

Report and financial statements for the year ended 31st March 2025



**Farleigh
Hospice**



Contents

	Page
Reference and administrative information	3-4
Trustees' annual report	5-25
Independent auditors' report	26-28
Consolidated statement of financial activities (incorporating an income and expenditure account)	29
Balance sheets	30
Consolidated statement of cash flows	31
Notes to the financial statements	32-57

Reference and administrative information

Company number 01619905 (incorporated in England and Wales)

Charity number 284670 (registered in England and Wales)

Registered office and operational address
Farleigh Hospice
North Court Road
Chelmsford
ESSEX CM1 7FH

Trustees *Trustees are also directors under company law, who served during the year and up to the date of this report were as follows:*

Tracey Dickens	(6)
Elizabeth Fox	Resigned 12th November 2024
Sarah Glew	Appointed 17th June 2024(2)
	(5) Chair ICGGC
Mark Leach	(2) (3) (5)
Katie Lockwood	(2) (7) (8) Chair COGC
Jake Mason	Appointed 17th March 2025 (5)
Dr Donald McGeachy	(1) (7) (8) Chair CLGC
Georgina Offord	Resigned 28th May 2024
Joanna Pittman	Resigned 2nd December 2024
Caroline Russell	(4)
Nina Smaller	(4)
Keith Spiller	(1) (2) (3) (4) (5) (6) (7) (8)
	Chair, Chair BGC, Chair FSL
John Sweeney	(6) (7) (8) Chair LHL,
Christopher Tilley	(4) (7) (8) Chair FGC
Sonia Watts	Appointed 17th March 2025 (1)
Julie Withnall	(2) (8)

Independent director of Local Hospice Lottery Ltd	David Newman	Resigned 17th March 2025
	Emma Wraight	Appointed 2nd December 2024 (6)

Independent director of Farleigh Supplies Ltd	David Blainey	(3)
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Subsidiary boards and committees

- (1) Clinical Governance Committee (CLGC)
- (2) Corporate Governance Committee (COGC)
- (3) Farleigh Supplies Limited Board (FSLB)
- (4) Financial Governance Committee (FGC)
- (5) Income Generation & Communications Governance Committee (IGCGC)
- (6) Local Hospice Lottery Ltd Board (LHL)
- (7) Board Governance Committee (BGC)
- (8) Remuneration Committee (RemCo)

Key management personnel

Farleigh Hospice

Sarah Green

Chief Executive;

on sabbatical from 31st March 2025

Michelle Kabia

Interim Chief Executive; appointed

10th March 2025 (1) (2) (4) (5) (6) (7) (8)

Sharon Ellingham

Finance Director, Company Secretary

(3) (4) (6) (7) Company Secretary

and Company Director Local Hospice

Lottery Ltd and Farleigh Supplies Ltd

Corporate Services Director (2)

Irene Ferguson

Pauline Harvey-Jones

Commercial Director (5)

Dr Eva Lew

Medical Director (1)

Ellie Miller

Director of Care (1)

Local Hospice Lottery Ltd

Gary Hawkes

Chief Executive Officer (6) (7)

Stephen Cain

Finance and Operations Director (4) (6)

Bankers

Lloyds Bank plc

79/80 High Street

Chelmsford CM1 1DU

Solicitors

Bates Wells

10 Queen Street Place

London EC4R 1BE

Auditors

Crowe UK LLP

Statutory Auditor

Fourth Floor, St James House

St James Square

Cheltenham GL50 3PR

Trustees' Annual Report

The trustees present their report and the audited financial statements for the year ended 31st March 2025.

Reference and administrative information set out on pages 3 and 4 forms part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102(2019).

This Trustees' Annual Report includes a directors' report as required by company law.



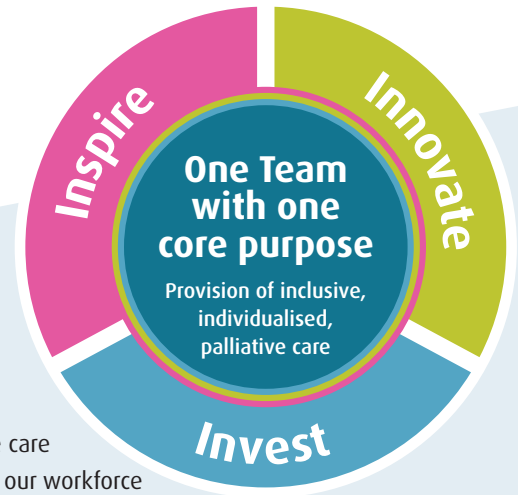
Objectives and activities

Purposes and aims

We continued to deliver our 2022-2026 strategy of “One Team with One Core Purpose” which was created to build upon the success of our 2018-2022 strategy.

The strategy has three main aims;

- TO INSPIRE**
 - Supporters and funders to support our work
 - People to join and excel as part of our workforce
 - Others to collaborate with us to provide the best possible care and support for our community
- TO INNOVATE**
 - In our service delivery, involving patients and families in service design
 - In generating income for sustainable hospice
 - In how we use our resources
- TO INVEST**
 - In the growth and development of our hospice
 - In technology and systems to be at the forefront of hospice care
 - Be creative in how we invest in supporting and developing our workforce



The strategy was devised in consultation with stakeholders, partners, internal teams and trustees. The strategy aims to ensure that the hospice is fit for the future and we have one team working together on a core purpose of ensuring the provision of inclusive, individualised palliative care.

Planning for the next strategy for periods from the 1st April 2026 is underway. Views are being sought from staff, volunteers and relevant stakeholders with a view that the new strategy will be approved by the board in winter 2025/26.

Alongside the charitable objects, Farleigh Hospice operates in line with its vision, mission and values as appear in the illustration below.



Activities

Each year a detailed strategic delivery plan is developed outlining the short-term actions that will assist in the achievement of the overall strategic objectives.

The charity's main activities, and whom it tries to help, are described below.

All its charitable activities focus on those affected by life limiting illnesses or bereavement and are undertaken to further Farleigh Hospice's charitable purposes for the public benefit.

Farleigh Hospice's latest CQC inspection in 2024/25 rated the hospice overall as good with care rated as outstanding.

The trustees have chosen to report their activities under a number of headings. Broadly speaking these headings reflect where our users access the service.

Each of these services is supported by medical, allied health professionals and ancillary staff whose costs are apportioned in the accounts to the service on the basis of time spent.

Inpatient Unit

An Inpatient Unit (IPU) operates in Chelmsford to provide short-term care for those who need help with symptom control, rehabilitation to build confidence or respite care and to provide a place for those who are dying and wish to be in the hospice.

All ten beds are en-suite single rooms, two of which are 'flats' that are used for rehabilitation, younger patients or for families to stay with the patient.

Four beds are used for the Hospice Rapid Access Service (HRAS) contract and six for specialist palliative care.

Following a number of difficult years since the IPU was shut for Covid it is now close to being fully staffed and a very stable unit where the quality of care is appreciated by patients and families.

The IPU is supported by an interdisciplinary team including doctors, physiotherapists, occupational therapists, spiritual care, complementary therapy and family support.

During the year IPU has cared for 231 patients.

Community Care

Community services are delivered by three locality based multi-disciplinary community teams for North, South and Central areas in mid Essex. Each team is led by a locality care team manager and has an integrated team of professionals and care staff – sharing expertise and providing the wide range of skills that would benefit the care and support of patients and families.

The ethos of the approach was 'One Team' of patient facing clinicians with standardised processes.

This structure aligns with local NHS services, which are now organised in Primary Care Networks (PCNs) and offers opportunities to connect and work more closely with primary care and community colleagues within each locality.

These multi-disciplinary teams include health care assistants, registered nurses, clinical nurse specialists, physiotherapists, occupational therapists, social workers and family support workers, working together in locality care teams.

Referrals for community support are received directly into the Locality Team and assigned to the most appropriate health care professional.

At any point in time there are around 400 people being cared for in the community by our specialist teams.

Each locality team responds appropriately to incoming calls made to the hospice's advice line. This line is available 8am-8pm 7 days a week and is staffed by a team of specially trained navigators and specialist nurses.

During the year, the hospice received 23,000 incoming calls to this advice line.

Farleigh Hospice is contracted with Mid and South Essex Integrated Care Board (MSEICB) to provide and source care to patients who are rapidly deteriorating and in the terminal phase of their life.

This service known as the Hospice Rapid Access Service (HRAS) operates in partnership with other hospices in MSEICB.

Patients are assessed according to need and choice and are placed in one of four HRAS IPU beds, in their homes with domiciliary care from either a domiciliary care agency or our Hospice at Home team or into a local nursing home.

Community services also includes Rapid Assessment & Discharge (RADs) Team who ensure end of life care patients in hospital are rapidly identified, assessed and moved to the most appropriate place for their ongoing care.

This team also managed the HRAS service. This service is fully funded by MSEICB and allows Farleigh Hospice to assess patients against an agreed criteria and place them in a suitable place of care.

During the year there were 216,954 hours of care delivered in patient's homes and 33,376 nursing home nights provided.

All community and Inpatient services are supported by a highly specialised medical team including five palliative care consultants.

Farleigh Hospice also runs a befriending service - Farleigh Helpers. A team of volunteers who are based at home makes calls to members of the community who may be lonely or isolated.

Bereavement

Bereavement support continues to be available to adults through the CIRCLE program (age 18+), while children and young people are supported through the Yo-Yo Project initiative (age 4-18).

Support is now offered flexibly with a choice of face-to-face, online and telephone sessions available.

Delivery of the service is by a core team of counselling and therapeutic professionals, with support from a large number of internally trained volunteers.

During the year there has been a remodelling of our bereavement services to introduce early intervention options for our adult service by during this we have found that the need for one to one specialist counselling has reduced.

In 2024/25 there were 515 accepted referrals to the service over 200 down on the previous year. This has resulted in a reduction in the time that those who need it are waiting for specialist services.

During the year there were 197 referrals to the children's service.

Education and Information Services

The Education Team delivers high-quality training to Farleigh staff and to local partners, including care homes, hospitals, paramedics, and community teams.

The programs cover everything from symptom management to spiritual and emotional care, and can be tailored to meet the needs of different organisations.

