

Trustees Annual Report & Accounts

2024/2025



Contents

4. Welcome
5. Mission, Vision & Values
6. Strategic Report
8. The Year in Focus – People
9. The Year in Focus – Care
10. The Year in Focus – Digital Optimisation
11. The Year in Focus – Sustainability
12. Our Year in Numbers
13. Mick's Story
14. Financial Review
20. Key Risks & Uncertainties
22. Statement of Trustee Responsibilities
23. Structure – Governance & Management
26. Independent Auditor's Report
30. Consolidated Statement of Financial Activities
31. Consolidated Balance Sheet
32. Charity Balance Sheet
33. Consolidated Cash Flow Statement
34. Notes to the Financial Statements
54. Administrative Information



Welcome

We are really pleased to present the Trustees Annual Report and Accounts for the year ended 31 March 2025.

Although it has been another tough year for income we benefitted from two additional grants from NHS Urgent and Emergency Care, which focused on trying to keep patients out of hospital, and helping them to put their affairs in order by writing an Advance Care Plan. These extra pots of funding were gratefully received and made a significant difference to people in our community.

Our supporters went the extra mile as usual to help us raise voluntary income in our 40th year – for which we are extremely grateful. This saw a year long set of events and products – all with a 40th theme – we even made our own East Lancashire Hospice gin!

We also had an unannounced inspection from our regulators, the Care Quality Commission (CQC) and in August 2024 we were rated as “Outstanding” again. To arrive at this rating, the CQC spoke to staff, volunteers, patients, carers and family members and external stakeholders – so thank you to everyone.

2024/2025 was also a year of planned investment as the Board look to the next 40 years. As a result, we finished the year with a planned deficit (£570,179) and remain confident that we are using our funds wisely and our actions will benefit the people of Blackburn, Darwen, Hyndburn and the Ribble Valley.

All of our services are provided free of charge and enabling us to do that is a group of volunteers without whom we could not do what we do. So, first of all a big thank you to you all.

We also want to extend our thanks to one of our trustees who retired this year – after many years of service. We said farewell to trustee Ian Willock after 14 years in January 25. Ian’s contribution in quality improvement and general commercial activity will be sorely missed.

And finally, our sincere thanks go to our amazing staff without whom the Hospice wouldn’t exist – they make us the outstanding Hospice we are.



Graham Parr



Hilary Barrett

Mission, Vision & Values

Our Mission

To support and care for patients with a life limiting illness, in Blackburn, Darwen, Hyndburn and the Ribble Valley and those important to them. To provide care that puts the individual’s health and wellbeing at the centre of everything we do.

Our Vision

To enable people to make the most of life by focusing on what is important to them and helping them achieve the things that matter most.

Our Values

We commit to:

Care | Listen | Respect | Work Together

Our Aims

To Thrive – we will increase our resilience in all that we do

To Reach – we will increase the number of people we care for in the community and raise awareness of what we do

To Innovate – we will offer new services and constantly seek to develop new ways of delivering those services to meet the needs of our patients, their friends and families

In order to achieve these aims over the next three years (2023–2026), we have set out four key priorities:

Priority 1 – People – We will invest in and support our staff and volunteers to be the best they can be

Priority 2 – Care – We will continue to innovate and develop our services to meet the needs of our diverse community

Priority 3 – Digital Optimisation – We will ensure that our IT infrastructure and systems are robust, and support our ambitious strategy by providing digital solutions to the delivery and reach of our services

Priority 4 – Sustainability – We will manage our charity efficiently and effectively to ensure long-term sustainability

Strategic Report

The Trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ending 31 March 2025, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

What we do

The Trustees believe that the charity provides a public benefit as its principal activity and complies with the Charities Act and guidance published by the Charity Commission.

Our principal activity (as defined in our Memorandum and Articles of Association) is to enhance the quality of life for individuals with a life limiting illness.

The aim is to provide specialist, supportive and end of life care to any adult in the communities we serve (i.e. Blackburn, Darwen, the Ribble Valley and Hyndburn).

We do this without discrimination, free of charge and, wherever possible, in the place of their choice. We offer support to them, their relatives, carers and friends.

Referrals are accepted from a variety of Health Care Professionals and patients can self-refer to many of our services with places offered according to need.

Our care is provided in various settings including within the Hospice itself, on our Inpatient Unit or on an outpatient basis and alternatively within the community in patients' own homes.

In more detail, this includes:

- **A ten-bedded Inpatient Unit (IPU)** where specialist palliative and end of life care is delivered by a multidisciplinary team
- **A community team** which consists of Clinical Nurse Specialists (who work with General Practitioners and other Health Care Professionals). It also consists of a multi-skilled Hospice@Home team who support the provision of palliative and end of life care in people's own homes
- **Single Point of Access for Night Support** to maximise the opportunity for responsive intervention that supports the person achieving a preferred place of care, whilst also aiming to prevent avoidable admissions

• Support and Wellbeing services consisting of:

- Creative and Supportive therapies
- Family Support including Counselling and Bereavement support
- Complementary therapies
- Palliative care physiotherapy
- Outpatient clinics

In addition to face-to-face consultations at the hospice, we have continued to offer our support and wellbeing services either in the hospice or virtually (where appropriate) to meet the needs of our patients.

We work collaboratively with other Health Care Providers and have continued to host a range of clinics for example, for people with Motor Neurone Disease, a Parkinson's drop in, as well as the regular specialist palliative care consultant-led outpatient clinics.

We also provide specialist, generalist and end of life palliative care education within our hospice and to the wider community.

Our philosophy of care is that we care for the whole person be that physically, socially, emotionally or spiritually. Our services support people with a life limiting illness from the first days of uncertainty through to the last days of life and death. Beyond that, we continue to support the family through bereavement.

The need for high quality palliative care continued to grow as we saw more complex needs, later presentation and more patients with multiple comorbidities, not just a single diagnosis such as cancer. Our multidisciplinary teams ensure we can address this.

"I would like to thank you so much, as you gave me hope when I was feeling quite low and helped me to accept my feelings of grief.

I would recommend East Lancashire Hospice Bereavement Counselling for anyone struggling to come to terms with a loss of a loved one." - Bereavement Counselling Patient

The Year in Focus

Priority 1 – People

‘We will invest in and support our staff and volunteers to be the best they can be.’

