)

The total CO₂e generated by Moya Cole Hospice during 2024/25 is 441.9 tonnes CO₂e (2023/24 453.30).

Energy Consumed

The aggregate of the annual quantity of energy consumed from activities for which the charity is responsible during 2024/25 is 2,235,158 kWh (2023/24 2,243,867 kWh).

Methodology

Energy consumption data was generated from billing information. Business travel information was obtained from staff mileage claims for the period. As retrieving car type, fuel type etc. was not possible, aggregated conversion factors were used for petrol & diesel cars, based on an 'average' car in the government guidance.

Ambulances and vans applied the category of 'Managed Vans; Average; Diesel' for their conversion factor.

Data on distance was taken from fuel invoice information with vehicle mpg information drawn from number of online sources noted in supporting documentation (ESOS calculation spreadsheet).

Current government guidance on all conversion factors was used throughout. The ratio below is based on operational hours for Moya Cole Hospice, this equals:

8,760 per annum.

A ratio expressing annual emissions in relation to a quantifiable factor is:

50.45kg CO₂e /operational hour (2023/24 51.74kg CO₂e)

Energy Efficiency

- The hospice reduced its gas consumption by 4.1% over the year reducing its carbon footprint by 13 tons of Co₂
- The hospice increased its electricity use by 9.4% over the year increasing its carbon footprint by 12 tons of Co₂
- The Hospice increased its car and transport use by reduced fuel consumption by 40.6% equating to 2.32 tons of Co₂
- Our new hospice has been designed with air source heat pumps to provide heating and hot water more sustainably
- Our new hospice will have no gas network included so to further reduce carbon footprint

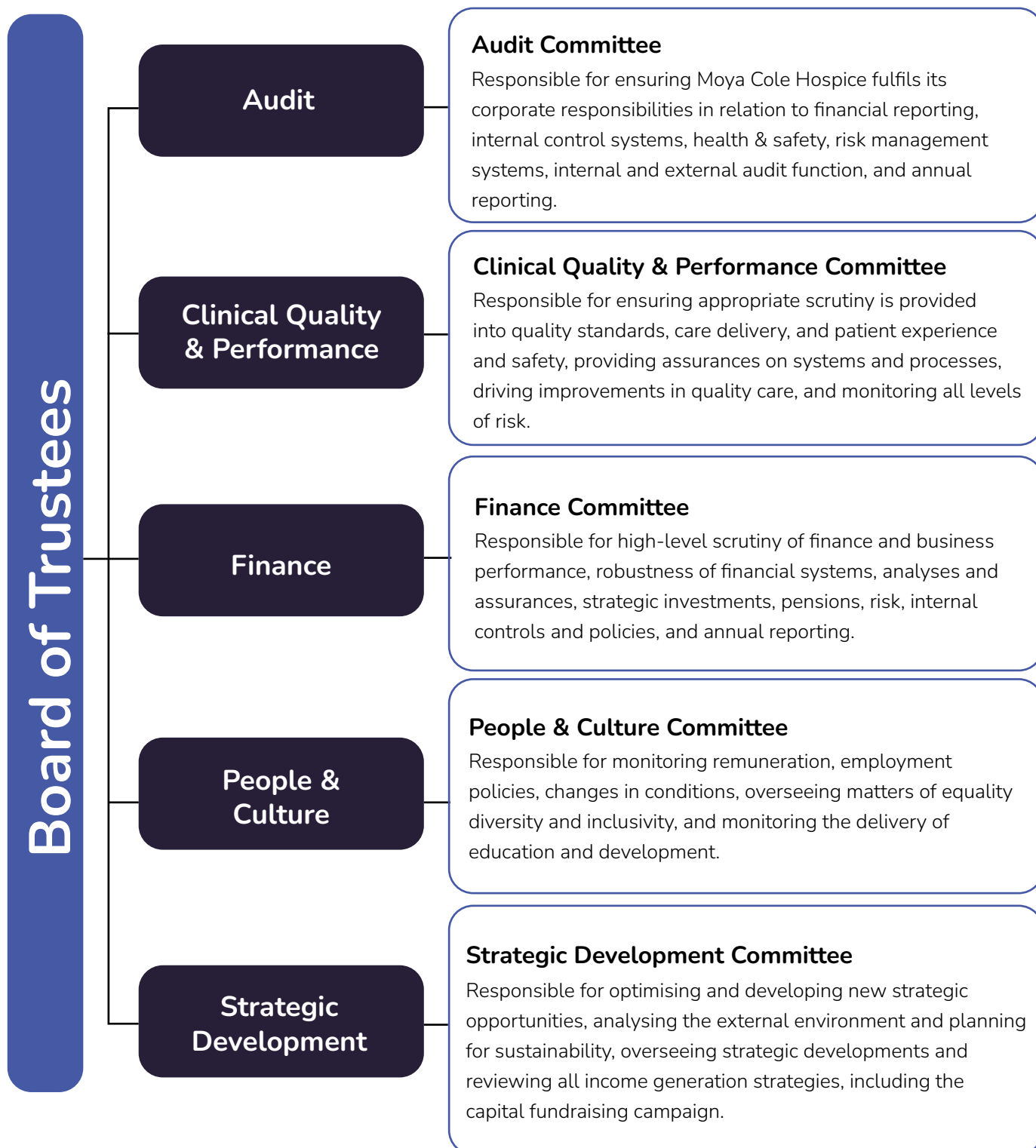
Water Used



The Little Hulton site used 3,688m³ of water in 2024/25 (2023/24 2,364m³) and the Heald Green site used 3,325m³ (2,418m³ 2023/24) of water for the same period.

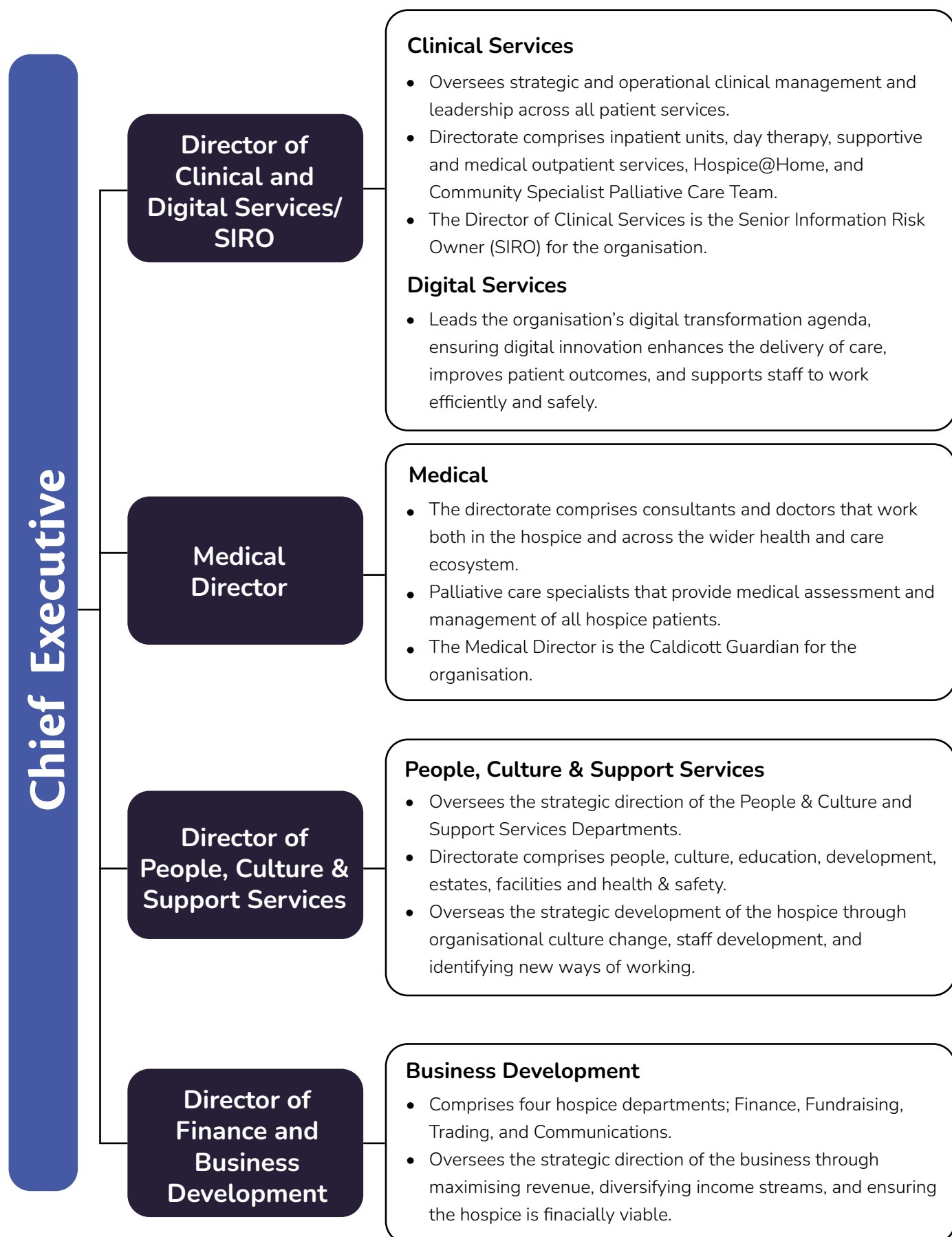
Committees of the Board

Each Board committee is chaired by a Trustee who reports to the Board at each meeting on the matters considered by each committee. Membership of a committee varies, with each containing at least three Trustees, two or more Directors, and a handful of department heads.



Moya Cole Hospice Directorates

Our Executive Leadership Team is responsible for each of the departments within the hospice. Our activities are organised under the following four directorates.



Our reach

Moya Cole Hospice is one of the oldest and largest hospices in the UK and our services span Greater Manchester and Cheshire. We care for thousands of patients from across the area every year and provide support for their loved ones too.



We have to raise around **£20,000** a day to keep our services across Greater Manchester running.

Achievements and Performance

Medical and Clinical Services:



In 2024/25, Moya Cole Hospice proudly marked the final year of its 2020–2025 Clinical Strategy, continuing to deliver outstanding palliative and end-of-life care across Greater Manchester. We sustained a consultant-led seven-day service, strengthened partnerships with NHS Trusts, and expanded specialist services including tissue viability, speech and language therapy. Collaborative initiatives across the Greater Manchester Hospices Partnership enhanced patient outcomes and resource efficiency.

We also finalised our new 2025–2030 Clinical Strategy, developed through extensive stakeholder engagement. This forward-thinking strategy aligns with regional and national priorities and sets a strong foundation for innovation, equity, and sustainability in care delivery.

Key Highlights:

- Maintained high-quality inpatient and community services, increasing access and continuity of care.
- Advanced staff training, leadership development, and research initiatives, including the Inspire Programme and education partnerships with the University of Salford.
- Delivered numerous quality improvement projects and strengthened governance through full implementation of the Patient Safety Incident Response Framework (PSIRF).
- Reinforced our values-based culture, recognising excellence and prioritising staff wellbeing and inclusivity.
- Secured funding extensions and continued provision of our Homeless Palliative Care Service.
- Commenced construction of our new 27-bed hospice at Heald Green, set to open in Winter 2025, and began planning the redevelopment of Little Hulton.

Looking Ahead (2025/26)



We will implement the new Clinical Strategy, complete the transition to our state-of-the-art hospice at Heald Green, enhance digital capabilities (including EMIS

integration and e-rostering), and optimise care models to support more patients, particularly those with non-cancer diagnoses and dementia. A continued focus on innovation, workforce development, and service accessibility will underpin our mission to lead specialist palliative care provision for years to come.

Clinical & Medical Services



At Moya Cole Hospice, our clinical teams operate under the leadership of the Director of Clinical and Digital Services, who also serves as the Senior Information Risk Owner (SIRO), Executive Safeguarding Lead and PSIRF Executive Lead. Supporting the Director of Clinical and Digital Services are our Safeguarding Leads: The Head of Clinical Services/CQC Registered Manager/PSIRF Learning Response Lead and the Deputy Head of Clinical Services/Controlled Drug Accountable Officer, CDAO/PSIRF Engagement Lead.