All training is grounded in the latest evidence and national guidance. New staff at Farleigh receive comprehensive induction training, including an eight-day palliative care course.

Registered nurses also complete drug competency assessments and training in verifying expected deaths. We also offer advanced courses to help clinicians become leaders in palliative and end-of-life care.

Local Hospice Lottery Ltd

2024/25 was the final year of Local Hospice Lottery's Strategic Plan, 'Inspiring Commitment'.

This plan defined the purpose of Local Hospice Lottery as: "Local Hospice Lottery exists to be the leading lottery for hospices, providing additional funding and opportunities for growth by inspiring people to support their local hospice in a fair, open and affordable way".

It identified the values of the organisation as being: Supportive, Fair, Professional and Ambitious and lists the strategic pillars as: Supporting local hospices, Inspiring membership; Enhancing our product; Valuing our people; Developing new routes to membership and Diversifying the business.

Over the period of the five-year plan, the key financial objective was to almost double the contribution to hospice care from a total of £22 million in the preceding five-year period to a total of £40 million for the five years to 2024/25.

This total was exceeded by £2 million and £6.3 million of the total was contributed to Farleigh Hospice over the five years for use locally.

Fundraising

Farleigh Hospice raises money in a variety of ways. The single most significant source of fundraised income is from legacy gifts (£0.6m) with In Memory income growing and now significant at just under £0.5m.

In 2024/25, Farleigh Hospice provided a diverse selection of events and exciting challenges for supporters eager to get involved with supporting us. Activities such as skydiving, the Three Peaks Challenge, and various distance runs - including the London Marathon - offered participants the thrill of personal achievement while raising vital funds for the Hospice.

The aim is to offer supporters a range of challenges that will suit them, whatever their interest, level of fitness or free time.

The annual large-scale events including Walk for Life, Cycle for Life and Santa Fun Run receive widespread support and the Reindeer Run initiative with nurseries and primary schools in the community continues to grow year on year.

Other community events such as Open gardens, Christmas Tree Recycling, and Quizzes, plus events run by the local community have seen substantial levels of growth.

The team continue to engage with corporates to offer annual partnerships, sponsorship and volunteering opportunities and also this past year has been busy connecting with supporters, both new and old, regarding sponsorship for the 'Buzz in the City' Art Trail which is launching in summer 2025.

The In Memory appeals and remembrance services - Light up a Life and Forget-me-not - not only offer a way for people to support our work but also provide comfort and a way to remember their loved ones.

During the year Farleigh Hospice joined a collaborative of other hospices, led by Hospice UK, to launch a legacy campaign (This is Hospice Care) across the UK.

Legacy gifts continue to provide a vital source of income but we need to ensure that all our supporters and volunteers are aware of the impact of leaving a gift in their Will to Farleigh Hospice.

Retail

Farleigh Hospice retail has grown again in the last year with the opening of a new Homeware store in Witham - Full Circle homeware. It is a large store in an excellent location with great footfall and excellent nearby parking. It has been very well supported.

Our stores continue to be very grateful for the high level of donations received. The stores use donations of clothes, bric-a-brac and furniture to raise vital income for the hospice. The donated items are sold in the stores and warehouses, and online to maximise the income received from all donations.

Farleigh Supplies Limited sells new goods (mostly cards) and operates a retail gift aid scheme on behalf of Farleigh Hospice.

Our Farleigh House Clearance Services, alongside a man with a van option has continued to grow and develop.

The warehouse concept has been very successful, and we are searching for another suitable location in mid Essex.

Friends of Farleigh

Friends of Farleigh are a support group who control their own funds and make donations to Farleigh Hospice periodically.

Volunteers

Our volunteers provide a huge contribution to Farleigh Hospice. There are over 600 regular volunteers registered on our volunteer database with many more who give their time on an ad-hoc basis helping out at various fundraising events such as The Walk for Life and the Santa Fun Run.

Volunteers contribute over 2,000 hours per week to our work which would cost approximately £1.5m in salary costs. In accordance with SORP recommendations the value of volunteer time has not been recognised in the financial statements.

There are over 30 different volunteer roles - both in the hospice building and out in retail stores and warehouses. Volunteer roles are varied throughout each department and include IPU volunteers, Welcome Team, gardeners, fundraising office support, cash counters, catering, admin support, bereavement support, counselling, spiritual care and complementary therapy.

Volunteers are an integral part of Farleigh Hospice - as well as helping to save money and provide essential support to services, volunteers are also key ambassadors and supporters for the charity, participating in fundraising, events and general awareness of the hospice and the work we do.

We appreciate all that our volunteers contribute and couldn't run the hospice the way we do without their support and dedication.

Strategic Report

Achievements and performance

Impact of Farleigh Hospice's charitable activities

The trustees take care to ensure that limited charitable resources are directed to where they will have most impact.

The activities section at the start of this report shows the variety of services Farleigh Hospice offers and the number of people accessing those services.

This work has a huge amount of impact on an ongoing basis across the local community.

Key metrics to show the amount of work carried out across Farleigh Hospice teams are as follows:

	2020/21	2021/22	2022/23	2023/24	2023/24
Total people cared for	4,371	4,067	4,142	4,541	4,727
Accepted referrals (excluding bereavement)	1,390	1,603	1,573	1,571	1,800
% of patients with a non-cancer diagnosis	38	39	43	47	41
% preferred place of death achieved	91	88	90	91	66*
Number of other hospices supported by Local Hospice Lottery	26	28	31	35	40

**The 2024/25 PPD number is a transitional number, as a result of changes in PPD reporting methods and system management, which is ongoing, and to be finalised in 2025/26. An audit conducted in March 2025 of cleansed data found that 84% of patients achieved PPD in March 2025.*

This is the third year of Farleigh Hospice's strategy 'One Team with One Core Purpose'.

Each year the trustees also review impact by considering a particular focus. In preparation for the new strategy it gives the opportunity to reflect on the impact Farleigh Hospice in making for the community it serves.

Hospice Rapid Access Service (HRAS)

The Hospice Rapid Access Service (HRAS) is a collaboration with the Havens Hospices and St Luke's Hospice.

It is a 24-hour hospice inspired pathway for adults across mid and south Essex that ensures that people who have a primary health need, who are rapidly deteriorating, and entering last weeks of life, receive a specialist assessment of their care needs.

Care is delivered at the right time and in the right place, whether that be in the patient's home, a nursing home, or one of the hospices inpatient units.

The service promotes patient choice, helping patients achieve their preferred place of care and death, which improves their quality of life and reduces anxiety for their families. The service also helps to ease demand on health and social care systems by reducing hospital admissions and stays.

In its first full year, the Hospice Rapid Access Service as a whole cared for more than 1,100 patients, at any one point in time there are around 90 patients in nursing homes funded by this scheme. These patients may otherwise have been in hospital.

Patients are also cared for in their own homes by either hospice staff or domiciliary care agencies.

The service delivers rapid and appropriate care, achieving this on average within three days from the original referral to the Hospice Rapid Access Teams.

In March 2025, as a result of the success of the service, the Hospice collaborative won the 'Best Not-for-Profit Working in Partnership with the NHS' at the HSJ Partnership Awards, in recognition of our outstanding dedication to improving healthcare and effective collaboration with the NHS.

Bereavement service review

During 2024/25 the bereavement service has undergone a full review and a new tiered model of support based on best practice and feedback from service users.

The service was redesigned from the ground up, introducing a more flexible, person-centered model that better reflects the diverse needs of those experiencing grief.

By shifting to a self-referral system, extending the referral window, and enhancing the information available online, the service has become more accessible and empowering for individuals seeking support.

A number of new early intervention options have been introduced. This includes psych-educational groups, targeted workshops and a broader role for trained support workers.

These new pathways offer timely, meaningful support to more people reducing the need for long-term counselling and individuals are more confident in managing their grief.

These services run alongside the established Bereavement Help Points across the region.

The impact of these changes is already being felt with referral numbers decreasing, waiting lists have reduced and the service is more sustainable going forward.

Expansion of care services into Colne Valley

Following additional funding from the Mid and South Essex ICB care services were expanded into the Colne Valley from 1st February 2025.

There was a historical inconsistency between the areas served under the core and HRAS contract.

This expansion of services means that those in Colne Valley have one adult hospice to deliver all services allowing consistency and equity to those in this area.

They have access to the full high-quality compassionate services Farleigh Hospice is known for.

As the impact of these services becomes known it is expected fundraised income will increase to help support the services.

Local Hospice Lottery Ltd (LHL)

During the year LHL consolidated its reputation as one of the most successful examples of innovation and collaboration in the hospice movement.

It remains the largest hospice lottery, and is now one of the largest charity lotteries, in the country, having contributed over £70 million to hospice care since its establishment in 1996.

Local Hospice Lottery's collaborative model means that by working together, hospices are able to minimise the costs of running a lottery, thus maximising the amount that can ultimately be used for patient care.

Partner hospices are also able to benefit from LHL's expertise in marketing and player recruitment.

As sole shareholder, Farleigh Hospice benefit by securing the highest profit of any adult hospice lottery in the country, enabling the charity to enhance its support for patients and families in mid Essex.

For the first time since the pandemic LHL held its annual partner hospice conference in person.

Twenty-nine delegates from twenty-two partnering hospices attended the event on the outskirts of Chelmsford, hearing presentations from members of the LHL Leadership Team, external speakers and, most importantly, having the opportunity to network and contribute collectively to future plans.

The conference was followed by the annual partner survey which continued to demonstrate high levels of satisfaction with the lottery's collaborative model as demonstrated by recent partner Princess Alice Hospice:

"Working in partnership with LHL provides us with a regular, reliable source of income, as well as offering a fun, affordable way for our local community to support us."

Another great benefit is the network of other client hospices who we can share learnings and collaborate with."

Similar comments were also reflected by more established partners, with Dorothy House stating:

"I highly recommend LHL, they are professional, caring and have delivered incredible amounts of invaluable funding for the hospice sector."

Despite an extremely unsettled and difficult fundraising landscape, LHL have been a lifeline in ensuring a predictable and major part of our income generation continues to be delivered."

Most importantly resulting in more care for our community."