- Over the past 12 months, we have delivered a wide range of wellbeing activities designed around the four pillars of wellbeing: physical, social, financial, and emotional. In total, over 1,560 hours of wellbeing support were provided, including two dedicated Wellbeing Weeks and 122 hours of one-to-one conversations with staff and volunteers. These efforts reflect our ongoing commitment to supporting the health and resilience of our hospice team.
- To enhance the volunteer experience, we introduced a new volunteer support group, offering a space for volunteers to openly share their experiences, discuss any challenges they face, and provide valuable feedback. This initiative not only supports volunteer wellbeing but also helps us continuously improve how we engage and support our volunteer community.
- As part of our 40th anniversary celebrations, we held a summer garden party to mark this significant milestone. The event was a heartfelt thank you to our staff – past and present – our dedicated volunteers, and the wider community who have supported the hospice over the years. It was a joyful occasion that celebrated the people at the heart of our work and the collective impact we have made over four decades.
- We continued our investment in our team using external trainers (sector experts) – we know that this helps to create a loyal and high performing team – for our clinical and non clinical staff.
- We want to be an “employer of choice” and part of that aim means that we are constantly looking for ways to improve our culture and values. We committed to our staff that we would do this and scoped out what our culture project would look like. We are part way through this project.
- We continued to hear feedback from our team through engagement activities including Tea n Toast (held quarterly for all staff and volunteers), Hospice Leadership Team meetings (held quarterly, attended by Heads of Department, Team Leaders and the CEO and Senior Leadership Team and then cascaded to the wider teams at team meetings). Our Wellbeing and Support activities also play a huge part in keeping us alert to the needs of our people. These touchpoints are vital for us to keep the flow of information moving and enable us to react to requests/needs/challenges in a timely fashion.
- We widened our education provision and opened this to external health and care providers meaning our core schedule included: The Shoulds, Musts and Oughts of Bereavement Support, Advance Care Planning, Opening the Spiritual Gate and Suicide Risk Assessment (for hospice staff) and latterly Dementia Awareness. The presence of external participants significantly enhances shared learning, builds relationships and provides an opportunity to build awareness of hospice services.

Priority 2 – Care

“We will continue to innovate and develop our services to meet the needs of our diverse community.”

- We invested in training and development for our Clinical Nurse Specialist (CNS) team to strengthen skills, build confidence, and enhance the quality of patient care. This initiative has already improved team cohesion and clinical effectiveness, with ongoing development programmes planned to further support professional growth.
- Staff Nurse roles within our Hospice at Home (H@H) service were expanded in response to increased demand and greater complexity. This has improved our capacity to deliver timely, compassionate care in the community, and we plan to continue growing the team to meet future needs and broaden our reach.
- We worked closely with Intensive Home Support Service (part of the NHS) to improve the responsiveness for patients requiring fast track services – our Supportive Care Coordinators and Hospice@Home nurses in particular were central to this.
- In response to our experience of working with more patients living with Dementia we have increased our expertise and invested in a ‘Train the Trainer’ programme so that our team can be continuously trained for our patient’s benefit.
- Having resumed our complementary therapy service, we extended our reach further by introducing therapeutic group sessions as well as 1:1 treatments.
- We successfully rolled out ePrescribing, a key step in making our clinical processes more effective and improving our patient experience. It has enhanced medication safety, improved efficiency, and reduced administrative burden, with future plans to integrate further digital tools that support clinical excellence.
- We committed to investing in our clinical teams to strengthen the foundation for cross-departmental working including outreach to enhance our ability to be flexible to patient need and changing circumstance. This being in keeping with national and local drivers for community-based provision, achievement of preferred place of care/death and appropriate admission avoidance. The emphasis, during this time, on working collaboratively with key partners and enhancing existing relationships underpins future success.
- The UEC Winter Pressures Project resulted in a range of incremental engagement activities encompassing vulnerable groups within our communities including Maundy Relief and T.H.O.M.A.S. as well as ELHT Intermediate Care Allocation Team (ICAT) and Intensive Home Support Service (IHSS). This work enabled greater understanding of hospice services and served to secure an increase in timely referral and responsiveness to patient need. The work has provided a strong basis for future work despite funding being limited to the four-month winter period.
- Our services were represented on World Suicide Prevention Day (WSPD) by our Head of Support and Wellbeing Therapies who, supported by the Hospice, is also a member of the Blackburn with Darwen “Speak their Name” project. This is a peer support group bringing together those bereaved by suicide, to remember their loved ones through the creation of a memorial quilt, share experiences and provide support in a safe and confidential space. The quilt, a work in progress, was displayed at the Blackburn with Darwen event. Our Family Support Services are continuously establishing close connections with such local providers in support of onward referrals and signposting of patients/families to community providers where appropriate.

Priority 3 – Digital Optimisation

"We will ensure that our IT infrastructure and systems are robust, and support our ambitious strategy by providing digital solutions to the delivery and reach of our services."

- A significant data project was launched to improve data management and support evidence-based decision-making across the organisation. The initial phase has already enhanced data accuracy and accessibility, with future plans to inform strategic planning and service delivery.
- We agreed to appoint an in-house Head of IT, a pivotal step in strengthening our digital infrastructure. This role will improve responsiveness to internal IT needs, and going forward, will drive the development of a long-term digital strategy aligned with our organisational goals.
- Key hardware upgrades were implemented to ensure our systems meet the evolving needs of our services and teams. These upgrades have already improved system reliability and user experience, with further plans to continued upgrades and the enhancement of cybersecurity over the coming year.



Priority 4 – Sustainability

'We will manage our charity efficiently and effectively to ensure long term sustainability.'

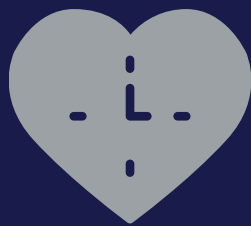
- As part of our growth strategy for voluntary income, we successfully opened a new KIDS shop this year, marking a key step in the expansion of our retail portfolio. Alongside this, we began negotiating additional shop leases to support our continued growth plans for 2025 and beyond.
- Combined with increased turnover across our existing shops, the addition of the KIDS shop contributed to an impressive 18% rise in overall retail income – demonstrating the strength of our trading strategy and the continued support of our local communities.
- Our Digital Christmas Appeal was another major success, with strong engagement driven by the creative use of film. The campaign focused on our core services, offering our community a deeper understanding of the care we provide and the impact of their support. This storytelling approach not only raised funds but also strengthened our connection with donors.
- Our Annual Ball, held in November, was a tremendous success. This sold-out event focused on celebrating 40 years of East Lancashire Hospice and raised over £38,000. The evening was made possible through the continued generous sponsorship of Cardboard Box Company Ltd; a long-standing corporate partner whose support remains invaluable to the Hospice.
- We also saw a 15% increase in voluntary income – an encouraging sign of the continued generosity and commitment of our supporters. This growth places us firmly on track to achieve our target of a 30% increase in voluntary income by 2026.
- We continue to invest in areas of expertise with consultants where we need them. We invested in the services of a Trusts and Grants consultant and already have received over £30,000 – confirming to us that this income stream should be invested in for our future sustainability.
- We continue to scrutinise every penny we spend to make sure we are always achieving the best Value for Money.