Inpatient Unit



Throughout 2024/25, our inpatient units have continued to operate at full capacity, delivering comprehensive, round-the-clock care. Our commitment to expanding access to seven-day services has ensured that patients can be admitted on weekends and bank holidays, providing seamless continuity of care. Our dedicated staff have worked tirelessly to support patients and their families, empowering them with the information needed to make informed decisions about their care, including preferred priorities, nutrition and hydration, medication management and visitation.

Being You Centre



Our Being You Centre has continued to provide personalised face-to-face and virtual appointments, ensuring that patients receive tailored medical, rehabilitation, and wellness support. Over the past year, our team has strengthened collaborations with The Christie NHS Foundation Trust Systemic Anti-Cancer Therapy and Phlebotomy Clinic. In addition, our Little Hulton site has provided a joint Heart Failure Clinic. Our outreach service continues to expand, with the team actively engaging with partners across localities to improve access to care.

Community Specialist Palliative Care Team (CSPCT)



In 2024/25, our Community Specialist Palliative Care team has sustained a full range of services, meeting the increasing demand for specialist palliative care. The team has provided expert clinical guidance and support to patients, families, community providers, and acute hospital staff. In response to evolving patient needs, they have remained adaptable, offering video and phone consultations where necessary to ensure timely and effective care.

Hospice@Home



Our Hospice@Home Team has remained a cornerstone of care delivery throughout 2024/25, providing a fully operational service with timely responses to all referrals. The team has consistently triaged referrals within 48 hours, assessed individual patient needs at every visit, and delivered compassionate emotional and psychological support to both patients and their families.

Homeless Palliative Care Service



Originally funded as a five-year Big Lottery project, our homeless palliative care coordinator service has now entered its sixth year following the award of an additional year's funding. Throughout the past year, the coordinators have continued to play a vital role in ensuring that individuals from vulnerable populations receive compassionate and appropriate end-of-life care. They have delivered expert case management, championed the voices of patients, and worked collaboratively with multiple agencies to facilitate high-quality care, signposting individuals to appropriate services as needed.

Rehabilitation Team



Throughout 2024/25, our Rehabilitation Team has continued to champion a rehabilitative approach to hospice care, ensuring patients receive high-quality support tailored to their needs. The team has presented their work at regional and national conferences, contributing to wider discussions on best practices in rehabilitation. The team has maintained its specialist

lymphoedema service across Greater Manchester and Cheshire, offering individualised treatment plans, including lymphatic drainage, compression bandaging, and self-care education. These efforts have helped improve patients' quality of life by reducing pain, swelling, and discomfort while promoting independence and self-confidence. In addition, our complementary therapy services supported by volunteers have enabled more patients to benefit from holistic treatments.

Patient and Family Support Team



Over the past year, our Patient and Family Support Team has continued to offer essential services to patients, carers and staff. Their work has remained flexible and responsive, addressing the spiritual, psychological and social needs of those we support.

Clinical Administration Team



Throughout 2024/25, our Clinical Administration Team has provided essential support to clinical and support service teams, ensuring efficient data management and service co-ordination. They have worked innovatively and collaboratively to maintain high standards in administration while supporting the evolving needs of the hospice.

Pharmacy Team



Our Pharmacy Team has remained integral to patient care throughout 2024/25, operating under a service level agreement with Salford and Wythenshawe hospitals. Alongside our advanced clinical practitioners and medical team, they have ensured the safe and effective management of pain, symptoms, medication administration, and discharge planning. In addition, during the last year, the Pharmacy Team has led the implementation of an electronic prescribing and administration system for our inpatient units.

Clinical Volunteers



Our clinical volunteers have continued to play an invaluable role in supporting patient care and assisting clinical teams. Their dedication and commitment have contributed significantly to the high standard of care delivered at the hospice. Notably, our clinical quality volunteer has continued to lead patient interviews across both of our inpatient units. The insights gained from these interviews have been instrumental in identifying areas for improvement and enhancing the overall quality of care we provide.

Medical Teams



Our Medical Teams at Moya Cole Hospice are led by the Medical Director who is our Caldicott Guardian and is supported by our Associate Medical Director. Our Medical Teams consist of:

- Palliative Medicine Consultants
- Associate Specialists
- Speciality doctors
- Rotational resident doctors

Throughout 2024/25, our 24/7 consultant-led medical teams have delivered exceptional care across our inpatient units and the wider communities that we serve. Our medical teams have also continued to provide support for our 24-hour advice line during this period.

24-hour Advice Line



Moya Cole Hospice 24-hour Advice Line is manned by a registered nurse with support from our medical team and pharmacists, and is provided 24-hours a day, seven days a week. The service has been maintained throughout the last 12 months and provides telephone support for both healthcare professionals and patients, families and care givers from across Greater Manchester (Salford, Trafford, Manchester and Stockport).

Quality improvement



Moya Cole Hospice has remained focused on quality improvement within our clinical services during 2024/2025. Our Quality Improvement Group approve, monitor and support all quality improvement projects across our clinical

services. In September 2024, we held our second Audit and Quality Improvement Seminar at our Little Hulton site to showcase some of the project work our teams carried out over the previous 12 months. The seminar was well attended and feedback from the afternoon was extremely positive with the attending staff enjoying the event. We plan to continue the seminar on an annual basis, cross-site. During 2024/2025, we have carried out the following quality improvement and service improvement projects:

- Baseline review of inhaler prescribing and administration at Moya Cole Hospice
- A retrospective audit of decision-making and prescribing of VTE prophylaxis
- Aroma patch evaluation project
- Blood transfusion and TACO project
- Inpatient assessment and management of constipation
- Diabetes audit
- Bed rails risk assessment
- Re-audit on the assessment of the implementation of IPOS
- Introduction of a medication huddle

In addition, during 2024/2025 we have begun a number of other improvement projects which remain ongoing:

- Digital legacy project
- Hospice advice line project
- Reduction of waste of patient's own Controlled Drugs project
- Improvement of the care and support to patients with
- Metastatic Spinal Cord Compression (MSCC) with a particular focus on skin integrity
- Dysphagia management project
- Tissue viability service improvement project
- SBAR – improving the patient handover process

Over the last year we have continued to facilitate a bi-monthly journal club for hospice staff, which has been extended from medical staff (including medical staff involved in our on-call system) to the wider multidisciplinary team.

Quality Accounts



The hospice produced the Quality Accounts for this reporting period in line with national guidance.

Incident Reporting and Near Misses



At Moya Cole Hospice, all incidents, accidents and near misses are reported at Moya Cole Hospice via our electronic incident management system. Staff are supported by a suite of policies, training, procedures and guidance around incident management within the organisation. Incidents and learning from incidents are discussed at the relevant team, departmental and committee meetings. We have always encouraged openness and honesty, in line with both the professional and legislative duty of candour. Our culture encourages candour, openness and transparency across all departments within the hospice and in any communication with patients and families in relation to both notifiable safety incidents and non-notifiable safety incidents. We have ensured that the requirements to be open when things go wrong are explicit within our complaints, incident management and whistleblowing policies.



People, Culture and Support Services

People and Culture

September 2024 marked a momentous occasion for the hospice, in being recognised as an Investors in People (IIP) Platinum level employer. The IIP award is the highest level of accreditation achievable within the Investors in People framework, signifying exceptional performance in people management and development. It indicates an organisation has embedded practices that support and develop its employees, contributing to sustainable results and a strong workplace culture. Only a small percentage of organisations achieve this level, placing the hospice among the top performers in people management internationally.

Attaining Platinum level accreditation strengthens the hospice's reputation and helps to attract and retain high performing individuals. Our IIP assessor commented "At Moya Cole Hospice, you strive to create a high performing organisation where values, strong leadership and a culture of continuous care for your community, you foster an environment where both patients and team members can thrive".

Wellbeing Programme

The hospice's wellbeing week which takes place in January, has continued this year. The hospice has also welcomed two new Mental Health First Aiders. These, along with other initiatives, ensure staff are supported.

Education and Development

The Education and Development Manager has undertaken a review of the hospice's internal and external education offer, outlining recommendations which will be implemented into a programme of education in the coming year.

The hospice's 3-day palliative care course and student placements have been generating income for the hospice this year.

Leadership Development

Following a rigorous assessment process by the University of Salford, the hospice's Inspire Leadership Development Programme has achieved the University's Quality Continuous Professional Development (QCPD) accreditation. This verifies the professional quality of the hospice's internal leadership programme and its true learning value for its delegates.

The Leadership Exchange Network continued this year; one session focused on the work of William Bridge's 'Managing Transitions'. Leaders were provided with practical tools to effectively navigate change and to support the workforce through the transition to the new building at Head Green.

Organisational Behaviours and Values

Work has continued this year to further embed the hospice's values. The Manager's Guide to Values-Based Interviewing has been reviewed and updated. A section for values-based interview questions has been included on the interview proforma prompting recruiting managers to include values-based interview questions in all interviews.

Digital Developments

An area of focus this year has been the opportunity to fully harness new technology demonstrated through preparing for the implementation of a new People Database and Learning Managing System.

Part of this work has focused on enhancing user experience and maximising online efficiency with a move from paper to digital workforce files. This has created benefits, including improved data security, remote accessibility, which is especially valuable in today's hybrid or remote working environments, facilitating better collaboration and flexibility and more streamlined and efficient environment for managing workforce data and workflows. This development has also enabled the People & Culture Department to meet its social value target.

Support Services

New Building at Heald Green

In June 2024 construction commenced on the new building at Heald Green. This project will create a modern 27 bed inpatient facility with provision for outpatients, a dedicated education centre, Café and enhanced gardens for patients. Providing high quality and accessible services the new building will serve the local and wider community for many years to come. The construction is due to be completed in Autumn 2025 with good progress being made to date.

Redevelopment at Little Hulton

An options study has been conducted for the re-development of the Little Hulton site. This involved engaging with staff members and architects to understand the challenges and opportunities of the current Little Hulton estate and building. Feedback obtained will enable the hospice to plan the redevelopment of the site to further maximise its potential and provide an enhanced environment for its users.

Catering and Housekeeping Services Review

A review has been undertaken of the hospice's Catering and Housekeeping services resulting in changes for the workforce and investment in equipment.

Improved ways of working have resulted in activities being streamlined and duplication of tasks avoided. Investment in new equipment has also supported the working environment and improved the physical effort needed.

The review has supported teams to improve the delivery of Catering and Housekeeping services and also provided time for all staff to take part in education activities and attend individual and team meetings as well be part of other hospice activities, for example Involve group meetings, quarterly Team briefings.

Business Development

Fundraising income from donations and legacies to the 31st March 2025 was £6,758,985 against the previous year of £4,842,542 (2023/24) an increase of 40%.

The 2023-28 five year strategy drives the primary activity within the fundraising team and with the vision to deliver a surplus income of £5m in the financial year of 2027/28.

In line with the strategy, we have delivered the following:

To build a more sustainable base of fundraising income by investing in sustainable income streams including regular giving, in aid of activity, and trusts and foundations, by increasing income by 50% across these streams.

- During 2024/25 we have seen our greatest increases in the following areas: community in aid of income (18%); corporate income (58%) Major Donations (38%), The Great Manchester Run (93%).

To be digital first and digital efficient in the planning and delivery of activity.

- We trialled new donation forms for the Christmas Appeal which delivered increased income and allowed donors to cover the cost of processing donations in line with best practice within the industry. This also gives us visibility of donor source to support targeted marketing.
- We used new technology to facilitate the silent auction at the Great Mancunian Ball
- We bought our corporate communications onto the hospice's preferred email client to improve supporter experience and data analysis.
- We have progressed email journeys with the ability to segment audiences into separate journeys.

To increase our capacity to fundraise through recruiting and empowering volunteers.

- We expanded our community volunteering programme with the recruitment of an additional fundraising group to our portfolio.

To protect future income by increasing legacy pledgers by 10% Year on Year.

- We engaged with the Hospice UK Legacy promotion which took place in March 2025. This was a joint effort to promote the importance of legacies to the hospice sector. In addition, we continued to cultivate and steward our pledgers and increase visibility of legacy giving across the department's communications.
- We currently have 73 legacy pledgers, an increase in year of 1

To deliver sufficient income to build a new hospice at Heald Green.