The number of players in the weekly draw increased from 261,283 to 292,745 against a target of 282,185.

Local Hospice Lottery's dedicated team of face-to-face fundraisers continued to recruit the majority of new members augmented by players transferred by new partner hospices from their existing lotteries.

During 2024/25, five new partners joined Local Hospice Lottery. Three of these transferred members from their previous lottery, with one transferring their players in April 2025 and one not having previously run their own lottery.

Local Hospice Lottery now works with 41 other hospices.

Throughout the year LHL's Leadership Team & Board developed a new Strategic Plan, '2030 Vision', to cover the period 2025/26 to 2029/30.

All stakeholder groups, including the Board, staff, players, partner hospices and the parent charity were included in the research and development of this plan.

The plan was approved by the Lottery Board and endorsed by the Farleigh Board at the end of the financial year and aims to raise an ambitious £70 million over the 5-year period.

If achieved, this would be more than the cumulative total raised over the previous 29 years.

Within this total is a further £8.2 million target for Farleigh Hospice's local services.

Achievement of goals set for the 2024/25 financial year

- **Undertaking a programme of community engagement to understand the end of life needs across mid Essex. To include patients, families and carer's past and present and those within the community who may find it difficult to reach out and access care**

Recognising that the needs of Farleigh Hospice's community have evolved — particularly in the wake of the pandemic — Farleigh Hospice set out to better understand what matters most to people at the end of life. With a changing patient demographic and a growing awareness that some communities remain under-represented in the patient's referrals, a two-year engagement programme is planned to listen, learn, and respond.

Although funding challenges meant this work couldn't begin as planned, it has now been rescheduled as part of the 2025/26 strategy. Using a 'Have Your Say' campaign and working with partners like Healthwatch Essex, Essex Faith Covenant and the Mid Essex Alliance, Farleigh Hospice is committed to reaching out through events, media, and community networks to ensure every voice is heard.

- **To test and pilot a revised bereavement model as part of an organisational focus on early intervention and wellbeing**

Last year, Farleigh Hospice took a bold step to modernise bereavement care by introducing a tiered model based on current grief theories and best practice. The previous one-size-fits-all approach didn't reflect the varied ways people experience loss.

The new model offers more tailored support, including early intervention through group programs like 'Growing with Grief' and specialist groups for those with unique needs, such as people bereaved by suicide.

The Bereavement Help Points have been expanded to six locations, with more in the pipeline, and a self-help guide has been developed to empower individuals with accessible resources.

Feedback from service users has been central to shaping this new approach, and the results so far are encouraging.

- **To undertake a review of data and processes for community working to assess the current model and clearly articulate capacity and demand**

With increasing referrals and more complex patient needs, it was time to take a closer look at how the community teams were working.

A detailed review was carried out to understand the roles in the multidisciplinary teams and they could better match capacity to demand.

Led by a specialist project lead and in collaboration with locality care team managers, this work has already identified efficiencies and helped the move towards a more consistent and sustainable model across all three locality teams.

This review is helping plan for the future with greater clarity and confidence.

- **Establish a clear view on the workforce needed now and in the future. Achieving clarity of vision on staffing structures, volunteering, training, education and other collaborative models of working**

Ensuring Farleigh Hospice has the right people, skills, and structures in place has been a key focus this year. In line with national and regional workforce planning efforts, a more agile approach to recruitment and development has been adopted.

The new Learning & Development and Volunteer Strategies have supported this shift, with strong results: vacancy rates have dropped, retention has improved, and training compliance is up.

This year 120 new volunteers have been welcomed to Farleigh Hospice and together all logged over 106,000 hours of voluntary support.

These achievements reflect a growing, engaged workforce that's ready to meet the challenges of modern hospice care.

● **Further development of commercial income including the House Clearance business and Deliver Digital**

Deliver Digital now provides managed IT support, software and hardware procurement, and telecoms services to five regular customers.

The business is building a reputation for reliability and service and is looking forward to taking on more clients during the next year.

The House Clearance business has performed consistently throughout the year despite not having a manager.

A manager has now been employed and the business is expected to grow in 2025/26.

● **To carry out a data project to understand and benchmark how data is currently used and create a data strategy. Having accurate and useful data will allow us to make a case for funding to our supporters and the NHS and understand how we can make best uses of the resources we have**

The Data Group formed in 2024 and have carried out a significant body of work, to date the achievements include;

- In conjunction with external consultants Data Orchard, carried out a series of fact finding and research sessions with Farleigh staff to understand current data usage methods, barriers to effective data use and future data needs. The results of this have informed the path for future progress of the Group
- At an away day, reviewed and agreed a work plan for the group to achieve data maturity across the organisation
- Drafted a Data Strategy which will be a road map for future development
- Developed a board reporting dashboard to provide trustees with key assurance data
- Created a standard template for dashboard reporting to use across the organisation

Fundraising

Farleigh Hospice is registered with the Fundraising Regulator and complies with the Code of Fundraising Practice and Fundraising Promise. All fundraisers are aware of the need to act ethically in accordance with the Code of Fundraising Practice and Farleigh Hospice values. They are particularly sensitive to the vulnerability of those who use Farleigh Hospice services.

The Income Generation and Communications Governance Committee (IGCGC) has specific delegation from the Board to review fundraising activities. It receives reports from the Commercial Director at each meeting. In addition, accounts showing performance against budget and prior year are reviewed by both IGCGC and Financial FGC meetings. A summary of these discussions is notified to the full board. Trustees are actively involved in fundraising with many attending the large-scale events and representing Farleigh Hospice at other events, when they are able to take place.

In 2024/25 there were four complaints in relation to Farleigh Hospice's fundraising activities in mid Essex. Complaints are reviewed and either upheld or not upheld. They are rated as red, amber or green according to their seriousness. Of the four complaints two amber complaints were upheld, one green complaint was partially upheld and one green complaint was not upheld.

Where complaints are received they are all investigated fully and resolved where possible, in accordance with the Farleigh Hospice complaints policy. All complaints related to fundraising are reviewed by the Executive Team and the Financial Governance Committee.

Farleigh Hospice is signed up to the Fundraising Preference Service which enables individuals to opt out of receiving fundraising communications from Farleigh Hospice. There was one request to opt out of communications in 2024/25 (2023/24: One).

Farleigh Hospice does not employ third party professional fundraisers or commercial participators and therefore does not need to regulate their activities, Local Hospice Lottery has relationships with a number of professional fundraisers. These are monitored in line with the relevant fundraising and gambling regulations.

Local Hospice Lottery is registered with the Fundraising Regulator, licensed by the Gambling Commission and is an organisational 'Dementia Friend'.

Investments

The Financial Governance Committee regularly reviews the investment policy.

The trustees hold funds in pooled investment schemes with both CCLA and M&G. The aim of this is to offset the impact of inflation on the charities funds held in cash deposits.

The performance of these funds is regularly reviewed by the Financial Governance Committee.

Farleigh Hospice keeps funds for short-term needs in deposit accounts and term cash deposits.



Financial review

Result for the year

The overall result for the year is a deficit of £0.9m, which is a bigger loss than the 2023/24 deficit of £0.5m. Trustees had budgeted for a deficit for the 2024/25 financial year, as there are sufficient reserves to fund deficits in the short-term.

The results above and in the detailed accounts later in this report show the overall group results.

Figures for the Farleigh Hospice charitable group replacing the overall income and expenditure figures for Local Hospice Lottery Ltd with the net donation paid to Farleigh Hospice, are as follows;

	2024/25 £000s	2023/24 £000s
INCOME		
Donations and legacies	2,428	2,862
Charitable activities (NHS income)	8,688	7,114
Shop income (donated goods)	2,425	2,150
Donation from LHL	1,245	1,287
Other fundraising activities	275	253
Investments	273	258
Other income	54	42
Total income	15,388	13,966
EXPENDITURE		
Shop costs	2,168	1,858
Fundraising costs	1,137	1,021
Charitable expenditure	12,898	11,682
Total expenditure	16,203	14,561
Net (loss) gain on investments	(11)	113
Net (expenditure) for the year	(826)	(482)

Farleigh Hospice is unable to accrue profits from trading subsidiaries not paid over in the year.

There were £111k of profits from Local Hospice Lottery Ltd still to be paid over at the end of the financial year (2024 £75k).

Farleigh Supplies Limited has made a loss in 2024/25 as it funded the set-up costs for the forthcoming Buzz in the City Art Trail.

Income

Total group income for 2024/25 increased by £3.5m to a total of £30.2m.

Income from the Local Hospice Lottery Ltd (LHL) players increased by £2m to £16m, an increase of 13%.

After offsetting £5.3m of costs associated with running the lottery and £9.5m in donations to other hospices, LHL profits are £1.3m, which is the same as last year.

All LHL profits are donated to Farleigh Hospice.

The lottery business has had substantial growth in the year primarily as a result of taking on new partners.

The number of partners has increased by 5 in the year bringing the total excluding Farleigh Hospice to 40.

The latter part of the year was a successful recruitment phase for new players. This means that there has been a short-term investment by Farleigh Hospice to fund a longer-term growth in profits from the trading subsidiary.

Income from charitable activities is mostly from the NHS. It has increased by 22% (£1.6m) to £8.7m during the year.

This is primarily as the result of the new Hospice Rapid Access Service (HRAS) contract.

This contract, which is 100% funded, places those who are rapidly deteriorating and thought to be in the last three months of life, in one of four HRAS IPU beds, a nursing home bed or in their own homes with domiciliary care.

The value of this contract in 2024/25 was £5.5m.

In March 2025 Farleigh Hospice received £0.3m from the Department of Health and Social Care as a capital grant.

This money was restricted to Fixed Asset purchases under a number of criteria relating to patient care.

Income from donations (gifts) and legacies has fallen by £0.4m to £2.4m. This decrease is due to legacy income which has gone down from £1.2m to £0.6m.

Legacy income is very variable and the result for 2023/24 was significantly above the average amount normally recognised.

There has been a £0.2m increase in donations primarily in donations in memory.

Shop income at £2.4m is up £0.3m on the previous year.

Net profitability of the shops after all overhead costs are attributed is £0.3m.