Our Year in Numbers

2024- 2025



Hospice at Home team carried out 2,321 visits



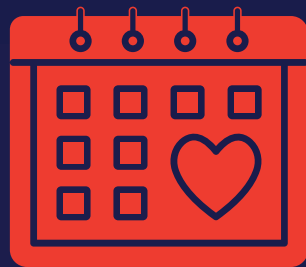
Hospice at Home team gave 9,412 hours of care to patients in the community



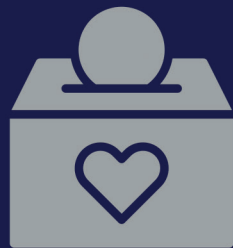
10 beds on the Inpatient Unit



98,010 items sold in our charity shops



Patients in the community were cared for by the Hospice at Home team for an average of 71.5 days



4,594 people made a donation to the hospice



31% of Hospice at Home patients that were cared for had non-cancer life-limiting illnesses



1,500 pies sold by Café Retreat



42 new members of staff



Mick's Story

Mick first used East Lancashire Hospice's bereavement services eight years ago following the death of his mother Eunice.

The former gardener, who has heart disease, was looked after by his mum after he suffered a huge heart attack which led to open heart surgery.

"My mum was a diamond, and looked after me when I had my heart attack. I may never get over losing my mum – but the bereavement sessions at the hospice have helped. I know that there are people here for me."

Alongside using the bereavement services at the hospice, Mick also attends the Creative and Support Therapies (CaST) sessions each week, where he enjoys getting involved in a range of complimentary sessions including art, crafts, singing and more.

"When my mum died, I had a mental breakdown and the

group has helped me to come back slowly. I feel like I am under a constant grey cloud – but the staff and the other patients have tried to help me through my journey. When I come to the hospice, I feel like the world is a little better.

"Coming to the hospice provides me with a change of scenery and for me, that helps. I don't think I'd still be here if it wasn't for East Lancashire Hospice. Everyone is so friendly and they all try and help you. Everyone is dealing with something, and I have made some lovely friends."

One of the therapies Mick enjoys most during the CaST sessions is painting. In particular, creating abstracts using watercolours.

Mick has used a range of services provided by the hospice and also enjoys using the Complementary Therapy services; in particular, the aromatherapy massage, and

jacuzzi bathing services, which help him to relax both his mind and body.

Mick, who uses a wheelchair, said: "I don't have the facilities at home to have a bath. At the hospice, I really enjoy using the bathing service. There are twinkling lights and you can have music playing whilst you bathe. It's so relaxing – and it really helps my legs too."

Mick, who gets taken to and from the hospice via Patient Transport from his home in Oswaldtwistle, added: "They are all stars here. All the staff and volunteers deserve a medal. Everybody is so caring, and so kind, and they are there for you."

Speaking to people who have never been to the hospice before, Mick said: "I wouldn't be nervous. The Hospice is a special place. It's full of happiness even on the dark days."

40th Year

We celebrated all year and looked back to look forward for the next 40 years. Our journey is summarised in a timeline which is proudly displayed in the Hospice and we produced a "Forty Faces" magazine with features written by some of the people (past and present) who have made us what we are today.

The culmination for staff and volunteers, supporters, stakeholders and dignitaries was a well attended garden party with food, drink, entertainment, music and dancing.

Financial Review

The Statement of Financial Activities for the year is set out on page 30. A summary of the financial results and the work of the Charity are detailed below.

The group's results show a net operational deficit (before investment gains/losses) of £257,439 for the year following a deficit of £752,511 in the year to 31 March 2024.

Total income is up by £646,277 (17.4%) and expenditure has increased by £151,205 (3.4%). Income being above budget is the main reason for the reduced deficit.

Inflation and increasing salary costs account for the majority of resources expended as the hospice continues to invest in its people, for example training and recruitment costs have almost doubled this year when compared to 2023/24.

The Charity's total net deficit for the year, including investment losses of £312,740, is £570,179 and it is the loss on investments that have significantly impacted the net position at 31st March 2025. It should also be noted that the Charity's investments had shown a gain of £1,297,778 in the previous financial year and performance is monitored on a regular basis.

More detail relating to income and expenditure is provided below.

Income

This year has seen us invest to grow across all we do, we joined the Hospice UK legacy campaign, agreed to recruit more lottery players and continued to grow the number of retail shops we have.

The financial climate we are working in is still challenging but we have seen great success and support in many ways. Our supporters continue to do what they can, when they can, to support the Hospice, for which we are so grateful.

This year our voluntary income has grown but there is more to do. Below we have commented in more detail how we have raised income for the hospice.

Events

We saw a great response to our events this year and had the biggest turnout for our annual Pub Walk, over 1,000 people walked the route and raised £36,000 for the hospice.

We had continued support from Intack Self Drive, a local company that supports the hospice in many ways and Ribblesdale Rotary Club, who ensure the safety and logistics of the route.

The annual ball which is held in November was a huge success with our key messaging focusing on 40 years of East Lancashire Hospice. This was a sell-out event and over £38,000 raised. The event continues to be financially supported by Cardboard Box Company Ltd. a long standing corporate supporter of the Hospice.

We organised our first virtual walk – '60 Miles in March', the key messaging for this event was to ask donors to walk 60 Miles throughout March to support the 60,000 families and carers who are supported by Hospice services throughout the UK each year. This event was a huge success with a closed Facebook group where participants could share their success and feel like they are doing it together as a community. Overall, this raised over £7,000.

Lottery

Continued investment in our face-to-face lottery fundraising has been very positive with growth in lottery numbers, we also introduced a personalised supporter journey for our lottery players focusing on how their support makes an impact.

To facilitate our lottery, we work with two professional fundraising organisations: Sterling Lotteries and Engage and Connect.

Engage and Connect are signing up new lottery players by attending different venues out in the community, from supermarkets to local festivals and events. So far this is going well for us, and we are recruiting more people to play the lottery.

Individual Giving

Our 2024 Christmas Appeal marked a significant milestone – 40 years of caring for our community. Centred around the theme "£40 for 40 Years", we highlighted how a £40 donation could make a tangible difference across our services. The campaign followed a "12 Days of Christmas" format, featuring a series of individual videos shared daily, each showcasing a different aspect of our work. These were complemented by a full-length video, launched on 13th December 24 and available until 1st January 25. Thanks to the generosity of our supporters, the campaign raised over £32,000, helping us continue to provide vital services to those who need them most.