- We planned and delivered the Great Mancunian Ball raising over £500,000 for the appeal
- We planned and delivered phases 3 and 4 of the public appeal raising over £150,000
- We planned and facilitated 4 open days, in June, November and March for the public to see the developments on site and plans. Alongside these structured events we arranged a number of individual and corporate bespoke visits to the new hospice viewing platform.

To reduce our impact on the world's finite resources.

- We partnered with Play It Green for the Great Mancunian Ball to ensure that the event was delivered in a climate friendly way, including the planting of trees for each participant, no single use plastics, encouragement to use public transport to access the venue and essential print only.
- We changed T Shirts to an option for event sign ups to reduce numbers produced unnecessarily.

Fundraising's key priorities for 2025/26 are to:

- Hold the first cultivation event for legacy givers
- Convert 50% of regular givers to the capital appeal to general giving
- To hold a digital audit of software and systems to ensure effectively manage our data and activities
- To establish a high value giving circle to sustain core activity
- To build on the Great Mancunian Ball with a Lunch under the same brand
- To hold a social value audit and establish meaningful goals for the future
- Update policies and documents to align with the Code of Fundraising Practice 2025.

We ensure all our activities are underpinned with correct governance:

Moya Cole Hospice and Moya Cole Hospice Trading Company are a member of the Institute of Fundraising (IoF) and the Fundraising Regulator (FR). No incidents were reported in the 12 months to 31st March 2025.

We review all new activity in line with our information governance policy. We continue to act ethically and responsibly, using best practice when communicating with our donors and supporters and adhere to The Code of Fundraising Practice and its associated Rulebooks for street and door fundraising that outline the standards expected of fundraising activity.

In the Year 2024/2025, we received four requests to cease communication through the Fundraising Preference Service. No complaints relating to Fundraising were received during the year.

We display the trusted logo of the Fundraising Regulator on all our fundraising communications. The fundraising team and Trading Company undertake safeguarding training in line with the charity's policy for protecting vulnerable people. We engage with external fundraising contractors who act on our behalf to engage with Trusts and Foundations and carry out lottery promotions.

Trading Company

Trading Company turnover in the year was

£2,519,993

(2023/24 £2,520,135)

Operating profit in the year was

£852,544

(2023/24 £880,934), a 3.22% decrease on 2023/24.

Goods sold under the Gift Aid Scheme, which are reported as donations in the Charity, totalled

£196,033

(2023/24 £227,905), a 13.98% decrease.

Retail

Retail income for 2024/25 was £1,002,367 (2023/24 £1,004,711), reflecting a decrease of 0.2% on the previous year.

During the year, the Retail Team focused on growing income through both donated and purchased goods, expanding our online presence, and improving operational efficiency. Eight Greater Manchester-based companies supported Moya Cole Hospice by donating new goods for resale, helping diversify stock and increase income.

Online sales income grew significantly to over £150,000 (2023/24 £90,000), supported by the introduction of a new selling platform, Vinted, alongside our existing channels.

House clearance activity continued to support income generation, with 27 completed clearances raising over £28,000.

Our specialist Vintage & bridal shop saw strong performance, with 123 dresses sold, raising over £29,000 and over 2,000 vintage items sold raising over £21,000. We also held 11 Warehouse Sales at our distribution centre, generating over £8,000 and welcoming more than 1,200 customers.

To reduce costs and our environmental impact, LED

lighting was installed across all shops, warehouse and office spaces, contributing to lower utility bills and reduced carbon emissions.

In 2025/26, the Retail Team will focus on equipping all shops with laptops and providing digital literacy training to shop managers. This will support access to real-time performance data, enhance online listing capability, and improve the valuation of donated items. Growth in online income will be supported by expanding storage capacity, increasing the number of listing stations, and recruiting additional volunteers.

Lottery

Lottery membership at the end of March 2025 was 16,877 (2023/24 17,446) with an average of 14,730 (86%) of members playing each week. During 2024/25 membership decreased by 3.26%. The decline in lottery membership was due to the continued impact of the cost-of-living crisis and a decrease in new lottery sign ups compared to the previous year.

We continued to promote our lottery by telephone and face to face, including in venues across our hospice service area. These campaigns attracted 1,880 new players. We also attracted new lottery member sign-ups via the lottery website at an average of 2 new online players each week.

In addition to the weekly lottery, a Summer Raffle was promoted in 2024/25 with total ticket sales of over £23,000.

The lottery team launched two campaigns in 2024/25 to increase income from existing lottery players. It is expected that these campaigns will increase lottery income by approximately £34,000 per year.

The lottery team also secured a Full Remote Operating Licence issued by the Gambling Commission.

During the coming year the lottery team will continue to promote our lottery both by telephone and face to face. The team also plan to promote the lottery in venues and at community events throughout the year. Following the success of campaigns to increase income from existing lottery players in 2024/25, these campaigns will be extended in 2025/26 to promote the Pattern Pricing option to more players.

Finance

The commencement of construction of the new Hospice in 2024/25 placed a significant emphasis on optimising cashflow. To support this priority, we ensured the prompt submission of government claims, which facilitated timely funding. Additionally, we conducted regular reviews of our investments to maximise returns and ensure the financial stability necessary to support the ongoing construction and future operations of the Hospice.

Finance continues to drive efficiencies by implementing new systems. In 2024/25 approval was obtained for the integration of cloud-based Payroll and automated invoicing systems. These systems will streamline financial processes through the reduction of manual workloads and the reporting functionality which will enhance access to timely and accurate information.

Marketing and Communications

This year has seen the Communications and Marketing team transformed to bring its key functions in house, rather than depending on agencies and consultants. This has seen two new roles in the department – Graphic Designer and Public Relations Officer.

Both roles, in collaboration with the Marketing and Communications Officer and Digital Marketing and Communications Officer roles have allowed creativity to flourish within the department and has led to an increase in the number of patient and supporter stories that have been shared both on our own website and in the press, as well as on our social media channels.

This move to a larger in-house has been timed to coincide with the build-up to both the opening of the new hospice in Heald Green and the rebrand of the hospice to Moya Cole Hospice. This is intended to make these projects both efficient and cost effective, and allowing a dynamic and proactive approach to the work. At the same time the department continues to work closely with all departments across the organisation to support them in income generation, as well as providing clear and up to date information to our patients and their loved ones.



Review of 2024/25 Priorities

We will sign contracts with the contractor and construction of our new hospice will commence on site.

Our legal team put the finishing touches to the construction contract, which was signed at our Board meeting in May 2024 and construction of our new hospice officially began on 3rd June 2024.

The Capital Fundraising Campaign picked up at pace and has continued throughout the period of the project. Cashflow is being tightly monitored each month and to facilitate timely payments to the contractor, Finance Committee and Board approved changes to our governance procedures for the period of construction.

Negotiations with a developer for the sale of the existing Heald Green site are underway.

We will continue to plan the transition to the new hospice, focussing on stakeholders, logistics, staff engagement, asset management and workforce planning.

We engaged Peak Projects and Consulting to support us with aspects of the new build project to ensure the workforce and hospice services transition to the new Heald Green building.

This includes co-ordinating the procurement of furniture, fixtures and equipment, advising on the technical aspects of soft landings and ensuring there is a plan for move management. Workstreams have been established to support this activity, and regular meetings are held with appropriate internal and external stakeholders.

Leaders have been provided with practical tools to effectively navigate change and to support the workforce through the transition to the new building at Head Green during a Leadership Exchange Newtwork event. William Bridge's Managing Transitions model was used to provide guidance and tools to manage the workforces transition to the new building.

To ensure our staff feel prepared for the transition to the new hospice we held several "New Build and You" sessions. These sessions were open to all staff and volunteers and focused on dealing with change.

Workforce plans have been reviewed to enable a seamless transition focussing on education & development needs and designing & testing workflows across all departments.

We will begin a Digital Transformation project which will impact across the organisation.

We appointed a Head of Digital and Enterprise Architecture who commenced in post in April 2024. This postholder has led a number of projects during 2024/25 which were funded by funds designated by our Board in 2022/23. These projects have included:

- Review of all user hardware, resulting in the updating of
- PC's to laptops and docking stations.
- Server consolidation and decommissioning
- Implementation of digital signing in process on both sites

In addition to delivering these successful projects, a Digital Strategy for 2025-2028 has been written which focuses on 4 strategic themes:

- Digital innovation
- Data and information
- Service delivery
- Cyber security

Our digital vision is that staff will instinctively think about using digital solutions as their first choice, and where appropriate encourage other stakeholders including our patients and their families to do the same. This vision will be embedded across the Hospice promoted and success will be monitored to ensure we are a modern and sustainable organisation.

We will implement digital prescribing and medication administration software to our Inpatient Units.

Before implementation could begin we conducted a full review of digital hardware and WiFi connectivity to ensure compatibility with system requirements and procuring additional hardware to support the implementation.

We developed contingency plans to cover interruption to internet connectivity.

Key staff undertook training to become superusers and acted as trainers to roll out training to the rest of the team.

Full implementation and rollout of the system took place in late spring 2024.

Since implementation a Hospice User group has been established by the software provider to enable users to share successes, challenges and ways to improve the system for use in a palliative care environment.

Internally we continue to monitor incidents to determine the overall impact on patient safety.

We will develop an infrastructure to support a speaking up culture.

Work has taken place this year on building psychological safety across the workforce. This has included reviewing workforce engagement activities to determine how they support a culture of “speaking up”. This has resulted in enhancements

being identified, for example, formally recording and reporting themes and actions from monthly director drop-ins.

As part of this work, recommendations have been made and accepted to develop the role of a Freedom to Speak up Guardian.



Our priorities for 2025/26

2025/26 marks year three of Moya Cole Hospice five-year organisational strategy which covers 2023-2028.

The upcoming year will see big changes for the organisation. The priorities below are not a comprehensive list of everything we will do this year, it sets out where we will focus our efforts whilst retaining the flexibility to address new priorities and respond to emerging issues.

1

Construction of our new Hospice will be completed

We start 2025/26 in week 44 of construction, with practical completion expected in the Winter of 2025.

- We will continue to monitor cashflow closely and ensure the project is completed within budget.
- Capital fundraising will continue for the remainder of the project, with an ambitious target set for the coming months
- We will enter into a contract, following due process, with a developer in order to sell the existing Heald Green land

2

Services will transition to the new Hospice & we will say goodbye to our present site

Following the completion of the new Hospice clinical services and support functions based in Heald Green will move to the new site.

- A programme of testing and commissioning will be developed to bring all facilities online at the new site
- We will develop workforce plans to support our workforce moving to the new building so they can continue to deliver excellent services
- Planning will commence on the relocation of all services to ensure a smooth transition

3

The organisation will be known as Moya Cole Hospice

We will use the milestone of the completion our new Hospice site has as a catalyst for a rebrand to enable us to continue to be a hospice that is relevant and welcoming and inclusive to all in our community.

- We will ensure our patients, families, supporters, staff and volunteers are informed about our plans ahead of the official change.
- Our Heads of Department will lead the transition ensuring all assets are updated and key contacts informed.
- We will complete the legal process to formally change our name of our Hospice and our Trading Company.

4

We will implement a new People and Payroll Database

As we continue to invest in digital solutions and move towards being paper-lite we will introduce a new People Database which will streamline our People and Payroll processes to achieve efficiencies.

- We will launch a new People database, following which Payroll will be transferred to the new solution allowing for integration between the two systems and removing the duplication of data.
- Additional People related activities and processes will be automated with the support of the new People Database.
- The People Database will include a Learning Management System which will support education and development giving staff and leaders improved access to learning



5

We will secure sustainable funding to sustain the Homeless service

- We successfully secured funding to sustain the Homeless Service for the financial year 2025–2026. Work is actively underway to secure sustainable funding for the continuation of the service from 2026 onwards.

6

We will embed a Quality Improvement culture across all departments

In 2025–2026, we launched a new five-year Clinical Strategy with a strong emphasis on quality improvement, alongside our first Digital Strategy, marking a significant step towards becoming digitally fit for the future. Clinical and medical quality improvement projects have been actively managed and monitored through our Quality Improvement Group (QIG), supporting our commitment to embedding a culture of continuous improvement across all clinical departments.