The trustees are reviewing retail to grow the overall profitability alongside the significant increase in income over recent years.

Charitable expenditure

The Farleigh Hospice expenditure on its own charitable activities has increased to £13.1m, a 12% increase on the 2023/24 spend of £11.7m.

The biggest increase in costs is in community care where costs have gone up by £1.2m largely as a result of the first full year of the HRAS contract.

LHL donations to other hospices, to be used in accordance with Farleigh Hospice's charitable objectives, increased by £1.4m to £9.5m.

Reserves policy and going concern

All charities are required to consider how much they need to hold in reserves. The extent of these reserves varies depending on the scale and nature of the charity's activities.

Farleigh Hospice provides a range of critical health services on which the population of mid Essex depend. To fund these services, it is reliant on a number of fluctuating income streams from donations, legacies and shop and lottery profits.

To enable Farleigh Hospice to meet its commitments to the community and provide key hospice services, it needs to maintain its level of reserves so that it can continue operations in the event that an unforeseen decrease in income or increase in costs results in a significant deficit.

The trustees carry out a risk-based analysis in arriving at the level of reserves needed to protect against unforeseen events.

This risk-based analysis looks at the amount of reserves that would be needed if there were a significant fall in income for eighteen months.

The desired level of reserves set for the 2025/26 financial year, is £3.4m which is below the 2024/25 level of £4.3m.

This reflects the fact that the trustees see the risk around NHS income as lower than it has been previously as a contract is in place until 31st July 2027.

Note 24 to the accounts shows that the free unrestricted reserve is £5.4m (2024: £6.5m), a decrease of £1.1m on the previous year.

The trustees have set a negative budget for 2025/26 and are considering further investment of funds in commercial activities to ensure that the hospice income is financially resilient via diversification of income streams.

The trustees continue to hold designated funds for fixed assets (£3.9m). Considering the ability to access DHSC capital funding for the Maldon refurbishment and the prohibitive cost of the original plans for the building the trustees have decided to release the designated Maldon refurbishment fund of £0.2m.

The DHSC capital grant fund money is shown as a designated reserve of £0.3m a further £0.8m of funding has been allocated to Farleigh Hospice for 2025/26.

The trustees have reviewed the circumstances of Farleigh Hospice and its group companies and consider that adequate resources continue to be available to fund the activities of the charity and the group for the foreseeable future.

The trustees are of the view that Farleigh Hospice and the group companies are a going concern and likely to remain so for the foreseeable future.

Principal risks and uncertainties

Farleigh Hospice and Local Hospice Lottery Ltd both hold detailed risk registers that are reviewed regularly at committees and board. These risks are ranked by likelihood and impact to produce a score which ranks them red, amber or green in terms of their potential impact for the organisation.

The trustees have sought to mitigate risks as much as possible and the mitigation of these risks is explained below. The trustees consider the following to be the principal risks to which Farleigh Hospice is exposed.

1. Safety of service users, staff and volunteers

During the year the clinical teams have reviewed a number of aspects of patient safety to ensure that they are fit for purpose. The recent CQC inspection raised the rating of the safe domain from requires improvement to good. Pressure of work is an issue raised by staff and there are a number of mitigations in place including emphasis on wellbeing and staff development.

2. Organisational overload due to increasing demand for services

There was a 13% increase in referrals in 2024/25 whilst some of this can be attributed to the Hospice Rapid Access Service there is an underlying increase in demand for hospice services.

This is only set to continue with an expected significant increase in death rates into the 2030s and beyond. There are both financial and workforce challenges associated with the increasing demand for services. It has already meant that resources have been increasingly focused on those in the last weeks of their lives.

3. Future financial stability

Farleigh Hospice has budgeted for a significant deficit again in 2025/26.

Realistically it is simply not possible to provide the level of care needed for Farleigh Hospice patients from the current combination of statutory and charitable funding.

Farleigh Hospice is exploring commercial opportunities with the full launch of two new commercial ventures this year.

A House Clearance business and Deliver Digital, an IT support business.

Financial Governance Committee closely monitor three-year forecasts and at this stage there is no cause for concern as the level of reserves will cover future deficit budgets.

This a national picture amongst hospices whilst the government has recognised the work of hospices with the capital grant funding scheme – the pressure is on revenue budgets.

For the next financial year Farleigh Hospice will need to find an additional £250,000 to fund the Employers National Insurance increase – NHS funding will not increase to cover this.

If there is no increase in sustainable government funding it is likely that Farleigh Hospice will need to make some difficult decisions over the next 18 months to deliver a sustainable balanced budget.

4. NHS funding

NHS funding is currently provided locally by the Mid and South Essex Integrated Care Board (MSEICB).

Following government changes which reduced the level of funding to the ICB substantially there is going to be a period of uncertainty as to the future of the ICB structure at regional level.

Trustees are being kept informed of these changes and the focus is on maintaining good working relationships with the existing commissioners.

5. Noncompliance with fundraising, data and other regulations

Farleigh Hospice, along with other charities, is subject to an ever-increasing number of regulations.

Non-compliance could result in fines or reputational damage, which threatens the future of the charity. The trustees have considered this risk and in order to help mitigate against it they have a Board Governance Committee, which has as one of its objectives to ensure that all compliance matters are dealt with properly.

The chief executive, finance director and the governance and compliance lead work together to ensure that there are appropriate processes in place to evidence compliance.

A new board governance framework ensuring responsibilities are clearly laid out will be launched in 2025/26.

6. Local Hospice Lottery principal risks and uncertainties

Local Hospice Lottery's potential key risks relate to: a lack of fundraising diversity for new sales (with over 90% of new plays recruited via face-to-face fundraising); failure to recruit or retain partner hospices; reliance on key personnel and resource capacity; the need to comply and conform with increasingly complex gambling & fundraising regulations.

Further risk relates to the recent media coverage demonstrating the financial constraints being felt by hospices across the UK, with increasing numbers reporting deficit budgets and implementing cost savings and restructures.

The potential focus on short-term funding requirements by hospices may impact negatively on the investment required to maintain committed lottery membership and sales rates for the longer-term benefit of hospice patients and families.



Plans for the future

Farleigh Hospice has a strategy in place for the period 1st April 2022 to 31st March 2026. Central to this strategy is the aim of One team with One Core Purpose, working together to ensure the provision of inclusive, individualised palliative care. The strategy is based around three themes: Inspire, Innovate and Invest.

The following have been identified as goals to achieve in the coming year, as part of the 2022-2026 Strategy.

○ Responding to the rising demand for care

With the number of deaths expected to rise by 25% by 2040, Farleigh Hospice is committed to ensuring services remain efficient, effective, and aligned with contractual expectations.

We'll be conducting service reviews to assess how well our current model meets the needs of the local community and where improvements can be made.

○ Building compassionate and inclusive communities

Through working with partners to develop a Compassionate Community within mid Essex, the hospice will promote wellbeing, and empower community resilience in palliative and end of life care.

This is based on an ongoing commitment to embedding equality, diversity and inclusion (EDI) as part of this and in everything the hospice does.

○ Strengthening financial sustainability

We'll be maximising funding opportunities, including using the Department of Health and Social Care capital grant monies, to help reduce costs and improve patient facilities.

○ Investing in our people and our voice

Our Learning, Development and Education (LDE) Plan is already underway, with clear objectives and appraisal targets to ensure our workforce is confident, capable, and future-ready.

We're also launching a new communications and supporter engagement strategy to help clarify our role in the community and build stronger connections with those who support us.

○ Buzz in the City Art Trail

To deliver an Art Trail in Chelmsford City Centre in the summer of 2025 raising both funds and awareness of Farleigh Hospice and what it offers to the local community.

Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 4th March 1982 and registered as a charity on 5th May 1982.

The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is now governed under its Articles of Association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

Farleigh Hospice is governed by a board of trustees who are also directors of the company. The maximum number of directors is set at 14 in the Articles of Association.

The trustees are mindful of the Charity Governance Code recommendation that the maximum number of trustees should be 12. The number of trustees at Farleigh Hospice was capped at 12 until 2016.

However, with a number of trustees reaching their 9-year anniversary where they must retire, the trustees were concerned that they could not adequately resource the Committee structure and the Local Hospice Lottery Ltd governance requirements with 12 trustees.

Day-to-day management is delegated to the Chief Executive and the Executive Team.

The full board is supported by a committee structure. This structure is designed to ensure that the committees support the full board in delivering Farleigh Hospice's strategic objectives and statutory obligations. There are four standing committees.

A Board Governance Committee oversees governance matters, in particular compliance with the Charity Governance Code. This committee also looks at trustees' recruitment, succession planning and performance. A Remuneration Committee is delegated to look at matters concerning the Executive Team including pay.

The other four committees are Clinical Governance Committee (dealing with clinical matters); a Corporate Governance Committee (dealing with health, safety and environment and matters relating to staff and volunteers); An Income Generation and Communications Committee (dealing with income generation, retail and communications) and a Financial Governance Committee (which deals with financial matters).

Each committee is responsible for governance, quality, compliance and risk management in its area of responsibility. The full board takes reports from the chair of each committee at all of its meetings.

The full board meets four times per year and each of the committees meet quarterly.

Board members also sit alongside members of the Executive Team as directors of the two trading companies in the group.

Local Hospice Lottery Ltd runs a lottery on behalf of Farleigh Hospice and a number of other hospices across the UK.

Farleigh Supplies Limited deals with the purchasing of new goods for sale in the shops and administers the retail Gift Aid scheme. It also runs the two new commercial ventures the house clearance business and Deliver Digital.

The company has also managed the planning for the Farleigh Hospice Art Trail which will conclude in September 2025.

Farleigh Hospice complies with the NHS requirement to produce a Quality Account and this documents the audit and quality improvement work that is carried out across the organisation. A copy of the Quality Account 2024/25 is available on the Farleigh hospice website: www.farleighhospice.org.

Each year alongside the board meetings the full board meets for an away day. This gives the board an opportunity to discuss more strategic issues and their performance as a board. In addition, each year a board self-assessment survey is undertaken to establish how the board is performing. Each trustee has an annual one to one with the chair. The vice chair undertakes a review of the chair and ensures appropriate feedback is given to the chair.