We also sent out our annual Sunflower and Light up a Life appeals, asking our community to make a donation in memory of a loved one, both appeals culminated in two lovely events where our community came together in reflection and remembrance. This year we held LUAL in the hospice garden, a poignant moment for East Lancashire Hospice. We lit up the gardens and invited members of the public to come together at Christmas time to remember those who have sadly died.

We are also thankful to all the supporters who have set up a regular donation throughout the year, providing the hospice with long term, sustainable income.

Gifts in Wills

Legacy giving continues to provide us with a valuable, regular and sustainable income stream. We continue to strengthen our work and investment in this area, in order to grow over the next 3 years and as part of our Income Generation strategy.

We proudly took part in the Hospice UK National Legacy Campaign – *This is Hospice Care* – a powerful national initiative designed to raise awareness about the lasting impact of leaving a gift in a Will. This campaign gave us the valuable opportunity to localise the message, engaging with our own community and highlighting how legacy giving directly supports the future of hospice care in our area. We remain committed to this campaign and continue to use it as a platform to strengthen our legacy messaging.

Our legacy income increased this year, generating £460,369 through gifts in Wills.

Corporate

The 2024/25 Corporate Challenge proved to be another tremendous success, raising over £36,000 in support of the Hospice. We're thrilled to see a growing number of participating companies continuing their commitment beyond the challenge, choosing to support us year-round.

This year, we also launched our Enterprise Heroes scheme – a new initiative allowing smaller businesses to support the Hospice by donating £365 a year (just £1 a day). This scheme is already gaining momentum and helping us build stronger connections within the local business community.

A special thanks goes to The Cardboard Box Company, who have continued their support. In addition to sponsoring our annual ball, they regularly provide gifts in kind and their dedicated staff volunteer at our CaST Christmas party.

Financial Review (continued)

In June 2024, we formed an exciting new partnership with Prestige Beds. For every Alma mattress sold, £10 is donated to the Hospice. This initiative has already raised over £2,000, and the partnership continues to grow in both financial and non-financial support.

We were also honoured to be selected as Senator's Charity of the Year. Their staff have shown incredible enthusiasm and commitment, raising over £4,000 through various fundraising efforts. We're delighted that Senator has chosen to continue the partnership into next year.

Lastly, we were thrilled to receive a generous £25,000 donation from Blackburn Chemicals. This significant contribution will make a huge difference in helping us provide essential care and support to those who need it most.

A huge thank you to all the businesses that support us in so many ways. Whether through donations, sponsorship, fundraising, volunteering, or gifts in kind – your contributions are vital to our work, and we are deeply grateful for your continued support.

Community

Community fundraising continues to play a vital role in supporting the work of the hospice, with a wide variety of events and activities taking place throughout the year.

The ever-popular Gravy Wrestling event attracted over 500 attendees and raised more than £9,000, while individual supporters took on increasingly ambitious challenges – including Dave Clarke, who has now raised over £25,000 in memory of his mum.

Longstanding events like the Star Wars Fan Fun Day raised over £10,000, and our Ramadan campaign, led by volunteer Suleman Khonat, generated £14,000 and strengthened engagement within our Muslim community.

Golf Days, organised by local Rotary groups and families supported by the hospice, collectively raised £21,000. These elements of fundraising do not only provide essential income but also strengthen our connection with the wider community.

Charitable Trusts

This year we have invested in working closely with charitable trusts and foundations to build relationships and increase income. We were delighted to receive funding from the Albert Hunt Trust and the Greenhall Foundation and would like to thank them for their recognition of our work and their very generous donations.

Grant Funding

We received an NHS grant from the Lancashire and South Cumbria Integrated Care Board (which has replaced the CCG structure) – this grant covers about a third of our running costs so we need to raise around £3m to break even.

The hospice is part of a collaborative for Lancashire and South Cumbria (Lancashire and South Cumbria Hospices Together, LSCHT) which liaises with the ICB with one voice.

Whilst the future of the NHS funds we receive is uncertain, we remain positive about our working relationship with the ICB despite not having had an increase to our grant for 2 years, although costs and patient needs have both increased.

Expenditure

Charitable Activities

Staffing remains our single largest cost. Staffing costs were up on last year, mainly because of an increase in staff salaries of 3% from April 2024.

We also paid a bonus of £750 to each member of staff in recognition of the hard work and loyalty of our staff, and as a contribution towards the increasing costs of living.

We benchmark against the pay awards of the NHS and other hospices and try to ensure that our total benefits package is attractive.

NHS England once again continued to fund the NHS Pension costs following the 2016 actuarial valuation. It remains unclear if or when employers will be expected to take this cost on directly.

All costs continue to be carefully monitored to ensure value for money and responsible allocation of resources, overall spending for the year was considerably below budget.

The majority of savings to budget are due to lower than planned staff costs, mainly because of unfilled vacancies due to not being able to recruit people with the required skill set.

Raising Funds

Expenditure on raising funds are those costs incurred in attracting voluntary income through various fundraising initiatives, the hospice lottery and the costs incurred in retail trading activities. There is more detail about how we fundraise in "Key Risks and Uncertainties" on page 20.

Financial Review (continued)

Reserves Policy

Throughout this year the hospice reserves policy, which is to keep a minimum of 24 months running costs (currently 24 months) was observed. The Board of Trustees review the reserves policy annually. The Finance Governance Committee reviews and monitors the performance of our reserves quarterly and reports to the Board.

Reserves and investment reviews encompass all income and expenditure streams, the need to match variable income with fixed commitments and longer term plans to support a sustainable future. When deficits occur, we rely on our reserves to enable us to continue to provide hospice services for our patients and their families.

To strengthen our governance, The Board of Trustees agreed in 2024 to an independent review of our investment policy and the performance of our investment managers. This independent review will be repeated every 3 years.

A prudent approach is taken by the Board of Trustees towards reserves. It is based on our accounts as they currently stand along with a potentially unstable future financial position.

Total reserves as at 31 March 2025 were £15,272,558 (2024: £15,842,737), of which £14,762,717 is unrestricted funds, £1,398 is restricted funds and £508,443 are designated funds. After the deduction from total funds of restricted funds, designated funds and tangible fixed assets the total reserves are £13,301,492. This reserves value currently represents no more than 26 months of budgeted expenditure, which meets the reserves policy.