Key initiatives delivered during the year include:

- Introduction of electronically printed patient wristbands across inpatient units to enhance patient safety and reduce the risk of identification errors.
- Implementation of an electronic staff sign-in app across both sites, improving operational efficiency and supporting real-time workforce visibility.

These developments reflect our ongoing dedication to improving care quality, safety, and digital maturity across the organisation.





Manchester's New Hospice

From April 2024 to March 2025, the new Heald Green hospice building has come a long way. At the beginning of 2024, ground was broken on the site adjacent to the current hospice and what seemed like decades of planning had finally become reality.

There is no doubt that our new hospice in Heald Green will be revolutionary for the care we provide for our local community. The current site is no longer fit for purpose, and this new hospice will provide patients and families with the care and privacy they require in their time of need. It will also provide our staff and volunteers with a building they will be proud to work in, taking their wellbeing into consideration and supporting them to excel in their roles.

The project includes a modernised 27-bedroom inpatient unit to help those impacted by life limiting illnesses across Greater Manchester. The new building will be a specialist care facility in Greater Manchester that local people can access – from the diagnosis of a life-limiting illness through to treatment, and beyond. Our holistic approach to care will meet the complete and complex medical, physical and spiritual needs of our patients and their families, in a world-class environment that is welcoming, caring, and fully equipped with modern facilities.

Those working or visiting Heald Green from April 24 to March 25, have in no doubt been able to notice and appreciate the incredible work being done by Caddick Construction in building the new hospice. Every week, it felt like staff and volunteers would dash to various viewing areas around the hospice for a glimpse at the progress on the site, and it never disappointed.

Below is a detailed look at the progress that has been made in the 12-month period spanning from April 2024 to March 2025.

APRIL 2024

By April, the new build site had been cleared of the shrubbery, and overgrown grass and weeds that made up the vast majority of the premises. Work was quiet as onlookers eagerly anticipated the start of construction.

Various interviews of staff and supporters were posted on the Moya Cole Hospice's social media channels highlighting just how important this new site would be for the people of Greater Manchester.

MAY 2024

In May the ground was fully prepared for the foundations to be dug, and the commencement of construction was imminent. A fly-over video posted to Facebook showed the ground, cleared and ready for the walls to soon go up.

JUNE 2024

June saw the commencement of construction of the new build. Earthworks phase took place which saw the stripping of the topsoil on the site, down to the clay underneath, creating a blank canvas for the next phase of construction. This was also to get the site prepped and ready for drainage works.

JULY 2024

Drainage works commenced in July. Moya Cole Hospice's ambassador, Lee Boardman revisited the site following the spade in the ground event earlier in the year. He described the immense differences between the site between then and his second visit.

"When I was last here, it was like a jungle," Lee remarked.

The team over at Caddick also began laying the foundations of the Inpatient Unit building. A surface water drainage system was also installed to remove excess rainfall, ensuring the site won't be flooded in the future.

The car park was also installed to the rear of the site, for easy access for construction staff and what will eventually make up the official car park for the new hospice building.

AUGUST 2024

The car park was fully installed in August, and the "main base" for Caddick construction was installed at the rear of the car park.

The foundations of the steel "superstructure" which will house the Being You Centre commenced.

SEPTEMBER 2024

The first brick of the new hospice was laid! The walls were now starting to skyrocket across the site. A feat that would have been impossible without Moya Cole Hospice's hard working and dedicated supporters and volunteers.

The steel frame for the Being You Centre building also began installation and the Build it Together appeal hit the major milestone of £1,300,000.

OCTOBER 2024

Construction of the steel superstructure of the Being You Centre continued, and a 40 tone crane was on site to assist the team in doing so.

Brickwork continued on the Inpatient Unit, internal drainage systems were installed, and ground preparations for the concrete slab pouring took place.

The slab pouring was essential for the brick work above ground (foundation level) to commence. The above ground brick laying commenced towards the end of the month.

Another drone flyover took place in October in what was the first official flyover since construction officially commenced in June. The video was posted to Facebook.

NOVEMBER 2024

Brick laying continued well into November and in more exciting news the red brick that will make up the exterior of the hospice building started being laid also.

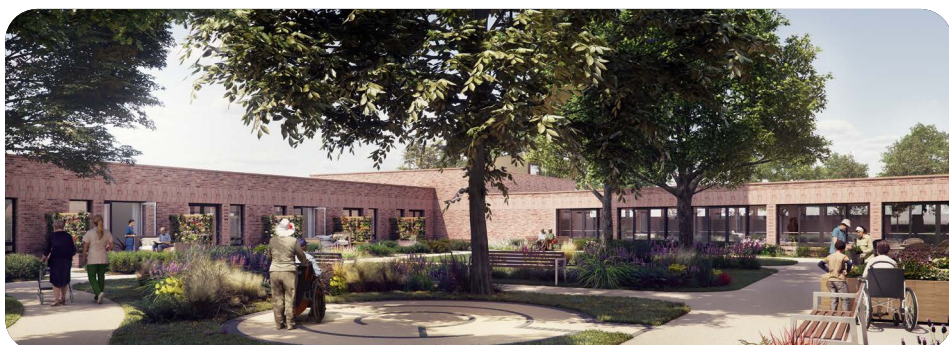
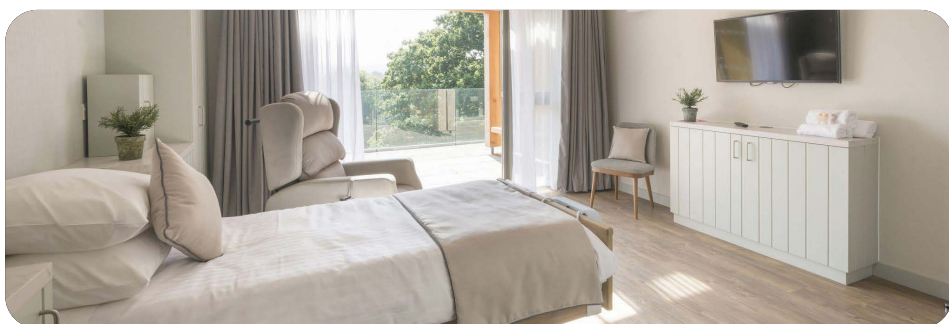
In a milestone occasion, the steel



structure of the Being You Centre was completed and the ground and first floors that will make up the building were laid out. Members of the Moya Cole Hospice team were able to stand on the first floor and look out at the views that would soon make up much of the staff offices and education centre for the very first time. Pictures of the milestone event were captured and posted to social media and shared

on our website.

The Great Mancunian Ball was held, hosted by Gary and Emma Neville raising an incredible total of over £550,000 for the new build.



DECEMBER 2024

Construction continued into December, making good progress in the first official winter month. Onlookers could now begin to visualise how the structures would look once completed.

JANUARY 2025

Construction continued into the new year and more and more progress was being made. The rooms that would make up the individual patient rooms were taking shape and brick work on the Inpatient Unit was raising higher and higher.

Brick work also commenced on the Being You Centre enclosing the structure. Another flyover took place this month showcasing the construction progress under a thin blanket of snow.

FEBRUARY 2025

Construction once again continued into the final winter month. Snow fall and heavy rain can often cause delays in construction, so it was welcome news that Greater Manchester received minimal amounts throughout these months.

MARCH 2025

Works significantly progressed internally and continued to progress externally. Fire protection works began, a necessary step before the continuation of construction. This was to get ready for the construction of partition walls, mechanical and electrical systems, all of which commenced in March.

At roof level, roof coverings were completed on the Being You Centre, creating water tightness, ensuring the works taking place below are protected from water damage.



Campaigns

The £26.5m pound project was an ambitious one for the hospice to undertake and set out various goals to fund the construction of the new building.

One such fundraising project is the ongoing Build it Together appeal which asked the community to help us raise £2m to help with the cost of construction.

The Heald Green hospice has been a household name in Stockport and the surrounding communities for over 50 years and the way the community got behind this new building has been nothing short of breathtaking. Within mere months of launching the campaign, Moya Cole Hospice reached its first major milestone of £1m. These funds were raised through various fundraising efforts from our supporters, and through campaigns and events organised.

By April 2025, the fundraising campaign had surpassed its £1,500,000 milestone and is rising closer and closer to that £2m goal.

Various campaigns included the buy a brick campaign, which asked the public to help fund the bricks that were used to build the hospice.

The next phase of the appeal asked the public to help kit out the new hospice by funding the furniture that would make up the interior of the hospice, as construction of the new building neared the completion of the exterior walls.

Conclusion

Over the 12-month period, you can clearly see how much works have progressed over at the new Moya Cole Hospice site. The building is nearing completion and will ensure that the people of Greater Manchester will have a state-of-the-art hospice facility for generations to come.



From St Ann's Hospice to Moya Cole Hospice

On October 1st, 2025, St Ann's Hospice will become Moya Cole hospice in a rebrand that honours our inspirational founder while embodying a more inclusive name.

For us to continue to serve and care for those impacted by life-limiting illnesses and their loved ones long into the future, we must ensure that we are reflective of the wonderful and diverse community that surrounds us and that we remain culturally relevant in our modern world.

Although a change has been in discussion for many years, making the change at this point in our journey, as we open a new site in Heald Green, and with plans to refurbish Little Hulton in the near future, means we have reduced the cost involved to the minimal amount.

Dr Moya Cole, was a trailblazing woman who knew how important hospice care was, and still is, for the community. She graduated with a BSc degree in physics from Queen's University in Belfast way back in 1939 and earning an even more impressive MSc a year later.

This would be a huge achievement for someone these days, let alone for a young woman so many decades ago.

She became a consultant in Radiotherapy and Oncology at what was then the Christie Hospital and Holt Radium Institute and ran the first clinical trials in the use of the drug Tamoxifen for breast cancer patients prior to her founding of St Ann's Hospice.

Most importantly for the history of St Ann's Hospice, it was Moya Cole who campaigned tirelessly for the need for hospice care for the people of Greater Manchester.

Our long history of caring for people impacted by life-limiting illnesses in our community all starts with her.

We move to this next chapter of our history with her legacy and dedication to excellent end-of-life care in our hearts and minds.

The rebranding marks a new chapter for the hospice and showcases one of our core values, being Bold and Brave. We had to be bold and brave in our decision to change from St Ann's Hospice to Moya Cole Hospice.

As an organisation, we understand that for many, we will always be St Ann's Hospice but we must look to the future and modernise to ensure we are here for future generations of people in our community who will need our care.

The rebranding process has been fully supported by the Board of Trustees and started with focus groups of staff at the hospice to discuss our current branding, where we want to be in the future and what the hospice stands for. This allowed the branding team to create the Moya Cole Hospice proposal.

We then held market research sessions with the new brand with around 60 people made up of staff, volunteers, supporters, patients and families, as well as the general public in our local area.

This market research included 1:1 interviews and focus groups to discuss reaction to the new branding.

We have worked with award-winning Manchester based design agency Truth Creative. They developed the brand with us and have now handed over the brand to us to roll out. The brief was to create a new brand for the organisation that celebrated our heritage and prepared us for the future of hospice care. As soon as the story of Moya Cole was discussed it was clear that her inspiring story was the best way to represent this for the hospice.

We believed the new branding of Moya Cole Hospice will aid us in the future to continue being experts in our field and pioneers in hospice care, honouring a trailblazing woman who founded a much-needed hospice in Greater Manchester over 50 years ago.



Financial Review

The accounts for the year have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019) and comply with all statutory requirements and the hospice’s governing document. The accounts consolidate the results of the hospice and it’s trading subsidiary.

The Trustees report a net increase to overall funds for the year of £1.9 million (2023/24 £0.6 million increase) and an overall funds balance of £28.2 million at 31st March 2025 (£26.3 million at 31st March 2024). The financial position of the group is set out in the balance sheet on [page 53](#). The Reserves Policy relating to the funds held by the hospice is described in the Reserves Policy below.

Income and Expenditure

The Statement of Financial Activities is set out on page 52 of these financial statements. From an operating point of view, 2024/25 showed a surplus before investment gains/(losses) and pension liability movements of £1,557,261 (2023/24 surplus of £593,232).