Appointment of trustees

When vacancies occur, trustees are recruited using a widespread recruitment campaign or in response to an approach by an interested party. They are interviewed by existing board members and a staff representative.

If suitable, having the right breadth of skills and experience, they will attend three board or committee meetings and will then join the board if they and the rest of the board agree. Trustees can serve a maximum term of nine years.

Trustees are initially co-opted to the board but they stand down at the next AGM to be formally re-elected by the members. They do this again at three and six years and then formally stand down at the end of the ninth year.

Trustee induction and training

New trustees are supplied with a comprehensive induction pack and meetings arranged with key members of staff. They also have an existing board member to act as a mentor.

Full board training is carried out as required, delivered by an appropriately qualified Farleigh Hospice staff member or an expert from within the board.

External courses and opportunities to attend workshops and conferences are offered as opportunities arise.

Each board meeting includes either a patient story or a presentation from a member of staff relating to the services they deliver.

Chair

Trustees elect a chair from within their numbers. The terms of office for each position is three years with an option to stand for a second term only. The current chair is Keith Spiller who will come to the end of his term in office in November 2025.

Related parties and relationships with other organisations

None of the trustees receive remuneration or other benefit from their work with the charity.

Farleigh Hospice requires trustees and executive directors to declare any interests that they may have outside of the charity. Transactions and contractual relationships with related parties must be disclosed.

During the year one of the trustees was a senior associate solicitor at Birkett Long LLP, the Local Hospice Lottery Ltd independent director is a partner at the same company.

Birkett Long LLP periodically advise Farleigh Hospice on aspects of its activities including lease renewals.

During the year Farleigh Hospice spent £5,222 with Birkett Long LLP (2024: £13,359). At the year end no monies were owed to Birkett Long (2024: £0).

The hospice has a close working relationship with Mid and South Essex NHS Foundation Trust, which runs Broomfield Hospital, which is on a neighbouring site. The palliative care medical consultants who work at Farleigh Hospice are supplied under a Service Level Agreement with the trust.

The charity has two trading subsidiaries. Local Hospice Lottery Ltd runs a weekly lottery on behalf of Farleigh Hospice and a number of other hospices. Donations to those other hospices are made as part of the contractual relationship with these hospices. These donations must be used in furtherance of hospice care. The other hospices as at 31st March 2025 are listed in note 7 of the accounts.

Farleigh Supplies Limited is another wholly owned subsidiary. This trades in new goods and operates the Farleigh Hospice retail Gift Aid scheme.

Farleigh Supplies also now operates the newly formed House Clearance Company, which provides clearance and reuse services to the community. It also runs an IT service Deliver Digital.

Remuneration policy for key management personnel

For Farleigh Hospice the Remuneration Committee considers the pay and terms and conditions of the key management personnel. Although this committee consists of a subset of the board any decisions are taken by the full board.

Pay is benchmarked by individual posts against roles in similar organisations through an external benchmarking process using an independent company.

For Local Hospice Lottery Ltd similar arrangements exist regarding benchmarking overseen by the Lottery Board, but the approval authority for the Chief Executive and Finance and Operations Director also sits with the Farleigh Hospice board.

Equality and Diversity

The trustees are committed to creating an inclusive environment where diversity is recognised and celebrated, amongst our staff and service users.

Farleigh Hospice is committed to ensuring that services and employment opportunities are accessible by all regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Farleigh Hospice operates an Equal Opportunities policy and expects all staff to share this commitment in relation to employment and service delivery.

As part of this commitment the hospice employs safer recruitment practices to ensure equality of access to all candidates, fair and consistent recruitment methods to enable candidates to be their best, and make reasonable adjustments to support disabilities both through recruitment and also to retain employment.

All employees and volunteers are treated equally. Selection for employment, promotion, training or any other benefit is on the basis of aptitude and ability.

Should any staff member become disabled reasonable effort is made to continue their employment and where necessary provide suitable adjustments and support.

Employee Information

Farleigh Hospice participates in the Best Companies Top 100 staff survey. In the most recent survey Farleigh staff took part in a staff 'pulse survey run by Best Companies.

The results show significant progress and Farleigh achieved a One Star Rating – Very Good Company to work for.

Staff feel really positive about the contribution Farleigh makes to the local community and giving something back is really important to the team.

Approximately 90% of staff agree that they love working for Farleigh Hospice. Almost all staff (95%) said that they believed they were making a valuable contribution to the success of this organisation.

There was a 3% increase in staff feeling they have a Fair Deal in relation to pay and benefits.

Having previously used an internal staff survey mechanism, Local Hospice Lottery took part in the Great Workplaces survey for the first time in 2024/25.

The survey results led to Local Hospice Lottery being certified as a Great Place to Work, exceeding the 65% benchmark with an average score of 80%. Staff scored the company particularly highly in the areas of justice, (94%), pride (83%) and leadership behaviour (83%), with 94% 'feel(ing) good about the ways in which (the company) contribute(s) to the community'.

This led to Local Hospice Lottery achieving an award for Best Workplaces in the charity and not for profit sector.

Environmental sustainability

The hospice has a green group who look at sustainability across the hospice, including waste management and reducing carbon emissions by various energy saving initiatives.

As part of the government Capital Grant program for hospices, Farleigh Hospice was able to install solar panels at North Court Road which have already made a positive impact on reducing cost and our environmental footprint.

Due to its size Farleigh Hospice is not required to disclose any specific environmental measures.



Statement of responsibilities of the trustees

The trustees (who are also directors of Farleigh Hospice for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Account Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources, including the income and expenditure, of the charitable company or 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 and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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

They are also responsible for safeguarding the assets of the charitable company and 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
- 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 auditors are aware of that information.

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

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

Members of the charity guarantee to contribute an amount not exceeding £5 to the assets of the charity in the event of winding up.

Members pay their guarantee on joining the charity and it is held separately in a members' guarantee fund.

The total number of such guarantees at 31st March 2025 was 89 (2024: 86).

The trustees are members of the charity but this entitles them only to voting rights.

The trustees have no beneficial interest in the charity.

The Trustees' Annual Report, which includes the strategic report, has been approved by the trustees on 7th July 2025 and signed on their behalf by Keith Spiller.



K Spiller
Chair

Independent auditor's report

Opinion

We have audited the financial statements of Farleigh Hospice (the "parent charitable company") and its subsidiaries (the "group") for the year ended 31 March 2025 which comprise consolidated Statement of Financial Activity, the group and parent charitable company Balance Sheets, the Group Cashflow 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 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

We are independent of the group 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 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.

Opinions 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, and the strategic 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 strategic report 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 charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19 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

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

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We obtained an understanding of the legal and regulatory frameworks within which the charity 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, the Charities Act 2011 together with the Charities SORP (FRS 102).

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 charity'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 charity and the group for fraud.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

The laws and regulations we considered in this context were General Data Protection Regulation, Taxation legislation, the Fundraising Regulator, the Gambling Commission, and Care Quality Commission regulations.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the timing of recognition of grant income and legacies and override of controls by management.

Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, performing audit testing over grant and legacy income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Care Quality 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.

We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006.

Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Guy Biggin (Senior statutory auditor)

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Fourth Floor

St James House

St James Square

Cheltenham GL50 3PR

Date: 29th October 2025

Consolidated statement of financial activities for the year ended 31st March 2025

(incorporating a consolidated income and expenditure account)

		Unrestricted	All Restricted	2025 Total £000	Unrestricted	All Restricted	2024 Total £000
Income from:	Note	£000	£000	£000	£000	£000	£000
Donations and legacies	2	2,329	99	2,428	2,791	71	2,862
Charitable activities	3	8,263	425	8,688	7,114	-	7,114
Other trading activities							
Lottery Income		16,012	-	16,012	13,998	-	13,998
Shop Income		2,425	-	2,425	2,150	-	2,150
Other fundraising activities	4	272	3	275	248	5	253
Investments	5	366	-	366	308	-	308
Other		54	-	54	42	-	42
Total income		29,721	527	30,248	26,651	76	26,727
Expenditure on:							
Raising funds							
Lottery Costs	6	5,280	-	5,280	4,627	-	4,627
Shop Costs	6	2,168	-	2,168	1,858	-	1,858
Fundraising Costs	6	1,134	3	1,137	1,014	7	1,021
Income available for charitable activities		21,139	524	21,633	19,152	69	19,221
Charitable Activities							
Farleigh Hospice							
Inpatient Care	6	2,752	74	2,826	2,596	56	2,652
Community Care	6	9,362	84	9,446	8,129	124	8,253
Bereavement	6	525	2	527	530	38	568
Education and Information	6	259	-	259	209	-	209
Local Hospice Lottery Ltd donations to hospice care	6,7	9,536	-	9,536	8,146	-	8,146
Total expenditure		31,016	163	31,179	27,109	225	27,334
Net (expenditure) / income before net gains / (losses) on investments		(1,295)	364	(931)	(458)	(149)	(607)
Net gains/(losses) on investments		1	(12)	(11)	92	21	113
Net (expenditure) / income for the year and net movement in funds	8	(1,294)	352	(942)	(366)	(128)	(494)
Transfers between funds		268	(268)	-	-	-	-
Reconciliation of funds:							
Total funds brought forward		10,329	2,696	13,025	10,695	2,824	13,519
Total funds carried forward		9,303	2,780	12,083	10,329	2,696	13,025

*All of the above results are derived from continuing activities.
There were no other recognised gains or losses other than those stated above.
Movements in funds are disclosed in Note 24 to the financial statements..
The notes to the accounts are shown on pages 32 to 57.*

Balance sheets as at 31st March 2025

Company no. 01619905

	Note	The group 2025 £000	The group 2024 £000	The charity 2025 £000	The charity 2024 £000
Fixed assets					
Tangible assets	13	5,970	5,748	5,887	5,708
Investments	14	2,565	2,512	2,565	2,512
		8,535	8,260	8,452	8,220
Current assets:					
Stock	17	16	9	-	-
Debtors	18	1,826	1,231	1,311	957
Investments	19	1,673	3,264	12	2,011
Cash at bank and in hand		5,239	4,601	3,999	3,138
		8,754	9,105	5,322	6,106
Liabilities:					
Creditors: amounts falling due within one year	20	(5,206)	(4,340)	(1,716)	(1,374)
Net current assets		3,548	4,765	3,606	4,732
Net assets		12,083	13,025	12,058	12,952
Funds					
Restricted endowment funds	24	2,486	2,570	2,486	2,570
Restricted income funds	24	294	126	294	126
Unrestricted income funds					
Designated Funds	24	3,870	3,788	3,870	3,788
General funds	24	5,433	6,541	5,408	6,468
Total unrestricted funds		9,303	10,329	9,278	10,256
Total funds		12,083	13,025	12,058	12,952

The notes to the accounts are shown on pages 32 to 57.