Some unrestricted general funds from the reserves have been designated from 2024 for the following projects:

- £250,000 I.T. Investment Fund – this is a 3-year investment in I.T. which is part of our Digital Transformation Strategy.
- £175,000 Retail Expansion Fund – these funds have been allocated to expand from 5 to 15 shops over the next 5 years, this is part of our Invest to Grow Strategy.
- £52,500 Maintenance Plan – this is to enable some significant upgrades, and maintenance works to be carried out in 2025/26 and includes some specific items of planned expenditure, for example, additional automatic doors for patients' use.
- £50,000 Brand Project Fund – this is for a brand redesign to be carried out in 2024/25 including roll-out costs.
- £30,000 New Website Fund – this is for the redesign of our hospice website.
- Any surplus to the minimum reserves policy will be used to safeguard future financial sustainability and to finance short- and long-term development plans.

Development plans for the upcoming years include:

- Regularly reviewing and investing in our services to ensure they meet the increasing needs of patients, including employing extra staff.
- Replacing on an ongoing basis patient equipment and enhancing patient facilities.
- Investing in digital technology and equipment.
- Continuing to invest in our gardens and outdoor space for patients, their families and carers, staff, volunteers and our supporters.
- Regular investment in support and educational development for staff and volunteers to ensure we are the best we can be.
- Regular investment to upgrade the hospice environment for patients, visitors, staff and volunteers.

Investment Objectives & Returns

The responsibility for investment matters has been delegated by the Board of Trustees to the Finance Governance Committee (FGC). Three Trustees currently sit on the FGC with one being Chair, together with the Chief Executive and other senior officers. The Committee seeks to achieve maximum returns on the capital within the charity than offered by deposit accounts, and our investments act both as a diversified income stream and reserves. The investment portfolio decreased in value by £312,740 towards the end of the financial year (funds increased by £1,297,778 in 2024). This decrease arose as a result of continued global economic changes and geopolitical events.

The Committee's general strategy, in terms of cash deposits, is to look to invest all funds over and above those required for operational purposes on deposit accounts, spreading the risk across financial institutions. Quarterly meetings provide an opportunity to review the funds and their performance. Returns on cash deposits generated £96,199 (2024: £68,616).

At the start of the financial year, we employed two firms of Investment Managers to manage our investments. Following an in-year review of the performance of the Investment Managers it was decided by the Board to reduce to one firm, CCLA. These managers have total discretion regarding how the funds are invested within agreed guidelines. The Investment Manager provides the Committee with a quarterly asset allocation statement. This is submitted along with summaries to highlight the performance of the portfolio, relative to agreed industry recognised benchmarks.

The Charity's investments would be protected in the unlikely event of the Investment Manager's insolvency, Assets are held separately, in trust, with a nominee company and would therefore not be impacted by the insolvency.

Key Risks & Uncertainties

Each monthly Board meeting has an agenda item to discuss the major risks to the hospice (anything scoring 12 or above). Each governance committee is responsible for checking its own risk register every quarter. The SLT scrutinises the register every quarter. All risks which would be catastrophic for the hospice (but unlikely to happen) are raised at the quarterly Board meeting along with the organisational risk register.

The key risks and uncertainties which the Board considered in 2024/2025 were:

- Recruitment and retention of staff across the Hospice
- The loss of key people – which supported the need for continued succession planning
- The inability to meet patient needs and remain safe – because of vacancies and stretched resources
- The failure to embrace digitalisation opportunities
- The uncertainty about financial support from the ICB and the reliance on voluntary income in a cost-of-living crisis

Plans were agreed to mitigate these risks with the knowledge that some risks would just have to be accepted as ongoing. These risks are continually monitored.

Other risks and uncertainties include:

Income Generation

We remain conscious of the impact that high inflation and global events continue to have on household income. We know that there will be even more pressure on the donor pound in future periods. All our income generation is managed internally by our Income Generation team who are

also responsible for all volunteers who support our fundraising and retailing. We continue to work hard to ensure our supporters' data is secure as well as developing our systems to ensure that our supporters can choose how they would like to be contacted and with what types of communication. We are also aware that we have increasing competition as more charities compete for the same pots of money.

Data Protection and Confidentiality

These are vital to our organisation, and we are fully aware of the reputational risks posed by not managing this area effectively.

Approach to Fundraising

We are committed to practicing the highest standards and we take care to ensure all our fundraising activities reflect the hospice values. We are registered with the Fundraising Regulator and as such monitor ourselves against their recognised standards ensuring that all our fundraising activity complies with the Fundraising Regulator's Code of Fundraising Practice.

Fundraising Complaints

Once again, we did not receive any complaints about our fundraising activities during the year. We strive to always act ethically and responsibly, using best practice when communicating with our supporters, and we strictly adhere to General Data Protection Regulations (GDPR) processes in relation to data usage.

How We Protect Vulnerable People and Members of the Public:

All our supporters are treated as individuals, and we have policies and systems in place for ensuring that

vulnerable people are recognised and treated accordingly.

- We adhere to the Fundraising Regulator's Code of Fundraising Practice and the Fundraising Promise
- We promptly action any requests for removal from our database
- We never sell or pass on the data of any of our donors and supporters to any third parties under any circumstances
- We only work with professional fundraising agencies who can demonstrate a proven track record of best practice in the sector and compliance with the Fundraising Regulator

How we work with and oversee commercial participators/ professional fundraisers

This is fully covered within our policies which are supported by a standard operating procedure which includes a formal agreement that is monitored within our Governance Framework.

Conforming to Fundraising Regulations

Compliance is managed by our Income Generation and Marketing Director and is governed through our Finance Governance Committee. This ensures that fundraising activity is fully compliant with legislation and regulations, and we have internal policies which reflect these.

We have a risk management policy to minimise or as far as it is reasonably practicable eliminate any risks to patients, staff or volunteers, supporters and members of the public in relation to our fundraising activity.

Staff identify and assess risks and put necessary preventable controls in place.

Plans for future sustainability

We continued to implement our strategy which runs till March 2026.

Our 4 priorities describe our plans for sustainability – each priority underpins a key focus for us which, when we connect them all together, provide a firm foundation on which to continue delivering our services.

Our priorities for the year were:

- **People** – we will invest in and support our staff and volunteers to be the best they can be
- **Care** – we will continue to innovate and develop our services to meet the needs of our diverse community
- **Digital Optimisation** – we will ensure that our IT infrastructure and systems are robust and provide digital solutions to the delivery and reach of our services
- **Sustainability** – we will manage our charity efficiently and effectively to ensure long term sustainability

We are committed to developing a green strategy to support (and extend) some initiatives we have already taken. This action plan will be further scoped out in 2025/26.

Statement of Trustee Responsibilities

The Trustees (who are also directors of the East Lancashire 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 Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each year which give a true and fair view of the situation of the charity and of the incoming resources and application of resources of the charity 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 209 (FRS102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity 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 company's auditor is unaware, and the Trustees have taken all steps they ought to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Structure – Governance and Management

Governing document

The charity is a charitable company limited by guarantee and not having share capital is exempt from the requirement to use the word “limited” as part of its name.