The hospice’s principal sources of income are donations, legacies, NHS contracts and trading profits. Total income in 2024/25 was £15.5 million (2023/24 £13.1 million), an increase of 18.1%. Income from donations (including capital build) in 2024/25 was £3.8 million, a 50% increase on the previous year’s performance (2023/24 £2.5 million). Legacy income is 27% up this year (£2.9 million), recognised as received or as due under FRS102 (2023/24 £2.3 million). Funding from NHS Clinical Commissioning Groups amounted to £5.5 million, an increase of 3.3% (2023/24 £5.3 million). The turnover of the Trading Company remained static at £2.5million (2023/24 £2.5million). The amount donated to the hospice is £0.9 million, a 1.9% increase compared to 2023/24. Investment income and

interest receivable in 2024/25 was £410k, this is an increase of 3.4% compared with 2023/24 of £397k.

The cost of Charitable Activities increased by 11.2% from £9.9 million in 2023/24 to £11.1 million in 2024/25. We continue to review our cost base to ensure that we are providing our services as efficiently as possible. The actuarial gain in the pension fund is £368k (2023/24 £88k loss). In the Balance Sheet there is a decrease in the liability to £0.3 million (2023/24 £0.7 million) The pension liability and its impact on the hospice’s financial position is monitored closely by the Trustees of the Moya Cole Hospice Pension Scheme. The major financial assumptions used to calculate the Pension Scheme Liability are shown in Note 24 in these financial statements.

Investment Performance, Policy & Management

At 31st March 2025 the value of the investment portfolio was £10 compared to 31st March 2024 balance of £2.4million. The trustees resolved to liquidate all existing shareholdings to provide funding for the capital project.

Our current investment relates to our 1.5% ownership in the Hospice Quality Partnership Company, which supports hospices in enhancing procurement practices, reducing operational costs, and promoting data sharing to drive best practice

Policy on Reserves

A Statement of Unrestricted Funds is shown in Note 22 to the Accounts. The Charities SORP defines reserves as that part of a charity’s funds that is freely available to spend. For 2024/25, the minimum target for free reserves was set at the equivalent of three months’ operating costs. This level was determined to enable increased allocation of funds to the Capital Build project, while also reflecting the Organisation’s diversified income streams.

The free reserves at 31st March 2025 are £3.5m (2023/24: £3.1 million), an increase of £0.4 million. This represents three months of normal running costs for the hospice (2023/24 three months).

The Charities SORP specifically

allows for funds held as 'tangible fixed assets for charity use' to be excluded from free reserves. The Trustees therefore set aside a designated fund of £1.6 million, equal to the net book value of tangible fixed assets (2023/24: £1.7 million). This amount has slightly decreased on the previous year.

In addition, the Trustees have designated a fund to be held for Property Refurbishment and Development which totals £18.5 million (2023/24: £18.4 million). This fund relates mainly to the Heald Green site and reflects the immediate requirement to set aside funds towards the rebuilding of our new hospice to meet the increasingly complex clinical and care requirements of patients.

In 2022/23, the Trustees approved the creation of a designated fund to support Information Technology upgrade works, with an initial allocation of £0.12 million. Implementation of the upgrade programme commenced in 2024/25, and the fund is expected to be utilised progressively through to 2030. As at the reporting date, the residual balance of the fund stands at £0.11 million.

Strategic Risk

The Trustees have oversight of the strategic and operational risks across the organisation through both the Board and its committees. The three key strategic risks (red risks) facing the charity are the uncertainty of voluntary and Trading Company income; clinical staffing recruitment and retention and future ICB funding. These three risks are discussed in more detail below.

Uncertainty of voluntary and Trading Company income

Voluntary income from fundraising, particularly legacies is uncertain by its very nature. Changes to legislation in relation to fundraising practices, could reduce income and the capacity to fundraise through usual channels. Downturns in the economy can reduce fundraising income. The hospice is in direct competition with other major charities for fundraising income.

Loss of key staff from income generating teams can lead to gaps and affect continuity and capacity to fundraise whilst a reduction in Lottery subscribers leads directly to a fall in income and profit. In mitigation of this risk, the Trustees regularly review external influences and legislative implications.

We take a proactive approach in encouraging supporters to consider legacies and a strategic approach to securing Trusts and grant awards for both restricted and unrestricted monies.

The Trading Company Corporate Strategy and the Fundraising Digital Transformation Strategy are now live, with the aim of identifying new income streams and building on the success of existing ones to support transformational income growth.

Recruitment and Retention of Clinical Staff

Vacancies in clinical areas compounded by ongoing above

average sickness absence puts pressure on existing staff and could affect delivery of care

We have produced new guidance for inpatient unit staffing using an external organisation, Establishment Genie. Using this guidance to ensure that staffing levels are adequate to meet the needs of patients on each shift and to assure the hospice board as to the safety of staffing levels, that there are processes in place to maintain safety and quality for patients and providing strategic leadership to all nursing and AHP staff.

Moya Cole Hospice continues to align its pay scales with NHS workforce increases to further support the recruitment and retention of skilled staff.

Integrated Care Board (ICB) Funding

The Hospice continues to work in close partnership with the Greater Manchester NHS ICB to highlight and address the ongoing issue of a widening and unsustainable funding gap between the actual costs of delivering high-quality care and the financial contribution received from NHS ICB localities. Despite constructive dialogue and collaboration, this disparity remains a significant concern and presents a growing challenge to the long-term financial sustainability of our services. The Hospice remains committed to working with health system partners to seek a more equitable and sustainable funding model.

Going Concern

The Trustees are satisfied that the hospice has financial resources available to be financially viable from the date of signing this report. Total hospice income is currently slightly below budget. While fundraising and investment income are performing ahead of expectations, both legacy and statutory income are slightly behind projected levels.

The hospice remains committed to robust financial management, with regular monitoring of income and expenditure to ensure sustainability. Strategic efforts to diversify income, through fundraising, retail operations, and grants, support the hospice's ability to meet its obligations and deliver high-quality care.

Consequently, the Trustees believe that, overall, the hospice is in a strong position to manage its business risks successfully. Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Financial Statements.



Trustees' Responsibility Statement

The trustees (who are also directors of Moya Cole Hospice for the purposes of company law) are responsible for preparing the Trustee's Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other Irregularities.

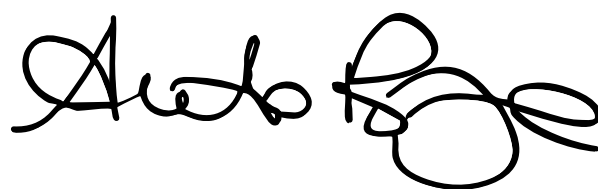
In so far as the trustees are aware:

- 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.

The Trustees report, including the Strategic Report, was approved by the Board and signed on its behalf.



Anita Rolfe

Chair of Moya Cole Hospice
10th December 2025

Consolidated statement of financial activities

(including consolidated income and expenditure account)

For the year ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
INCOME FROM:					
Donations and legacies	3	4,694,292	2,064,693	6,758,985	4,842,542
Charitable activities	4	4,527,532	1,011,872	5,539,404	5,355,090
Other trading activities	5	2,536,567	261,500	2,798,067	2,540,955
Other Income	6	17,609	-	17,609	11,395
Investments	7	409,976	157	410,133	396,539
TOTAL INCOME		12,185,976	3,338,222	15,524,198	13,146,521
EXPENDITURE ON:					
Raising funds	8	2,903,929	-	2,903,929	2,605,338
Charitable activities	9	9,338,113	1,724,895	11,063,008	9,947,951
TOTAL EXPENDITURE		12,242,042	1,724,895	13,966,937	12,553,289
Net income/(expenditure) before investment gains/(losses)		(56,066)	1,613,327	1,557,261	593,232
Net Gains/(losses) on Investments	16	(413)	-	(413)	152,270
Net income/(expenditure) before tax	11	(56,479)	1,613,327	1,556,848	745,502
Taxation	14	3,324	-	3,324	(21,061)
Net income/(expenditure) for the year		(53,155)	1,613,327	1,560,172	724,441
Transfer Between Funds	22	-	-	-	-
Other Recognised Gains/(Losses): Actuarial Gains/(Losses) on Defined Benefit Schemes	24	368,000	-	368,000	(88,000)
NET MOVEMENT IN FUNDS		314,845	1,613,327	1,928,172	636,441
FUND BALANCES BROUGHT FORWARD AT 1st April		23,415,245	2,918,064	26,333,309	25,696,868
FUND BALANCES CARRIED FORWARD AT 31st March		23,730,090	4,531,391	28,261,481	26,333,309

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derives from continuing activities.

The surplus of the parent charity for the year for Companies Act purposes is £1,928,172 (2024: £636,441).

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented in respect of the parent charity.

See note 21 for the comparative consolidated statement of financial activities analysed by funds.

BALANCE SHEET
31st March 2025

		Group		Charity	
	Notes	2025 £	2024 £	2025 £	2024 £
FIXED ASSETS					
Tangible assets for use by the charity	15	16,576,031	8,636,423	16,562,705	8,614,562
Investments	16	10	2,428,546	12	2,428,548
		16,576,041	11,064,969	16,562,717	11,043,110
CURRENT ASSETS					
Stocks	17	31,716	32,048	-	20
Debtors	18	4,913,650	3,589,746	5,506,010	4,185,560
Cash at bank and in hand	19	8,820,890	13,667,413	7,919,685	12,768,725
		13,766,256	17,289,207	13,425,695	16,954,305
CREDITORS: amounts falling due within one year	20	(1,793,816)	(1,366,867)	(1,439,931)	(1,010,106)
NET CURRENT ASSETS		11,972,440	15,922,340	11,985,764	15,944,199
TOTAL ASSETS LESS CURRENT LIABILITIES					
LIABILITIES		28,548,481	26,987,309	28,548,481	26,987,309
NET ASSETS EXCLUDING PENSION LIABILITY		28,548,481	26,987,309	28,548,481	26,987,309
PENSION LIABILITY	24	(287,000)	(654,000)	(287,000)	(654,000)
NET ASSETS INCLUDING PENSION LIABILITY		28,261,481	26,333,309	28,261,481	26,333,309
FUNDS					
Unrestricted Funds		23,730,090	23,415,245	23,730,090	23,415,245
Restricted funds		4,531,391	2,918,064	4,531,391	2,918,064
TOTAL FUNDS	22	28,261,481	26,333,309	28,261,481	26,333,309

These financial statements of Moya Cole Hospice,(registered number 00947220), were approved by the Directors and authorised for issue on 10th December 2025. They were signed on its behalf by:



Mr Darren Holt
Honorary Treasurer

Cash Flow Statement
For the year ended 31 March 2025

	Group 2025 £	Group 2024 £
Net cash flow from operating activities	527,694	983,635
Cash flows from investing activities:		
Interest received	404,080	342,730
Investment net proceeds	2,428,123	(32,415)
Investment income received	6,053	53,809
Proceeds from sale of equipment	-	-
Purchase of property, plant and equipment	(8,212,474)	(3,808,168)
Net cash flows from investing activities	(5,374,217)	(3,444,044)
Net increase/(decrease) in cash and cash equivalents	(4,846,523)	(2,460,409)
Cash and cash equivalent at beginning of year	13,667,413	10,831,752
Cash and cash equivalents at the end of the year	8,820,890	13,667,413
Reconciliation of net income and net cashflow from operating activities	Group 2025 £	Group 2024 £
Net income before investment gains	1,557,261	593,232
Adjustments for:		
Investment income	(6,053)	(53,809)
Interest Receivable	(404,080)	(342,730)
Corporation Tax Paid	-	-
Depreciation	272,865	282,119
Profit on sale of tangible fixed assets	-	-
	1,419,993	478,812
Decrease in stock	332	4,219
Decrease/(Increase) in debtors	(1,323,904)	547,460
(Decrease)/increase in creditors	430,273	14,144
Adjustment for pension funding	1,000	(61,000)
	527,694	983,635



Notes to the financial statements

For the year ended 31st March 2025

1. ACCOUNTING POLICIES

Company and charitable status

Moya Cole Hospice, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 10 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 89.

Basis of accounting

The financial statements are prepared under the historical cost convention, with the exception of investments which have been included at market value, and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019) 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; and the Companies Act 2006.