Approved by the trustees on 7th July 2025 and signed on their behalf by



K Spiller
Chair

Consolidated statement of cash flows

for the year ended 31st March 2025

	Note	2025 Total £000	2025 Total £000	2024 Total £000	2024 Total £000
Net cash provided by operating activities	25		(901)		49
Cash flows from investing activities:					
Dividends and interest from investments		366		308	
Proceeds from the sale of fixed assets		-		-	
Purchase of fixed assets		(354)		(75)	
Purchase of investments		1,527		(1,451)	
Net cash used in investing activities			1,539		(1,218)
Change in cash and cash equivalents in the year			638		(1,169)
Cash and cash equivalents at the beginning of the year			4,601		5,770
Cash and cash equivalents at the end of the year	26		5,239		4,601

The notes to the accounts are shown on pages 32 to 57.

Notes to the financial statements

for the year ended 31st March 2024

1 Accounting policies

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

a) Basis of preparation

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-owned subsidiaries Local Hospice Lottery Ltd and Farleigh Supplies Limited on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

b) Public benefit entity

Farleigh Hospice meets the definition of a public benefit entity under FRS 102.

c) Going concern and key judgements

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The items in the financial statements where these estimates and judgements have been made include the following:

i) Useful economic lives of tangible assets

See Note 13 for the carrying amount of tangible assets and accounting policy k for the useful lives of each class of asset.

ii) Accrued legacy income

See accounting policy d where this is set out in full.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. For the majority of income this will be on a cash received basis.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are shown as accrued income in debtors.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable and measurable when the amount can be measured reliably and there are no potential claims against the estate. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Sponsorship from events and fundraising is recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place during the year. Trading income is recognised at the point of sale for both donated and purchased goods.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

e) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation 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 Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, 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.

Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock-take would incur cost for the charity which would far outweigh the benefits.

f) Interest and dividends receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Endowment funds are gifts of capital that must be retained and any income earned must be used in furtherance of Farleigh Hospice's charitable activities.

Unrestricted funds are donations and other incoming resources received or generated for general charitable purposes. They are available to spend on activities that further any of the purposes of the charity.

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

The cost of raising and administering such funds are charged against the specific fund.

The aim and use of each material designated fund and restricted fund is set out in the notes to the financial statements.

h) Expenditure and irrecoverable VAT

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

Expenditure is classified, on an accruals basis, under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any trading and other activities with a fundraising purpose, including those for Local Hospice Lottery Ltd.
- Expenditure on charitable activities includes the costs of specialist palliative care and bereavement support undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

i) Allocation of support costs

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

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease. Benefits received or receivable as an incentive to sign an operating lease are recognised on a straight line basis over the minimum period of the lease. Farleigh Hospice classifies the lease of printing equipment as an operating lease and payments are recognised as incurred.

k) Tangible fixed assets

Individual Fixed Assets costing £5,000 or more are capitalised at cost and are depreciated over their estimated expected useful life as follows:

- Buildings (75 years)
- Long Leasehold property (99 years)
- Short leasehold property improvements (3 to 5 years)
- Building Improvements (10 years)
- Computers and equipment (5 years)
- Computers and equipment (5 years)
- Motor vehicles (4 years)

Because of its high net residual value land is not depreciated.

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities.

Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

l) Fixed asset investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and are subsequently measured at their fair value as at the balance sheet date using the closing valuation. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Investments in subsidiaries

Investments in subsidiaries are included at cost.

m) Stocks

Stock of bought in retail goods is included at the lower of cost or net realisable value.

n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

o) Cash at bank and in hand

Cash at bank and cash in hand 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.

p) Current asset investments

Investments include cash with a maturity date of greater than three months but less than one year.

q) Creditors and provisions

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

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

r) Pensions

Staff joining from the NHS can choose to continue their membership of the NHS pension scheme. The scheme is an unfunded, defined benefit scheme that covers NHS employers, general practices and other bodies allowed under the direction of the Secretary of State, in England and Wales. Any deficit on the scheme is funded by the Treasury and an increase in future contributions. The scheme is therefore treated as a defined contribution scheme.

The employer's contributions made to the scheme in 2025 were £333,000 (2024:£300,000) with an employer's contribution rate of 14.38% of pensionable pay and employees' contributions between 5% and 13.5% of pensionable pay depending on the level of pay. The trustees are satisfied that this and other foreseeable changes in employer's contribution rates can be budgeted for without detriment to the charity's ongoing activities.

All employees are entitled to join a defined contribution 'money purchase scheme' operated by Scottish Widows. Farleigh Hospice employers' contributions for the year were £480,000 (2024: £330,000). Employer's contributions are either 4%, 5% or 7% and employees' contributions are either 4% or 6%. Farleigh Hospice acts as an agent in collecting and paying over contributions. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

For both schemes the costs are included with the associated staff costs and allocated to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity. All employer contributions are expensed as they fall due.

s) Financial instruments

Except for listed investments, all the group's financial instruments, both assets and liabilities, are measured at settlement value. Listed investments are recognised at market value. Financial assets include cash at bank and in hand, trade and other debtors and accrued income. Financial liabilities include trade and other creditors and accruals. The carrying values are shown in notes 14,18,19 and 20.

2 Income from donations and legacies

	Unrestricted £000	All restricted £000	2025 Total £000	Unrestricted £000	All restricted £000	2024 Total £000
Gifts	1,734	99	1,833	1,583	71	1,654
Legacies	595	-	595	1,208	-	1,208
	2,329	99	2,428	2,791	71	2,862

Farleigh Hospice benefits greatly from the many hours our dedicated volunteers donate in a large number of different roles within the hospice. Further details of the volunteer contributions are given in the Trustees' Report. In accordance with FRS102 and the charities SORP (FRS102), the economic benefit of general volunteers is not recognised in the accounts.

No restricted legacies were received in 2025 (2024: 0).

In 2025, gifts totalling £99,000 were received, the purpose of which was restricted to IPU (£42,000), Clinical Nurse Specialists (£9,000), Maldon Refurbishment (£22,000) and geographical areas (£12,000). The balance (£14,000) relates to a number of smaller projects.

In 2024, gifts totalling £71,000 were received, the purpose of which was restricted to clinical nurse specialists (£12,000), Virtual Ward (£27,000), geographical areas (£10,000) and catering equipment (£8,000). The balance (£14,000) relates to a number of smaller projects.

As at 31st March 2025 the charity had been notified of residuary legacies where the value of these estates was uncertain as the executors had not yet compiled the estate accounts or because the executors are awaiting information on any claims to be made on these estates.

Therefore no amount has been accrued in respect of these legacies which are estimated to be in excess of £316,000 (2024: £317,000).

3 Income from charitable activities

	2025 Total £000	2024 Total £000
Government Funding		
Core funding - Mid and South Essex ICB	2,612	2,138
Reimbursement of pharmacy costs - Mid and South Essex ICB	103	79
Enhanced End of Life funding - Mid and South Essex ICB	-	408
Rapid Access to End of Life funding - Mid and South Essex ICB	-	1,017
Hospice Rapid Access Service (HRAS) - Mid and South Essex ICB	5,513	3,164
Winter beds - Mid and South Essex ICB	-	222
Other funding - Mid and South Essex ICB	177	71
Core funding - Hertfordshire and West Essex ICB	15	15
Department of Health and Social Care (DHSC) Capital Grant Scheme administered by Hospice UK	268	
	7,114	7,114

All income from charitable activities, apart from the DHSC Capital Grant and Colne Valley grant, relates to unrestricted funds. Total restricted funds are £425,000 (2024:£0).

Core funding relates to a contract with the Mid and South Essex ICB which supports the inpatient unit, community care and bereavement. During the year the additional funding from Mid Essex and South Essex ICB to support in reach services into the local hospital and support patients at home (Enhanced End of Life) has been rolled into the core contract. During the year an additional £157,000 restricted grant was received to fund the expansion into the Colne Valley area of mid Essex.

Funding is also received under the HRAS contract to provide care for those patients in the last three months of life who are rapidly deteriorating. Until 31st August 2023 this service was provided under the Rapid Access to End of Life Funding and was for domiciliary care only.

In the summer of 2023 a new HRAS service was launched, under the HRAS contract Farleigh Hospice places patients in Farleigh Hospice inpatient beds or nursing home beds and carries out domiciliary care to rapidly deteriorating patients in the last three months of life.

This service is fully funded by the ICB.

The core and HRAS contracts run concurrently with contracts due to expire on 31st July 2027 with an extension to 31st July 2028 if agreed.

In March 2025 Farleigh Hospice received £268,000 of restricted capital funding from the DHSC. This funding is restricted to the purchase of fixed assets to enhance or maintain the physical estate of hospices.

4 Income from other trading activities

	Unrestricted £000	All restricted £000	2025 Total £000	Unrestricted £000	All restricted £000	2024 Total £000
Fundraising Events	272	3	275	248	5	253
	272	3	275	248	5	253

No restricted income events were held in 2025 (2024 none).

Income from Friends of Farleigh for the year is £3,000 (2024 £5,000) this is dealt with directly by the Friends and is held in

a restricted fund until a donation is made directly to Farleigh Hospice.

All other trading income is unrestricted.

5 Income from investments

	Unrestricted £000	All restricted £000	2025 Total £000	2024 Total £000
Bank Interest	263	-	263	211
Income received on common investment funds	103	-	103	97
	366	-	366	308

All income from investments in the prior year relates to unrestricted funds.