It is governed by a memorandum and articles of association and was incorporated on 20th April 1999 to take over from 1st July 1999, the activities of the East Lancashire Hospice Fund, an unincorporated association which was originally founded in 1981.

The charity was entered in the Central Register of Charities with effect from 24th May 1999 and accepted by HM Revenue and Customs as a charity for tax purposes.

Recruitment and appointment of Trustees

On 31st March 2025, the Board of East Lancashire Hospice was made up of 10 Trustees who are all registered volunteers. One Trustee retired in January 2025, leaving 10 actively serving on the Board.

Recruitment is undertaken via a formal, inclusive process, and positions are advertised in a targeted way to meet the skill mix and diversity needs of the Board.

Potential candidates are invited to apply by CV, and a formal process takes place including a panel interview with Trustees and the CEO.

Trustees are appointed for a term of three years and may be re-elected after this period for a further three years.

Trustee induction (spread over two days) consists of an induction pack which incorporates key information on the charity and the responsibilities of being a trustee. Trustees also meet the Senior Leadership Team and other staff and volunteers.

Trustees are also supported to attend appropriate external training events that will assist them in their role. They also undertake mandatory training.

Organisational

The Board of Trustees continue to meet on a monthly basis to direct and manage the governance of the Hospice. The trustees have ultimate responsibility for setting the strategic direction of the hospice and their role is to ensure that the hospice is financially viable and that it meets the needs for which it was set up.

A CEO is appointed by the Board to manage the daily operations of the hospice supported by a Senior Leadership Team. They all have predetermined levels of authority. Matters such as policy, strategy and budgets are prepared for consideration and approval by the trustees who then also monitor the implementation of these plans.

Heads of Department are responsible to the appropriate Senior Leadership Directors who are responsible to the CEO who is in turn responsible to the Board of Trustees.

We have three governance committees each responsible for its own risk and each chaired by a trustee who formally reports to the Board every quarter.

Governance and Management (continued)

The quarterly governance committees are:

- Clinical Governance Committee – CLGC
- Finance Governance Committee – FGC
- Corporate Governance Committee – CGC

They are supported by six sub committees (which also meet quarterly and report to a Governance Committee). They are:

- People and Culture reporting to CGC
- Income Generation and Marketing reporting to FGC
- Non clinical Audit and Health and Safety reporting to CGC
- Infection Control reporting to CLGC
- Equipment User Group reporting primarily to CLGC
- Nutrition and Hydration reporting to CLGC

The membership of each subcommittee is made up of trustees (where needed), Senior Leadership Directors (SLT) and Heads of Department (HODS) who have been selected for their skills, experience and knowledge. Sub committees are chaired by the SLT/HODS.

We opted for Board stability in 24/25 and chose not to add to it.

Related parties and Cooperation with Other Organisations

We continue to work collaboratively with our partners in the ICB, across the system and at Place – all to improve the services, experience and flow for our patients, their families and friends.

We continue to work with partners in the community and to grow our outreach. We are an active member of Lancashire and South Cumbria Hospices Together (LSCHT) – a collective formed at the outset of COVID 19 but continues to flourish and gives greater strength to the voices of hospices (speaking as one) to our system partners ensuring that we are always represented at the table and part of system development.

We are also members of Hospice UK – a national membership body for the sector which campaigns and lobbies on the sector's behalf. We hosted and contributed to one of their reports investigating the financial hardships faced by patients with an EOL diagnosis.

Members of staff continue to be involved in local, regional and national networks which support the sharing of best practices, benchmarking and mutual support in the ever changing and challenging landscape of hospice care.

Pay Policy for Staff

All our Trustees and volunteers give their time freely. They received no pay during the year and claimed minimal expenses.

The Trustees consider the CEO and SLT to be the key management in the hospice, in charge of directing, controlling, running and operating the hospice on a day-to-day basis.

All staff are remunerated according to the responsibilities of their job description (JD).

JDs are reviewed annually as part of the Personal Development Review process – in which everyone participates.

All staff (including the CEO and SLT) receive the same cost of living pay increase and other benefits which are agreed annually by the Board of Trustees.

Our Staff and Volunteers

The hospice is committed to equal opportunities in everything it does. Our values (care, listen, respect and work together) are central to all we do. This continues to mean that anyone who comes in to contact with us is treated fairly, appropriately, with respect and dignity.

Our staff and volunteers are important to us. Every single one of them played a vital role in helping patients, families, the public and each other throughout the year. It's simple – **without them we couldn't do what we do.**

Our volunteers gifted us nearly £500,000 last year in time, so the Garden Party we hosted in June 2024 was a token of our appreciation.

Our volunteer strategy started its development in 2024/25 and will be reported in 2025/26. It has been built on from the feedback of our volunteers.

We continued to ask for feedback in our staff and volunteer surveys and to feedback and act on the results. Often the agendas for our quarterly Tea n Toast meetings are shaped by an issue which might have been raised in the staff survey and we debate the issues honestly and openly. All staff and volunteers are invited to these sessions.

Auditor

The auditor, MHA, previously traded through the legal entity MacIntyre Hudson LLP. In response to regulatory changes, MacIntyre Hudson LLP ceased to hold an audit registration with the engagement transitioning to MHA Audit Services LLP.

MHA will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report, which incorporates the Strategic Report, was approved by the board of Trustees on and signed on its behalf.

...../...../.....

Mr F G Parr – Chairman

Independent Auditor's Report to the Members of the East Lancashire Hospice

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) 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 have been prepared in accordance with applicable legal requirements.

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

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Independent Auditors' Report (continued)

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud, is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations.
- Enquires with management about any known or suspected instances of fraud.
- Review of minutes of board meetings.
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls.
- Review of legal and professional expenditure to identify any evidence of ongoing litigation or enquiries;
- Review of the systems for recording income, and testing of a sample of income transactions throughout the year to check they have been recorded in the accounts and in the correct period.

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

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

Use of report

This report is made solely to the charitable company's members, as a body, in accordance with the 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.

.....
Jack Steer BA(Hons) FCA

Senior Statutory Auditor

For and on behalf of MHA, Statutory Auditor
Preston, United Kingdom

...../...../.....