The principal accounting policies are set out below.

Preparation of financial statements - going concern basis

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in the Trustee's Report which also describes the financial position of the group including its cash, investments and reserves policies. The group forecasts and projections, taking account of reasonably possible changes in donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current level of reserves it has. After making enquiries, the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence from the date of signing. Thus they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

Basis of consolidation

Group financial statements have been prepared in respect of the charity and its wholly owned subsidiary undertaking Moya Cole Hospice Trading Company Limited. These financial statements have been consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 16.

Cash flow statement

In accordance with FRS 102 the group is exempt from the requirement to present its parent charity cash flow statement.

Income

Income is recognised when the group and charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and fundraising activities

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in the costs of raising funds. Cash collections to which the charity is entitled but which it has not received by the year end are included in income in the statement of financial activities and shown as debtors in the balance sheet.

1. ACCOUNTING POLICIES (continued)

Income (continued)

Legacies

Legacies are accounted for when conditions for receipt have been met. Material legacies receivable at the year-end are included at their probate value.

Grants receivable

Income from grants is included in income when receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until pre-conditions for use have been met.
- When donors specify that grants, including capital grants are particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Trading activities

Income from trading activities includes fundraising revenue as well as sales recognised in the group's trading subsidiary. The trading subsidiary's turnover represents the net amount receivable from all activities, excluding value added tax. Turnover from the sale of goods is recognised upon exchange of goods for payment. Income from lottery ticket sales comprises income in relation to draws held in the period and is recognised upon completion of the draw. Receipts in advance of future draws are included in deferred income until the date of the draw.

Investment income

Investment income is accounted for when receivable.

Donated goods and services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the SORP 2019, general volunteer time is not recognised - refer to the Trustee's annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.



1. ACCOUNTING POLICIES (continued)

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.

The charity's operating costs include staff costs, premises costs, governance costs and other related costs. Such support costs are allocated between cost of raising funds and charitable expenditure. Staff costs are allocated according to the costs of staff working directly in the relevant activity and property costs are allocated according to the space used by each activity. Where costs are not directly attributable to any activity, they have been apportioned using an appropriate basis. Governance costs represent expenditure incurred in the management of the charity's assets, organisational administration, and compliance with constitutional and statutory requirements

Charitable expenditure

Costs of activities in furtherance of the charity's objects include all expenditure directly related to the objects of the charity.

Cost of raising funds

Cost of raising funds includes the following:

- **Fundraising and publicity**
This represents expenditure in relation to staff members who are directly engaged in fundraising, and related costs of the fundraising activity.
- **Lottery and raffle prizes and organisation costs**
This represents expenditure by the trading company in relation to costs directly involved in organising the lottery and raffle, including the purchase of prizes and prize money.
- **Other costs associated with trading activities**
This represents other costs incurred by the trading company for fundraising activities.

Fund accounting

The charity maintains various types of funds as follows.

Restricted funds

Restricted funds are funds subject to specific restrictions imposed by the funding authorities and donors. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the notes to the financial statements.

Unrestricted funds

- **General unrestricted funds**
General unrestricted funds represent funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.
- **Designated funds**
Designated funds are amounts which have been put aside at the discretion of the Trustees.

1. ACCOUNTING POLICIES (continued)

Taxation

The parent company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Current tax for the subsidiary company, comprising UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the trading company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax is measured on a nondiscounted basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold buildings	50 years
Leasehold improvements	period of the lease on a reducing balance
Leasehold buildings	period of lease
Fixtures, furniture and equipment	4 years
Motor vehicles	4 years

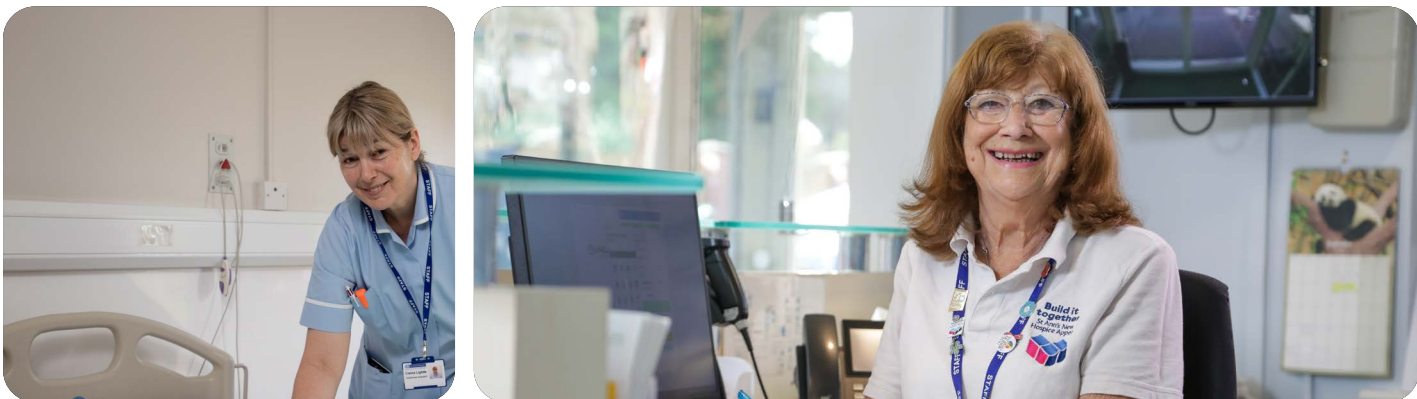
Investments

Investments are included in the financial statements at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Current investments represent monies invested in short-term liquid money market instruments.

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

In the parent charity balance sheet, investments in subsidiary undertakings are measured at cost less impairment.



1. ACCOUNTING POLICIES (continued)

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slowmoving or defective items where appropriate. Items donated for resale are not included in the financial statements until they are sold.

Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

Employee benefits

For defined benefit schemes the amounts charged to the Statement of Financial Activities are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs.

The net interest cost on the net defined benefit liability is charged to the Statement of Financial Activities and included within support costs. Remeasurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) is recognised immediately in the Statement of Financial Activities.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

Financial instruments

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

The charity and group only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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.

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

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.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCE OF ESTIMATION UNCERTAINTY

In the application of the group’s accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The Trustees acknowledge that judgement and estimates have been used in establishing legacy valuation, and are satisfied these are based on acceptable underlying assumptions.

Estimates of the pension valuation depend on a number of complex judgments relating to the discount rate used, changes in retirement ages, mortality rates, and the calculation of pension increases. The group engages a firm of actuaries to provide expert advice about the assumptions made and the effect on the pension valuation of changes in these assumptions.



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

3	ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES	2025 £	2024 £
	Donations	1,837,466	1,860,894
	Legacies	2,925,105	2,298,383
	Donations - HG Capital Project	1,996,414	683,265
		<u>6,758,985</u>	<u>4,842,542</u>
4	ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES	2025 £	2024 £
	NHS Contracts	5,463,008	5,288,427
	Grants	76,396	66,663
		<u>5,539,404</u>	<u>5,355,090</u>
5	ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES	2025 £	2024 £
	Fundraising activities	272,017	18,483
	Lottery and raffle income from trading subsidiary	1,558,741	1,573,263
	Other income from trading subsidiary	967,309	949,209
		<u>2,798,067</u>	<u>2,540,955</u>
6	ANALYSIS OF INCOME FROM OTHER INCOME	2025 £	2024 £
	Other Income	<u>17,609</u>	<u>11,395</u>
		<u>17,609</u>	<u>11,395</u>
7	INVESTMENT INCOME	2025 £	2024 £
	UK listed investments	6,053	53,809
	Bank Interest	404,080	342,730
		<u>410,133</u>	<u>396,539</u>



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

8	ANALYSIS OF EXPENDITURE ON RAISING FUNDS	2025 £	2024 £
	Employee costs	583,335	561,538
	Office and sundry costs	66,583	118,978
	Direct costs	531,117	248,466
	Share of support costs	90,388	75,818
	Lottery and raffle prizes and organisation costs	462,697	498,651
	Other costs associated with trading activity	1,169,809	1,101,887
		<u>2,903,929</u>	<u>2,605,338</u>

9	ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES	Activities undertaken directly £	Support costs £	2025 Total £
	2025			
	Provision of Hospice services:			
	In-patient Care	7,785,900	296,007	8,081,907
	Being You Centre	1,516,905	47,669	1,564,574
	Community Specialist Palliative Care Team	677,534	9,855	687,389
	Hospice at Home	290,614	21,693	312,307
	Education	180,762	-	180,762
	Capital Project	236,069	-	236,069
		<u>10,687,784</u>	<u>375,224</u>	<u>11,063,008</u>

	Activities undertaken directly £	Support costs £	2024 Total £
2024			
Provision of Hospice services:			
In-patient Care	7,025,991	226,287	7,252,278
Being You Centre	1,361,969	37,475	1,399,444
Community Specialist Palliative Care Team	752,985	8,311	761,296
Hospice at Home	258,909	22,482	281,391
Education	253,542	-	253,542
Capital Project	-	-	-
	<u>9,653,396</u>	<u>294,555</u>	<u>9,947,951</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

10. ANALYSIS OF SUPPORT COSTS

	In-patient care £	Day therapy £	Community SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2025 Total £
2025								
Governance	175,917	23,562	5,397	11,879	4,639	221,394	53,332	274,726
Finance	42,616	5,778	1,582	3,483	1,130	54,589	13,150	67,739
Information Technology	36,910	5,005	1,370	3,016	979	47,280	11,389	58,669
Human Resources	31,506	4,272	1,170	2,575	836	40,359	9,722	50,081
Communications	9,058	1,228	336	740	240	11,602	2,796	14,398
	296,007	39,845	9,855	21,693	7,824	375,224	90,389	465,613

	In-patient care £	Day therapy £	Community SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2024 Total £
2024								
Governance	137,932	19,022	4,936	13,354	3,776	179,020	46,079	225,099
Finance	35,300	4,895	1,348	3,647	969	46,159	11,881	58,040
Information Technology	19,315	2,678	738	1,996	530	25,257	6,501	31,758
Human Resources	21,520	2,984	822	2,223	591	28,140	7,243	35,383
Communications	12,220	1,694	467	1,262	336	15,979	4,113	20,092
	226,287	31,273	8,311	22,482	6,202	294,555	75,817	370,372



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

11	NET INCOME/(EXPENDITURE) FOR THE YEAR	2025 £	2024 £
	Net income/(expenditure) is stated after charging:		
	Depreciation of owned asset	182,337	175,117
	Depreciation of leased assets	86,653	91,766
	Depreciation of motor vehicles	3,875	15,236
	Rentals under operating leases		
	Land and buildings	140,594	133,094
	Other	-	4,834
	Auditor's remuneration		
	Fees payable to the charity's auditor for the audit of the charity's annual financial statements*	35,860	34,150
	Fees payable to the charity's auditor for other services to the group	-	-
	The audit of the charity's subsidiary	8,770	8,350



	Group		Charity	
The average monthly number of employees was:	2025 No.	2024 No.	2025 No.	2024 No.
Charitable activity	155	155	155	155
Raising funds	15	16	15	16
Trading activities	21	23	0	-
Support	56	49	56	49
	<u>247</u>	<u>243</u>	<u>226</u>	<u>220</u>

	Group		Charity	
Their aggregate remuneration comprised:	2025 No.	2024 No.	2025 No.	2024 No.
Wages and salaries	7,590,313	7,202,537	6,900,357	6,520,295
Social security costs	723,646	675,360	665,951	618,969
Pension costs	832,290	778,154	782,974	730,180
	<u>9,146,249</u>	<u>8,656,051</u>	<u>8,349,282</u>	<u>7,869,444</u>

The 2024 aggregate remuneration includes a deduction for the total redundancy costs amounting to £234,600



13. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL
(continued)

	2024 No.	2023 No.
£60,001 - £70,000	7	2
£70,001 - £80,000	1	-
£80,001 - £90,000	1	2
£90,001 - £100,000	2	1
£100,001 - £110,000	1	-
£110,001 - £120,000	1	2

Key Management Personnel

The key management personnel of the parent charity and group are the same and are listed on page 89. The total remuneration (including pension contributions and employer's national insurance costs) of the key management personnel of the charity and group for the year totalled £465,099 (2024: £456,284).