6 Analysis of expenditure 2025

	Support costs						2025	2024
	Direct Costs	HR	Management	IT	Finance	Governance	Total	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Fundraising costs	951	51	19	62	48	6	1,137	1,021
Shops Costs	1,889	133	9	82	40	15	2,168	1,858
Lottery costs	4,524	231	165	125	224	11	5,280	4,627
Raising funds	7,364	415	193	269	312	32	8,585	7,506
Local Hospice Lottery Ltd donations to hospice care (Note 7)	9,536	-	-	-	-	-	9,536	8,146
Inpatient Care	2,591	98	31	53	42	11	2,826	2,652
Community Care	8,622	290	94	283	124	33	9,446	8,253
Bereavement	445	30	10	26	13	3	527	568
Education & Information	233	9	3	9	4	1	259	209
Charitable Activities	11,891	427	138	371	183	48	13,058	11,682
Total expenditure 2025	28,791	842	331	640	495	80	31,179	27,334
Total expenditure 2024	25,074	753	283	667	474	83	27,334	

Of the total expenditure, £31,016,000 was unrestricted (2024: £27,109,000) and £163,000 was restricted (2024: £225,000).

6 Analysis of expenditure 2024

	Support costs						2024
	Direct Costs £000	HR £000	Management £000	IT £000	Finance £000	Governance £000	Total £000
Fundraising costs	865	41	15	45	49	6	1,021
Shops Costs	1,605	116	5	79	37	16	1,858
Lottery costs	3,879	231	147	145	215	10	4,627
Raising funds	6,349	388	167	269	301	32	7,506
Local Hospice Lottery Ltd donations to hospice care (Note 7)	8,146	-	-	-	-	-	8,146
Inpatient Care	2,491	73	23	20	35	10	2,652
Community Care	7,425	258	82	330	122	36	8,253
Bereavement	475	28	9	39	13	4	568
Education & Information	188	6	2	9	3	1	209
Charitable Activities	10,579	365	116	398	173	51	11,682
Total expenditure 2024	25,074	753	283	667	474	83	27,334

Of the total expenditure, £27,109,000 was unrestricted (2023: £22,909,000) and £225,000 was restricted (2023: £3,106,000).

7 Local Hospice Lottery Ltd donations to hospice care

Local Hospice Lottery Ltd makes donations to the following hospices (other than Farleigh Hospice) to be used in accordance with Farleigh Hospice's charitable objectives. The other hospice's participating in the draw are:

HOSPICE

Bury House
City Hospice
Dorothy House
East Anglia's Children's Hospice (EACH)
Garden House Hospice Care
Haven House Children's Hospice
Helen & Douglas House
Isabel Hospice
Jessie May Hospice
Katharine House Hospice
Lewis Manning Hospice
Martlets

LOCATION

Bury
Cardiff
Bath, North and West Wiltshire and North East Somerset
Cambridge, Norfolk, Suffolk and North Essex
Letchworth and surrounding areas, North Hertfordshire
North East London and West Essex
Oxfordshire and surrounding counties
Eastern Hertfordshire
Bristol and surrounding areas
Stafford
Poole, Dorset
Brighton and Hove

HOSPICE

Mary Ann Evans Hospice
North London Hospice
North Yorkshire Hospice
Oakhaven Hospice
Peace Hospice
Princess Alice Hospice
Prince of Wales Hospice
Queenscourt Hospice
Rotherham Hospice
Rowans Hospice
Sobell House
Springhill Hospice
St Elizabeth Hospice
St Gemma's Hospice
St Joseph's Hospice
St Luke's Hospice
St Michael's Hospice
St Nicholas Hospice
St Peter & St James Hospice
St Wilfrids Hospice
St Wilfrids Hospice
Wakefield Hospice
Woking and Sam Beare Hospices
The Hospice of the Valleys
Children's Hospices Across Scotland (CHAS)
Highlands Hospice
Kilbryde Hospice
St Vincents Hospice
Strathcarron Hospice

LOCATION

Nuneaton, Warwickshire
 Barnet, Enfield and Haringey
 Harrogate District, Hambleton and Richmondshire
 New Forest, Totton and Waterside
 Watford and surrounding areas, West Hertfordshire
 Surrey, Middlesex and South West London
 Pontefract and surrounding areas, West Yorkshire
 West Lancashire, Southport and Formby
 Rotherham
 Pontefract and surrounding areas, West Yorkshire
 Oxfordshire
 Rochdale, Heywood and Middleton
 Ipswich
 Leeds
 North and East London
 Basildon and surrounding areas, South Essex
 North Hampshire
 West Suffolk and Thetford
 Lewes and surrounding areas, East and West Sussex
 Chichester and surrounding areas, West Sussex
 Eastbourne and surrounding areas, East Sussex
 Wakefield and surrounding areas, West Yorkshire
 North West Surrey
 Gwent
 Scotland
 Highlands
 Scotland
 Renfrewshire and surrounding areas
 Stirling and surrounding areas

These hospices received donations within the following bands:

	2025	2024
Received donations between the values of £0 and £199,999	19	19
Received donations between the values of £200,000 and £399,999	17	12
Received donations above the value of £400,000	5	5
	41	36

8 Net expenditure for the year

This is stated after charging / crediting:

	2025 £000	2024 £000
Depreciation	132	154
Operating lease rentals:		
Property	375	350
Other	20	20
Auditors' remuneration (excluding VAT):		
Audit - Charity	15	15
- Subsidiaries	14	14
Tax and Accounts Preparation - Subsidiaries	3	4

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

Staff costs were as follows:

	2025 £000	2024 £000
Salaries and wages	10,113	9,121
Redundancy and termination costs	-	-
Social security costs	955	836
Employer's contribution to defined contribution pension schemes	811	630
	11,879	10,587

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2025 No.	2024 No.
£60,000 - £69,999	4	3
£70,000 - £79,999	1	5
£80,000 - £89,999	4	4
£90,000 - £99,999	1	1
£100,000 - £109,999	1	-
£110,000 - £119,999	1	-

The total employee benefits including pension contributions and social security costs of the key management personnel were £917,336 (2024: £837,691).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Farleigh Hospice purchases Trustee Indemnity Insurance on behalf of the trustees at a cost of £8,219 (2024: £5,060).

No trustees were paid for travel expenses during the year. (2024: Nil).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

		2025 No.	2024 No.
Raising funds	Fundraising	22	19
	Shops	57	54
	Lottery (including management 2, finance 5 and HR 5)	65	62
Charitable Activities	Inpatient Care	42	34
	Community Care	125	120
	Bereavement	13	13
	Education and Information	4	3
Support and Governance	HR	8	7
	Management	2	2
	IT	9	8
	Finance	4	4
	Governance	1	1
		352	327

11 Related party transactions

Related party transactions are disclosed on page 22 of the Trustees' Report.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiaries Local Hospice Lottery Ltd and Farleigh Supplies Limited gift aid available profits to the parent charity.

Their charge to corporation tax in the year was:

	2025 £000	2024 £000
UK corporation tax at 25% (2024: 19%) - Local Hospice Lottery Ltd	-	-
UK corporation tax at 19% (2024: 19%) - Farleigh Supplies Limited	-	-

13 Tangible fixed assets 2025 - The group

The Group	Freehold property £000	Short leasehold property £000	Furniture & computer equipment £000	Motor vehicles £000	Building improvements £000	Total £000
Cost						
At the start of the year	7,269	260	1,366	81	-	8,976
Additions in year	-	13	189	15	137	354
Disposals in year	-	-	-	(13)	-	(13)
Transfers in year	-	-	-	-	-	-
At the end of the year	7,269	273	1,555	83	137	9,317
Depreciation						
At the start of the year	1,611	260	1,323	34	-	3,228
Charge for the year	95	3	17	17	-	132
Eliminated on disposal	-	-	-	(13)	-	(13)
Transfers in year	-	-	-	-	-	-
At the end of the year	1,706	263	1,340	38	-	3,347
Net book value:						
At the end of the year	5,563	10	215	45	137	5,970
At the start of the year	5,658	-	43	47	-	5,748

Land with a value of £149,368 (2024: £149,368) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

13 Tangible fixed assets 2025 - The charity

The Charity	Freehold property £000	Short leasehold property £000	Furniture & computer equipment £000	Motor vehicles £000	Building improvements £000	Total £000
Cost						
At the start of the year	7,269	260	1,034	81	-	8,644
Additions in year	-	13	132	15	137	267
Disposals in year	-	-	-	(13)	-	(13)
Transfers in year	-	-	-	-	-	-
At the end of the year	7,269	273	1,166	83	137	8,928
Depreciation						
At the start of the year	1,611	260	1,031	34	-	2,936
Charge for the year	95	3	3	17	-	118
Eliminated on disposal	-	-	-	(13)	-	(13)
At the end of the year	1,706	263	1,034	38	-	3,041
Net book value:						
At the end of the year	5,563	10	132	45	137	5,887
At the start of the year	5,658	-	3	47	-	5,708

Land with a value of £149,368 (2024: £149,368) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

14 Listed investments

	The group		The charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Fair value at the start of the year	2,512	2,349	2,512	2,349
Additions at cost	64	50	64	50
Net gain on change in fair value	(11)	113	(11)	113
Fair value at the end of the year	2,565	2,512	2,565	2,512
Investments comprise:				
	The group		The charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
COIF Charities Investment Fund	1,344	1,409	1,344	1,409
M&G Charifund	1,221	1,103	1,221	1,103
Investments in subsidiary companies	-	-	-	-
	2,565	2,512	2,565	2,512

The charity holds investments in its subsidiary companies totalling £200 (2024:£200).

15 Subsidiary undertakings (Local Hospice Lottery Limited)

The charitable company owns the whole of the issued ordinary share capital of **Local Hospice Lottery Limited**, a company registered in England (Company Number 03226004). The subsidiary is used for non-primary purpose trading activities.

Its principal activity is the promotion and running of a lottery in aid of Farleigh and other hospices across the country.

All activities have been consolidated on a line by line basis in the statement of financial activities.

Available profits are gift aided to the charitable company.