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542)

Consolidated Statement of Financial Activities (Including Income & Expenditure Account) for the Year Ended 31 March 2025

		Unrestricted funds	Designated funds	Restricted funds	Total funds 2025	Total funds 2024
	Note	£	£	£	£	£
Income from Donations and legacies:						
Donations and gifts		341,592	-	-	341,592	241,872
Legacies		460,369	-	-	460,369	423,763
Charitable activities:						
Integrated Care Board		1,638,285	-	-	1,638,285	1,601,292
Other grants		302,845	-	90,023	392,868	76,348
Catering and other income		129,547	-	-	129,547	108,868
Other trading activities:						
Goods for resale		12,089	-	-	12,089	17,973
Fundraising events		543,158	-	-	543,158	435,702
Lottery		341,709	-	-	341,709	353,282
Shop		326,403	-	-	326,403	275,518
Investments		157,427	-	-	157,427	162,552
Total income	2	4,253,424	-	90,023	4,343,447	3,697,170
Expenditure on						
Raising funds	3	1,019,530	-	-	1,019,530	725,920
Charitable activities	5	3,520,638	40,202	20,516	3,581,356	3,723,761
Total expenditure		4,540,168	40,202	20,516	4,600,886	4,449,681
Net income/(expenditure) before other gains and losses		(286,744)	(40,202)	69,507	(257,439)	(752,511)
Gain/(loss) on investments		(312,740)	-	-	(312,740)	1,297,778
Net income/(expenditure) for the year	7	(599,484)	(40,202)	69,507	(570,179)	545,267
Transfers between funds		94,368	(8,855)	(85,513)	-	-
Net movement in funds		(505,116)	(49,057)	(16,006)	(570,179)	545,267
Reconciliation of funds:						
Total funds brought forward		15,267,833	557,500	17,404	15,842,737	15,297,470
Total funds carried forward		14,762,717	508,443	1,398	15,272,558	15,842,737

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above. The result for the year for Companies Act purposes comprises the net income for the year net of unrealised profits and losses on investments and was a deficit of £257,439 (2024: deficit of £752,511). The notes on pages 34 – 53 form part of these financial statements.

Consolidated Balance Sheet

As at 31 March 2025

		Unrestricted funds	Designated funds	Restricted funds	Total funds 2025	Total funds 2024
	Note	£	£	£	£	£
Fixed assets						
Tangible fixed assets	12	1,461,225	-	-	1,461,225	1,462,111
Investments	13	13,036,274	508,443	-	13,544,717	13,079,353
		14,497,499	508,443	-	15,005,942	14,541,467
Current assets						
Stock		7,225	-	-	7,225	6,025
Debtors	14	342,031	-	-	342,031	242,435
Cash at bank and in hand		479,074	-	1,398	480,472	1,900,313
		828,330	-	1,398	829,728	2,148,773
Creditors: amounts falling due within one year	15	(563,112)	-	-	(563,112)	(847,503)
Net current assets		265,218	-	1,398	266,616	1,301,270
Net assets		14,762,717	508,443	1,398	15,272,558	15,842,737
Represented by:						
Total funds	16	14,762,717	508,443	1,398	15,272,558	15,842,737

These financial statements were approved by the Trustees on

and signed on their behalf by:

Mr F G Parr – Chairman

Mr P Hinnigan – Trustee

Charity Balance Sheet

As at 31 March 2025

		Unrestricted funds	Designated funds	Restricted funds	Total funds 2025	Total funds 2024
	Note	£	£	£	£	£
Fixed assets						
Tangible fixed assets	12	1,440,411	-	-	1,440,411	1,440,680
Investments	13	13,036,374	508,443	-	13,544,817	13,079,453
		14,476,785	508,443	-	14,985,228	14,520,133
Current assets						
Stock		5,250	-	-	5,250	5,250
Debtors	14	391,648	-	-	391,648	281,434
Cash at bank and in hand		442,357	-	1,398	443,755	1,868,943
		839,255	-	1,398	840,653	2,155,627
Creditors: amounts falling due within one year	15	(556,848)	-	-	(556,848)	(841,201)
Net current assets		282,407	-	1,398	283,805	1,314,426
Net assets		14,759,192	508,443	1,398	15,269,033	15,834,559
Represented by:						
Total funds		14,759,192	508,443	1,398	15,269,033	15,834,559

As permitted by s408 Companies Act 2006, the charitable company has not presented its own statement of financial activities and related notes. The charitable company's deficit for the year was £565,526 (2024: surplus of £517,101).

These financial statements were approved by the Trustees on

and signed on their behalf by:

Mr F G Parr – Chairman

Mr P Hinnigan – Trustee

Company registration number 03755216 (England and Wales)

Consolidated Cash Flow Statement

for the year ended 31 march 2025

	2025	2024
	£	£
Net income/(expenditure) for the year	(570,179)	545,267
Adjustments for:		
Investment income	(157,427)	(162,552)
(Gain)/loss on investments	312,740	(1,297,778)
Depreciation	101,091	100,511
(Increase)/decrease in stock	(1,200)	1,038
(Increase)/decrease in debtors	(99,596)	(35,278)
Increase/(decrease) in creditors	(284,391)	63,677
Net cash (used in) / provided by operating activities	(698,962)	(785,115)
Cash flows from investing activities:		
Investment income	157,427	162,552
Purchase of tangible fixed assets	(100,202)	(38,294)
Purchase of investments	(2,425,817)	(1,576,656)
Proceeds from sale of investments	3,624,766	1,513,598
Movement in cash held as investments	(1,977,053)	(3,373)
Net cash (used in) / provided by investing activities	(720,879)	57,827
Change in cash and cash equivalents in the year	(1,419,841)	(727,288)
Cash and cash equivalents at the beginning of the year	1,900,313	2,627,601
Cash and cash equivalents at the end of the year	480,472	1,900,313
Analysis of cash and cash equivalents		
Cash in hand	4,227	3,188
Cash at bank	476,245	1,897,125
	480,472	1,900,313

Total group cash and cash equivalents includes a total of £nil (2024: £557,500) relating to designated funds and £1,398 (2024: £17,404) relating to restricted funds.

Notes to the Financial Statements

for the year ended 31 March 2025

1 Accounting policies

Company information

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The registered office is as stated on page 54. The members of the company are the Trustees named on page 54. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The East Lancashire Hospice meets the definition of a public benefit entity under FRS 102.

The Statement of Financial Activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis.

The charity has availed itself of Paragraph 4(1) of Schedule 1 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 and adapted the Companies Act formats to reflect the special nature of the charity's activities. No separate SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The parent company's result for the year for Companies Act purposes was a deficit for the year was £565,526 (2024: surplus of £517,101).

Going concern

The trustees are required to assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation of the accounts. At the date of approving these accounts, the trustees have a reasonable expectation that the charity has sufficient cash resources to enable it to meet its liabilities as they fall due for at least 12 months from the date of approval. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Fund accounting

General funds are unrestricted funds, which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are set aside by the Trustees out of unrestricted general funds for specific purposes or projects. Restricted funds are those to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the accounts.

Income

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

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.