Trustees remuneration

No Trustees received any remuneration during the current or prior year. No travel and subsistence expenses were paid during the year (2024: £Nil)

14. TAX ON PROFIT OF TRADING SUBSIDIARY

The hospice is not liable to corporation tax. The tax charge, all of which arises in the trading subsidiary comprises:

Current tax on profit	2025 £	2024 £
UK corporation tax	61,587	64,911
Adjustments in respect of prior year	(64,911)	(43,850)
Total tax on profit	(3,324)	21,061

The standard rate of tax for the year, based on the UK standard rate of corporation tax is 25%. The actual tax charge for the year differs from the standard rate for the following reasons:

	2025 £	2024 £
Profit on ordinary activities before tax	861,791	894,987
Tax on profit at the standard rate - 25% (2024 - 25%)	215,448	223,747
Effects of:		
Gift aid donations	(216,279)	(217,814)
Expenses not deductible for tax purposes	160	956
Capital allowances (in excess of)/less than depreciation	1,891	324
Other timing differences	60,367	57,698
Adjustments to tax charge in respect of previous periods	(64,911)	(43,850)
Total tax charge/(credit) for the year	(3,324)	21,061

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

15 TANGIBLE FIXED ASSETS FOR USE BY THE CHARITY							
GROUP	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Leasehold buildings £	Fixtures, furniture and equipment £	Motor vehicles £	Total £
Cost							
At 1 April 2024	4,724,934	4,294,762	3,614,684	205,637	2,689,593	245,842	15,775,451
Additions	8,116,816	7,200	-	-	88,458	-	8,212,474
Disposal	-	-	-	(39,278)	(54,266)	-	-93,544
At 31 March 2025	12,841,749	4,301,962	3,614,684	166,359	2,723,785	245,842	23,894,381
Accumulated depreciation							
At 1 April 2024	-	2,087,593	2,072,941	202,967	2,541,311	234,217	7,139,029
Charge for the year	-	85,198	85,652	1,001	97,139	3,875	272,865
Disposal	-	-	-	(39,278)	(54,266)	-	-93,544
At 31 March 2025	-	2,172,791	2,158,593	164,690	2,584,184	238,092	7,318,350
Net book value							
At 31 March 2025	12,841,749	2,129,171	1,456,091	1,669	139,600	7,750	16,576,031
At 31 March 2024	4,724,934	2,207,169	1,541,743	2,670	148,281	11,625	8,636,423
CHARITY	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Furniture and equipment £	Motor vehicles £	Total £	
Cost							
At 1 April 2024	4,724,934	4,294,762	3,614,684	2,291,045	221,045	15,146,470	
Additions	8,116,816	7,200	-	87,715	-	8,211,731	
Disposals	-	-	-	(3,249)	-	-3,249	
At 31 March 2025	12,841,749	4,301,962	3,614,684	2,375,510	221,045	23,354,952	
Accumulated depreciation							
At 1 April 2024	-	2,087,593	2,072,941	2,150,329	221,045	6,531,908	
Charge for the year	-	85,198	85,652	92,737	-	263,587	
Disposals	-	-	-	(3,249)	-	-3,249	
At 31 March 2025	-	2,172,791	2,158,593	2,239,817	221,045	6,792,246	
Net book value							
At 31 March 2025	12,841,749	2,129,171	1,456,091	135,693	-	16,562,705	
At 1 April 2024	4,724,934	2,207,169	1,541,743	140,715	-	8,614,562	

The Freehold land and building relates to the Heald Green site which has been sold subject to contract. It has been agreed that Moya Cole Hospice will remain insitu until operations have been fully transferred to the new Hospice.

The new Hospice assets are currently in assets under construction. Funding for the new Hospice will be obtained from designated reserves and the sale of the current site. An expected £4 million bridging loan will be required until funds from the sale are received.

15a CAPITAL COMMITMENTS

At the balance sheet date, the Hospice has the following capital commitments:

	2025 £	2024 £
New Hospice Funding	11,042,000	-

These commitments relate to the construction of new Hospice building, which is expected to be completed in December 2025.

This will be funded from unrestricted and restricted funds with continued fundraising.



16 FIXED ASSET INVESTMENTS

	2025 £	2024 £
Market value at 1 April 2024	2,428,536	2,243,851
Additions	-	862,444
Disposals proceeds	(160)	(3,210,702)
Net Investment Gain	(413)	152,270
Movement in cash held by investment managers	(2,427,963)	2,380,673
Market value at 31 March 2025	-	2,428,536
Cost at 31st March 2025	-	2,428,536
Market value analysed between:	£	£
Investments	-	573
Cash held by investment managers	-	2,427,963
	-	2,428,536
Investment in Hospice Quality Partnership	10	10
Total Group Investment	10	2,428,546
Investment in Subsidiary Trading Company	2	2
Charity Investment	12	2,428,548

The Hospice Quality Partnership Company is owned by Hospices and was formed to help hospices save money by improving procurement, reducing operating costs and sharing data for best practice. The Charity owns 1.5% of the issued ordinary share capital.

The charity owns the entire issued ordinary share capital of Moya Cole Hospice Trading Company Limited, a company incorporated and registered in England and Wales, whose principal activity is the management of the charity's trading activities.

The result of the charity's trading activities through its subsidiary is detailed below. Moya Cole Hospice Trading Company Limited's taxable profits are donated to the charity annually.



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

16 FIXED ASSET INVESTMENTS (continued) RESULTS OF TRADING SUBSIDIARY

The results for Moya Cole Hospice Trading Company Limited, a wholly owned subsidiary of Moya Cole Hospice for the year ended 31 March 2025 are given below.

	2025 £	2024 £
Turnover	2,526,050	2,522,472
Cost of sales	(274,131)	(262,022)
Gross profit	2,251,919	2,260,450
Administrative expenses	(1,399,375)	(1,379,516)
Operating profit	852,544	880,934
Interest receivable	9,247	14,053
Profit before taxation	861,791	894,987
Tax on profit	3,324	-21,061
Profit for the financial year attributable to the equity shareholders of the company	865,115	873,926

Statement of changes in equity

	Profit and loss account £
Balance at 1 April 2023	-
Profit after tax for the year	873,926
Gift aid distribution	(873,926)
Balance at 31 March 2024	-
Profit after tax for the year	865,115
Gift aid distribution	(865,115)
Balance at 31 March 2025	-

BALANCE SHEET

The aggregate of the assets and liabilities was:

	2025 £	2024 £
Fixed assets	13,326	19,191
Current assets	1,039,349	1,005,256
Creditors: amounts falling due within one year	(1,052,673)	(1,024,445)
Total net assets	2	2

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

17 STOCKS

	Group		Charity	
The average monthly number of employees was:	2025 £	2024 £	2025 £	2024 £
Finished goods and goods for resale	31,716	32,048	-	20

18 DEBTORS

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	125,509	49,186	98,254	48,130
VAT Recoverable	756,120	581,502	747,720	577,454
Prepayments and accrued income	156,354	141,247	106,044	99,853
Other debtors	3,875,667	2,817,811	3,855,205	2,790,090
Amounts due from subsidiary company	-	-	698,787	670,033
	<u>4,913,650</u>	<u>3,589,746</u>	<u>5,506,010</u>	<u>4,185,560</u>

19 CASH AND CASH EQUIVALENTS

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Interest bearing accounts	8,819,490	13,666,013	7,918,285	12,767,325
Current accounts and cash	1,400	1,400	1,400	1,400
	<u>8,820,890</u>	<u>13,667,413</u>	<u>7,919,685</u>	<u>12,768,725</u>

20 CREDITORS (Amounts falling due within one year)

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade Creditors	440,621	435,865	378,579	381,006
Accruals and deferred income	407,759	544,726	254,842	380,454
Taxation and social security	168,546	164,538	155,641	150,278
Other creditors	715,303	156,827	650,869	98,368
Corporation tax	61,587	64,911	-	-
	<u>1,793,816</u>	<u>1,366,867</u>	<u>1,439,931</u>	<u>1,010,106</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

21 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2024 £
INCOME FROM:				
Voluntary income				
Donations and legacies	3	4,136,644	705,898	4,842,542
Charitable activities	4	4,098,803	1,256,287	5,355,090
Other trading activities	5	2,540,955	-	2,540,955
Other Income	6	11,395	-	11,395
Investments	7	395,426	1,113	396,539
TOTAL INCOME		11,183,223	1,963,298	13,146,521
EXPENDITURE ON:				
Raising funds	8	2,605,338	-	2,605,338
Charitable activities	9	8,738,733	1,209,218	9,947,951
TOTAL EXPENDITURE		11,344,071	1,209,218	12,553,289
Net (expenditure)/income before investment gains		(160,848)	754,080	593,232
Net gains on Investments	16	152,270	-	152,270
Net income before tax	11	(8,578)	754,080	745,502
Taxation	14	(21,061)	-	(21,061)
Net (expenditure)/income for the year		(29,639)	754,080	724,441
Transfer Between Funds	22	-	-	-
Other Recognised Gains: Actuarial Gain on Defined Benefit Schemes	25	(88,000)	-	(88,000)
NET MOVEMENT IN FUNDS		(117,639)	754,080	636,441
FUND BALANCES BROUGHT FORWARD AT 1st April		23,532,884	2,163,984	25,696,868
FUND BALANCES CARRIED FORWARD AT 31st March	22, 23	23,415,245	2,918,064	26,333,309

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

22 STATEMENT OF RESERVES

2025 Group	At 1 April 2024 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2025 £
Unrestricted funds:						
General fund	3,138,326	12,185,976	(12,238,718)	367,587	(38,563)	3,491,734
Designated funds						
Fixed assets	1,704,319	-	-	-	(99,209)	1,605,110
IT upgrade	120,000	-	-	-	(9,119)	110,881
Property refurbishment and development	18,452,600	-	-	-	69,765	18,522,365
Unrestricted funds	23,415,245	12,185,976	(12,238,718)	367,587	-	23,730,090
Restricted Fund						
Specific donations	2,918,064	3,338,222	(1,724,895)	-	-	4,531,391
	<u>26,333,309</u>	<u>15,524,198</u>	<u>(13,963,613)</u>	<u>367,587</u>	<u>-</u>	<u>28,261,481</u>
 2025 CHARITY	 At 1 April 2024 £	 Income £	 Expenditure (incl taxation) £	 Gains £	 Transfers £	 At 31 March 2025 £
Unrestricted funds:						
General fund	3,160,185	10,556,794	(10,609,536)	367,587	(30,028)	3,505,059
Designated funds						
Fixed assets	1,682,458	-	-	-	(90,674)	1,591,784
Subsidiary	2	-	-	-	-	2
IT upgrade	120,000	-	-	-	(9,119)	110,881
Property refurbishment and development	18,452,600	-	-	-	69,765	18,522,365
Unrestricted funds	23,415,245	10,556,794	(10,609,536)	367,587	-	23,730,090
Restricted Fund						
Specific donations	2,918,064	3,338,222	(1,724,895)	-	-	4,531,391
	<u>26,333,309</u>	<u>13,895,016</u>	<u>(12,334,431)</u>	<u>367,587</u>	<u>-</u>	<u>28,261,481</u>

The restricted reserves relate to donations or grants given with restrictions on the uses for the care of patients or for capital purchases. Once the capital purchases have been made the restriction is released and transferred to unrestricted funds.