A summary of the results of the subsidiary is shown below:

Local Hospice Lottery Limited	2025	2024
	£000	£000
Turnover	16,012	13,998
Direct costs	(3,675)	(2,890)
Gross profit	12,337	11,108
Administrative expenses	(1,441)	(1,606)
Donation to other hospices	(9,536)	(8,146)
Licence Fees to other hospices	(164)	(131)
Operating profit	1,196	1,225
Interest receivable	93	50
Profit on ordinary activities	1,289	1,275
Donation to parent undertaking	(1,178)	(1,207)
Retained profit for the financial year	111	68
The aggregate of the assets, liabilities and reserves was:		
Assets	3,515	3,041
Liabilities	(3,404)	(2,973)
Reserves	111	68

15 Subsidiary undertakings (Farleigh Supplies Limited)

The charitable company owns the whole of the issued ordinary share capital of **Farleigh Supplies Limited** (Company number: 02576518), a company registered in England. The subsidiary is used for non-primary purpose trading activities.

Its principal activity is the buying and selling on of new goods primarily to Farleigh Hospice.

All activities have been consolidated on a line by line basis in the statement of financial activities.

Available profits are gift aided to the charitable company.

A summary of the results of the subsidiary is shown below:

Farleigh Supplies Limited	2025 £000	2024 £000
Turnover	103	49
Cost of sales	(81)	(43)
Gross profit	22	6
Administrative expenses	(131)	(20)
Other operating income - gift aid commission	24	21
Profit on ordinary activities	(85)	7
Donation to parent undertaking	-	-
Retained profit for the financial year	(85)	7
The aggregate of the assets, liabilities and reserves was:		
Assets	73	21
Liabilities	(158)	(14)
Reserves	(85)	7

16 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2025 £000	2024 £000
Gross income	15,406	14,087
Result for the year	(894)	(476)

17 Stock

	The group		The charity	
	2025 £000	2024 £000	2025 £000	2024 £000
Goods for resale	16	9	-	-
	16	9	-	-

18 Debtors

	The group		The charity	
	2025 £000	2024 £000	2025 £000	2024 £000
Taxation recoverable	175	110	175	110
Other debtors	951	497	483	313
Prepayments	402	458	282	352
Accrued income	298	166	298	166
Group undertakings	-	-	73	16
	1,826	1,231	1,311	957

19 Investments

	The group	2024	The charity	2024
	2025		2025	
	£000	£000	£000	£000
Cash on deposit more than three months	1,673	3,264	12	2,011
	1,673	3,264	12	2,011

20 Creditors: amounts falling due within one year

	The group	2024	The charity	2024
	2025		2025	
	£000	£000	£000	£000
Trade creditors	1,898	1,414	803	681
Taxation and social security	231	208	179	160
Other creditors	309	234	275	191
Accruals	442	308	366	241
Group undertakings	-	-	-	5
Deferred income	2,326	2,176	93	96
	5,206	4,340	1,716	1,374

21 Deferred income

Deferred income relates to monies received for events, services and lottery draws that are yet to take place.

	The group		The charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Balance at the beginning of the year	2,176	1,943	96	91
Amount released to income in the year	(2,176)	(1,943)	(96)	(91)
Amount deferred in the year	2,326	2,176	93	96
Balance at the end of the year	2,326	2,176	93	96

22 Pension scheme

Further details of the Farleigh Hospice pension schemes are given in note 1r. At the year end there were 66 (2024: 60) members of the NHS scheme and there were 276 (2024:236)

members of the other arrangements. All contributions relating to 2024/25 were paid over to the relevant providers by the end of April 2025.

23 Analysis of group net assets between funds 2024

	General funds £000	Designated funds £000	All Restricted funds £000	Total funds £000
Tangible fixed assets	-	3,870	2,100	5,970
Investments	2,179	-	386	2,565
Net current assets	3,254	-	294	3,548
Net assets at the end of the year	5,433	3,870	2,780	12,083

23 Analysis of group net assets between funds 2024

	General funds £000	Designated funds £000	All Restricted funds £000	Total funds £000
Tangible fixed assets	-	3,576	2,172	5,748
Investments	2,114	-	398	2,512
Net current assets	4,427	212	126	4,765
Net assets at the end of the year	6,541	3,788	2,696	13,025

24 Movements in funds 2025

	At the start of the year £000	Incoming resources and gains £000	Outgoing resources and losses £000	Transfers £000	At the end of the year £000
Restricted endowment funds:					
[A] New Farleigh Fund	1,610	-	(57)	-	1,553
[B] Lantern Suite Fund	461	-	(13)	-	448
[C] Big Lottery Fund	101	-	(2)	-	99
[D] Walter Farthing Fund - Permanent	398	-	(12)	-	386
	2,570	-	(84)	-	2,486
Restricted income funds:					
[E] Restricted legacy, donation and grant funds	31	256	(79)	-	208
[F] Farleigh Homecare Fund	4	-	-	-	4
[G] Friends of Farleigh	2	3	(3)	-	2
	-	268	-	(268)	-
[H] Maldon Fund	89	-	(9)	-	80
	126	527	(91)	(268)	294
Total restricted funds	2,696	527	(175)	(268)	2,780
Unrestricted funds:					
Designated funds:					
[I] Fixed Asset Fund	3,576	-	(60)	86	3,602
[L] Farleigh in Maldon Fund	212	-	-	(212)	-
[M] DHSC Capital Grant Scheme	-	-	-	268	268
Total designated funds	3,788	-	(60)	142	3,870
[K] Unrestricted income funds - general reserves	6,541	29,722	(30,956)	126	5,433
Total unrestricted funds	10,329	29,722	(31,016)	268	9,303
Total Funds	13,025	30,249	(31,191)	-	12,083

All transfers relate to Fixed Assets which are reported as designated funds.

24 Movements in funds 2024

	At the start of the year £000	Incoming resources and gains £000	Outgoing resources and losses £000	Transfers £000	At the end of the year £000
Restricted endowment funds:					
[A] New Farleigh Fund	1,667	-	(57)	-	1,610
[B] Lantern Suite Fund	474	-	(13)	-	461
[C] Big Lottery Fund	103	-	(2)	-	101
[D] Walter Farthing Fund - Permanent	377	21	-	-	398
	2,621	21	(72)	-	2,570
Restricted income funds:					
[E] Restricted legacy, donation and grant funds	90	71	(130)	-	31
[F] Farleigh Homecare Fund	4	-	-	-	4
[G] Friends of Farleigh	4	5	(7)	-	2
[H] Maldon Fund	105	-	(16)	-	89
	203	76	(153)	-	126
Total restricted funds	2,824	97	(225)	-	2,696
Unrestricted funds:					
Designated funds:					
[I] Fixed Asset Fund	3,583	-	(82)	75	3,576
[L] Farleigh in Maldon Fund	212	-	-	-	212
Total designated funds	3,795	-	(82)	75	3,788
[K] Unrestricted income funds - general reserves	6,900	26,743	(27,027)	(75)	6,541
Total unrestricted funds	10,695	26,743	(27,109)	-	10,329
Total Funds	13,519	26,840	(27,334)	-	13,025

All transfers relate to Fixed Assets which are reported as designated funds.

Purposes of restricted funds

- [A] The New Farleigh Fund was set up specifically to fund the construction and equipping of the hospice building in Chelmsford.
- [B] The Lantern Suite Fund refers to funds raised to build and equip the Lantern suite extension to the hospice.
- [C] The Big Lottery Fund grant relates to the funding of a healing garden at the hospice.
- [D] The Walter Farthing Fund are endowed funds held to generate unrestricted income for general charitable purposes.
- [E] Farleigh Hospice receives a number of legacies, donations and grants that where the donors restrict their purposes. These are accounted for separately but collated for reporting purposes.
- [F] The Farleigh Homecare fund is set up to specifically support patients staying at home and is used for equipment purchases and hardship funding.
- [G] The Friends of Farleigh funds are those held directly by the Friends of Farleigh support group. Farleigh Hospice does not have direct access to these funds until they are paid across as a donation.
- [H] The restricted Maldon fund represents funds donated specifically for the refurbishment of running of the Maldon premises.

Purposes of designated funds

- [I] The Fixed Asset Fund represent funds which have been designated to cover the value of Fixed Assets.
- [J] The Members Guarantee Fund balance £250 (2024:£235) represents funds received in advance to cover the members liability if the charity was to be wound up.
- [L] The trustees have designated a specific fund to provide funding towards the refurbishment/running of the new day hospice premises in Maldon. Due to the DHSC capital grant funding and changes to plans for the property. The trustees have now released this fund.
- [M] The fixed assets purchased under the DHSC Capital Grant monies are held in a designated fund.

Purposes of unrestricted general funds

- [K] Unrestricted general funds are held to bridge the gap between income and expenditure and to cover any unplanned events.

25 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2025 £000	2024 £000
Net expenditure for the reporting period (as per the statement of financial activities)	(931)	(607)
Depreciation charges	132	154
Dividends and interest from investments	(366)	(308)
(Profit)/loss on the disposal of fixed assets	-	-
(Increase)/Decrease in stocks	(7)	2
(Increase)/Decrease in debtors	(595)	84
Increase in creditors	866	724
Net cash provided by operating activities	(901)	49

26 Analysis of cash and cash equivalents

	At 1st April 2024 £000	Cash flows £000	At 31st March 2025 £000	At 1st April 2023 £000	Cash flows £000	At 31st March 2024 £000
Cash at bank and in hand	1,961	3,278	5,239	1,961	(877)	1,084
Notice deposits (less than 3 months)	3,809	(2,136)	1,673	3,809	(292)	3,517
Total cash and cash equivalents	5,770	1,142	6,912	5,770	(1,169)	4,601

27 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2025	2024	2025	2024
	£000	£000	£000	£000
Less than one year	368	326	21	21
One to five years	702	813	57	57
Over five years	-	-	-	-
	1,070	1,139	78	78

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2025	2024	2025	2024
	£000	£000	£000	£000
Less than one year	302	262	21	21
One to five years	504	550	57	57
Over five years	-	-	-	-
	806	812	78	78

28 Capital commitments

There were no capital commitments at the balance sheet date. (2024: nil).

29 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £5. Members pay guarantee funds in advance and they are held in a separate designated fund.



Thank you



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