The designated fixed asset fund represents the net book value of the Charity's tangible fixed assets. This is used to fund annual depreciation costs as allowed by the Charities SORP. In 2021 the Trustees agreed to remove the net book value of the Heald Green site from this fund due to the forthcoming rebuild project and the planned demolition of the existing site.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2025

22 STATEMENT OF RESERVES (continued)

2024 Group	At 1 April 2023 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2024 £
Unrestricted funds:						
General fund	3,068,082	11,183,223	(11,365,132)	64,270	187,883	3,138,326
Designated funds						
Fixed assets	1,732,062	-	-	-	(27,743)	1,704,319
IT upgrade	120,000	-	-	-	-	120,000
Property refurbishment and development	18,612,740	-	-	-	(160,140)	18,452,600
Unrestricted funds	23,532,884	11,183,223	(11,365,132)	64,270	-	23,415,245
Restricted Fund						
Specific donations	2,163,984	1,963,298	(1,209,218)	-	-	2,918,064
	25,696,868	13,146,521	(12,574,350)	64,270	-	26,333,309

2024 Charity	At 1 April 2023 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2024 £
Unrestricted funds:						
General fund	3,077,386	9,561,624	(9,743,533)	64,270	200,438	3,160,185
Designated funds						
Fixed assets	1,722,756	-	-	-	(40,298)	1,682,458
Subsidiary	2	-	-	-	-	2
IT upgrade	120,000	-	-	-	-	120,000
Property refurbishment and development	18,612,740	-	-	-	(160,140)	18,452,600
Unrestricted funds	23,532,884	9,561,624	(9,743,533)	64,270	-	23,415,245
Restricted Fund						
Specific donations	2,163,984	1,963,298	(1,209,218)	-	-	2,918,064
	25,696,868	11,524,922	(10,952,751)	64,270	-	26,333,309

23 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

2025 GROUP	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	16,576,031	-	16,576,031
Investments	10	-	10
Current assets	9,234,865	4,531,391	13,766,256
Current liabilities	(1,793,816)	-	(1,793,816)
Provision for pension scheme liability	(287,000)	-	(287,000)
At 31 March 2025	23,730,090	4,531,391	28,261,481
2025 CHARITY	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	16,562,705	-	16,562,705
Investments	12	-	12
Current assets	8,894,304	4,531,391	13,425,695
Current liabilities	(1,439,931)	-	(1,439,931)
Provision for pension scheme liability	(287,000)	-	(287,000)
At 31 March 2025	23,730,090	4,531,391	28,261,481
2024 GROUP	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	8,636,423	-	8,636,423
Investments	2,428,546	-	2,428,546
Current assets	14,371,143	2,918,064	17,289,207
Current liabilities	(1,366,867)	-	(1,366,867)
Provision for pension scheme liability	(654,000)	-	(654,000)
At 31 March 2024	23,415,245	2,918,064	26,333,309
2024 CHARITY	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	8,614,562	-	8,614,562
Investments	2,428,548	-	2,428,548
Current assets	14,036,241	2,918,064	16,954,305
Current liabilities	(1,010,106)	-	(1,010,106)
Provision for pension scheme liability	(654,000)	-	(654,000)
At 31 March 2024	23,415,245	2,918,064	26,333,309

24 EMPLOYEE RETIREMENT BENEFITS

Group and charity

The charity has two active pensions schemes for staff and these are described below.

Pension Scheme	Contributions Paid 2025 £'000	Recognised in SoFA 2025 £'000
NHS Pension	396	396
Stakeholder	350	350
Moya Cole Hospice Defined Benefit	91	276
	837	1,022

National Health Superannuation Scheme

The Hospice is an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who are former NHS employees are able to continue membership of the Scheme during their employment at Moya Cole Hospice.

The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the group. This pension scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and Employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from Scheme members or Employers.

As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to Moya Cole Hospice therefore, the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £396,272 (2024: £416,831). An amount of £53,185 (2024: £59,423) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Stakeholder Pension Scheme

The group supports a Stakeholder Pension Scheme which has been offered to staff since the closure of the defined benefit scheme.

The stakeholder pension scheme is operated by Scottish Widows. Employee contributions are collected by Moya Cole Hospice and the matching employers contribution passed to Scottish Widows.

All the assets of the scheme are held by Scottish Widows. As a result there are no separately identifiable assets or liabilities which can be identified as relating to Moya Cole Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £349,809 (2024: £303,093). An amount of £36,546 (2024: £30,262) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Moya Cole Hospice Pension Scheme

The group operates a closed defined benefit scheme funded by contributions from members and from the group. The total pension cost of the group is assessed in accordance with the advice of Broadstone - Employee Benefits & Actuarial Consultants.

The assets of the pension scheme are held in a separate trustee administered fund.

The most recent full actuarial valuation of scheme assets and the present value of the defined benefit obligations were carried out at 31 March 2018.

The Hospice Trustees are cognisant of their duty as an employer to ensure the solvency of the Moya Cole Hospice Pension Scheme. In consultation with the Trustees of the Moya Cole Hospice Scheme, and upon the advice of the actuary, the Hospice Trustees agreed in 2022-23 a 7 year funding recovery plan that would eliminate the deficit. The Hospice Trustees agreed with the Pension Scheme Trustees that a lower amount would be repaid in the first two years, with the remaining balance then split equally across the subsequent 5 years. Should the deficit reduce/increase further following future valuations, the Hospice Trustees may need to consider a different approach.

The present value of the defined benefit obligation, the current related service cost and past service cost were measured using the projected unit credit method.

The projected unit credit method is an accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings. The accumulated benefit obligation is an actuarial measure of the present value for service already rendered but differs from the projected unit credit method in that it includes no assumptions for future salary increases.

	2025 %	2024 %
Discount rate	5.70	4.70
Expected return on assets	5.70	4.70
Rate of increase in salaries	1.00	1.00
Rate of increase in pensions in payment	3.75	3.80

Mortality Assumptions

Investigations have been carried out within the past three years into the mortality experience of the group's defined benefit schemes. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement at age 65 are:

	2025 years	2024 years
Retiring today:		
Males	85.1	85.0
Females	87.7	87.6
Retiring in 20 years		
Males	86.7	86.6
Females	89.4	89.3

The amounts recognised in the statement of financial activities are as follows:

	2025 £000's	2024 £000's
Current service cost	(62)	(53)
Interest on obligations	(476)	(515)
Expected return on scheme assets	446	488
Total operating charge	(92)	(80)
Actuarial gain	368	(88)
Total cost recognised in the statement of financial activities	276	(168)

The amount included in the balance sheet arising from the group's obligations in respect of its defined benefit scheme is as follows:

	2025 £000's	2024 £000's
Present value of defined benefit obligations	9,100	10,500
Fair value of scheme assets	(8,813)	(9,846)
Net liability recognised in the balance sheet	<u>287</u>	<u>654</u>

24c EMPLOYEE RETIREMENT BENEFITS (continued)

Movements in the present value of defined benefit obligations were as follows:

	2025 £000's	2024 £000's
At 1 April	10,500	11,300
Current service cost	62	53
Interest cost	476	515
Contributions by scheme participants	8	8
Administrative expenses	(49)	(44)
Actuarial (gains)	(1,135)	(621)
Benefits paid	<u>(762)</u>	<u>(711)</u>
At 31 March	<u>9,100</u>	<u>10,500</u>

Movements in the fair value of scheme assets were as follows:

	2025 £000's	2024 £000's
Opening fair value of scheme assets	9,846	10,673
Expected return on scheme assets	446	488
Actuarial (losses)/gains	(767)	(709)
Contributions by the employer	91	141
Contributions by scheme participants	8	8
Benefits paid	(762)	(711)
Administration Expenses	<u>(49)</u>	<u>(44)</u>
	<u>8,813</u>	<u>9,846</u>

The analysis of the fair value of the scheme's assets at the balance sheet date was as follows:

	2025 £000's	2024 £000's
Equities	0	0
Gilts and bonds	4,329	4,789
Liability Driven Investment	4,205	4,069
Cash	<u>279</u>	<u>988</u>
	<u>8,813</u>	<u>9,846</u>

Operating lease commitments

At the balance sheet date the total future minimum lease payments under non-cancellable operating leases were as follows:

GROUP	Land and buildings £	Other £	Land and buildings £	Other £
Leases which expire:				
within one year	106,986	22,635	140,594	-
between one and five years	327,601	59,508	431,879	-
after five years	185,817	-	327,717	-
	<u>620,404</u>	<u>82,142</u>	<u>900,190</u>	<u>-</u>

CHARITY	Land and buildings £	Other £	Land and buildings £	Other £
Leases which expire:				
within one year	4,400	22,635	4,400	-
within one to five years	17,600	59,508	17,600	-
over five years	31,900	-	36,300	-
	<u>53,900</u>	<u>82,142</u>	<u>58,300</u>	<u>-</u>

26 RELATED PARTY TRANSACTIONS

All transactions between the charity and its subsidiary, Moya Cole Hospice Trading Company Ltd, are eliminated on consolidation.

No trustee received payment for professional or other services supplied to the charity during the year (2024: Nil)

The total value of donations received from the trustees during the year was £3,241 (2024: £1,591)



Independent Auditor's Report



Independent Auditor's Report to the Members of Moya Cole Hospice

Opinion

We have audited the financial statements of Moya Cole Hospice 'the charitable company' and its subsidiary Moya Cole Hospice Trading Company Limited 'the group' for the year ended 31st March 2025 which comprise the statement of financial activities, balance sheet, 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31st 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 group 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 trustee's 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 charitable company's or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 51, 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 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 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 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities Act 2011. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

We also considered the opportunities and incentives that may exist within the charitable company for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy and grant income and the override of controls by management.

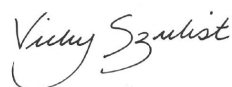
Our audit procedures to respond to these risks included enquiries of management, and the Trustees about their own identification and assessment of the risks of irregularities, testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 to the charitable company'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 charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist

Senior Statutory Auditor

For and on behalf of Crowe U.K. LLP,
Statutory Auditor,
3rd Floor,
St George's House,
56 Peter Street,
Manchester,
M2 3NQ

10th February 2026



Officers and Professional Advisors



Officers and Professional Advisors

Trustees and Officers

PRESIDENT

The Right Reverend Prof. David Walker
Bishop of Manchester

VICE PRESIDENTS

Mrs Anne Mack

Mrs Ann Hughes

Professor Sir Cary Lynn Cooper CBE FAcSS

Kathy Cowell OBE DL

TRUSTEES

CHAIR

Mrs Anita Rolfe RGN DN (appointed 01/12/25)

Professor Jacqueline Oldham (resigned 30/11/25)

HON. TREASURER

Mr Darren Holt BA FCA,

Mr Mike Brown (Vice Chair) MSc, FHSM, CMIPM
(resigned 10th June 2024)

Dr Stephanie Gomm MD FRCP

Mrs Fiona Taylor (Vice Chair) RGN, RM, RHV, Dip HE,
BSc (Hons), MA

Mr Steven Wilson CPFA BA (Hons) DipMHC

Ms Melanie Ogden BPham FRPhamS

Ms Kate Squire BA (Hons)

Mr Russell Kaminski LLB (Hons), LPC, TEP (appointed
15th May 2024)

Mrs Paula Tanner LLB, ACA (appointed 15th May 2024)

Mrs Anita Rolfe RGN DN (appointed 15th May 2024)
(appointed Chair 01/12/2025)



Key Management Personnel

CHIEF EXECUTIVE

Rachel McMillan RGN BA(Hons) MSc
(appointed Company Secretary 22nd January 2024)
(resigned Company Secretary 26th June 2024)

**DIRECTOR OF PEOPLE, CULTURE,
& SUPPORT SERVICES**

Gill Turnpenney BA(Hons) CMCIPD

**DIRECTOR OF BUSINESS DEVELOPMENT
& COMPANY SECRETARY**

Claire Murphy BSc (Hons) FCA
(appointed 26th June 2024)

DIRECTOR OF CLINICAL SERVICES

Emma Dixon RGN BA(Hons)

MEDICAL DIRECTOR

Dr David Waterman MBBS FRCP

ASSOCIATE MEDICAL DIRECTOR

Dr Alison Roberts MBChB FRCP

**Professional Advisors and
Registered Office**

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and
Exchange Flags, Liverpool L2 3YL
Manchester M2 3NQ

AUDITOR

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Manchester M2 3NQ

INVESTMENT MANAGERS

Brewin Dolphin

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Manchester M2 3NQ

BANKERS

The Royal Bank of Scotland

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REGISTERED & PRINCIPAL OFFICE

Moya Cole Hospice

St Ann's Road North,
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Stockport,
SK8 3SZ

Moya Cole Hospice TRADING CO LTD

Subsidiary of **Moya Cole Hospice**

COMPANY DIRECTORS

Rachel McMillan
Gill Turnpenney
Claire Murphy

Contact details

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