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 Trust 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 when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. 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.

Income received in advance of an event or provision of other specific provision of other specified service it is deferred until the criteria for income recognition are met.

Trading income is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes where applicable. Income from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably. Lottery income is accounted for when received, to the extent that the company has a right to consideration arising from the performance of its contractual arrangements.

Notes to the Financial Statements (continued)

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.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

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

Expenditure

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

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Detailed analyses of the expenditure, including irrecoverable VAT where applicable, are provided in the notes to the accounts.

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight-line basis over their expected economic lives as follows:

- Short leasehold building improvements – over the period of the lease
- Fixtures, fittings and equipment – over 5 years

Investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Stock

Stock is included at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed, on the basis that it is considered impractical to measure the fair value of goods donated for resale, and the costs of valuation outweigh the benefit to users of the accounts and the charity of this information.

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.

Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

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

Operating leases

Rentals applicable to operating leases are charged to the SOFA on a straight-line basis over the term of the lease.

Pensions

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions payable for the year are charged in the SOFA. The company also contributes to a multi-employer defined benefit scheme. As the proportion of the fund attributable to The East Lancashire Hospice cannot be calculated this scheme has been treated as if it was a defined contribution scheme.

Notes to the Financial Statements (continued)

Taxation

The company is a registered charity and therefore exempt from taxation.

Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Judgements and key sources of estimation uncertainty

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

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

The Trustees do not believe that there are any estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

2 Income

	Unrestricted funds	Restricted funds	2025
	£	£	£
Donations and legacies:			
Donations and gifts	341,592	-	341,592
Legacies	460,369	-	460,369
Charitable activities:			
Integrated Care Board	1,638,285	-	1,638,285
Other grants	302,845	90,023	392,868
Catering and other income	129,547	-	129,547
Other trading activities:			
Goods for resale	12,089	-	12,089
Fundraising events	543,158	-	543,158
Lottery	341,709	-	341,709
Shop	326,403	-	326,403
Investments	157,427	-	157,427
	4,253,424	90,023	4,343,447

	Unrestricted funds	Restricted funds	2024
	£	£	£
Donations and legacies:			
Donations and gifts	241,872	-	241,872
Legacies	423,763	-	423,763
Charitable activities:			
Integrated Care Board	1,601,292	-	1,601,292
Other grants	56,823	19,525	76,348
Catering and other income	108,868	-	108,868
Other trading activities:			
Goods for resale	17,973	-	17,973
Fundraising events	435,702	-	435,702
Lottery	353,282	-	353,282
Shop	275,518	-	275,518
Investments	162,552	-	162,552
	3,677,645	19,525	3,697,170

Notes to the Financial Statements (continued)

3 Expenditure

	Direct costs	Support costs	2025
	£	£	£
Expenditure on raising funds:			
Goods for resale	8,765	1,638	10,403
Fundraising events	452,525	39,312	491,837
Lottery	167,121	22,932	190,053
Shop	304,234	-	304,234
Investment management costs	23,003	-	23,003
	955,648	63,882	1,019,530
Expenditure on charitable activities:			
Hospice (note 5)	2,990,036	591,320	3,581,356
	3,945,684	655,202	4,600,886

	Direct costs	Support costs	2024
	£	£	£
Expenditure on raising funds:			
Goods for resale	11,326	1,339	12,665
Fundraising events	284,114	32,140	316,254
Lottery	96,636	18,749	115,385
Shop	247,352	-	247,352
Investment management costs	34,264	-	34,264
	673,692	52,228	725,920
Expenditure on charitable activities:			
Hospice (note 5)	3,240,318	483,443	3,723,761
	3,914,010	535,671	4,449,681

All expenditure on raising funds was unrestricted in the current and previous year.

4 Support costs

	2025	2024
	£	£
Salaries	531,599	427,375
Motor and travel	515	55
Printing and stationery	7,269	11,094
Postage	14,775	17,399
Telephone	25,954	24,388
Computer support	58,649	42,579
Other staff costs	8,458	8,039
Sundry expenses	7,983	4,742
	655,202	535,671

5 Expenditure on charitable activities – Hospice

	Hospice and specialised palliative care services	
	2025	2024
	£	£
Salaries	2,676,799	2,612,138
Training and recruitment	79,696	40,871
Property costs	138,067	143,353
Provision of care services	176,473	185,554
Repairs and maintenance	79,715	87,018
Motor and travel	8,467	9,557
Sundry	42,038	36,618
Depreciation	91,616	92,777
Irrecoverable VAT	8,304	9,039
Governance costs (note 6)	32,131	23,929
Support costs allocated	590,665	482,907
	3,923,971	3,723,761
Exceptional item (see below)	(342,615)	-
	3,581,356	3,723,761

The exceptional item arose due to a change in accounting estimate in relation to accrued expenditure.

Expenditure on charitable activities was £3,581,356 (2024: £3,723,761) of which £3,520,638 was unrestricted (2024: £3,718,522), £40,202 was designated (2024: £nil), and £20,516 was restricted (2024: £5,239).

Notes to the Financial Statements (continued)

6 Governance costs

	2025	2024
	£	£
Audit	13,250	11,750
Trustees' liability insurance	1,200	423
Legal and professional fees	17,026	11,220
Support costs allocated	655	536
	32,131	23,929

7 Net income

	2025	2024
	£	£
Stated after charging:		
Depreciation	101,091	100,511
Operating leases	77,670	61,979
Audit fee – charity and consolidated accounts	9,955	9,050
Audit fee – subsidiary	3,295	2,700

8 Analysis of staff costs, Trustee remuneration and expenses, and cost of key management personnel

	2025	2024
	£	£
Payroll costs were:		
Wages and salaries	3,061,703	2,819,342
Social security costs	275,388	250,054
Pension costs	228,983	216,823
	3,566,074	3,286,219

The number of employees whose remuneration for the year exceeded £60,000 was:

	2025	2024
	£	£
£60,000 to £69,999	2	1
£70,000 to £79,999	2	1
£90,000 to £99,999	1	1

Of the employees whose remuneration exceeded £60,000, there are four employees (2024: one) accruing benefits under defined benefit pension schemes.

The Trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2024: £nil) neither were they reimbursed expenses during the year (2024: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2024: £nil). Trustees made donations to the charity totalling £2,375 (2024: £1,688).

The key management personnel of the group comprise the key staff identified in the Trustees' Annual Report. The total employee benefits of the key management personnel of the group were £342,003 (2024: £332,597).

9 Staff numbers

The average monthly head count was 116 staff (2024: 125 staff), being 82 (2024: 94) care staff, 18 (2024: 15) fundraising staff, and 16 (2024: 16) administration staff.

10 Related party transactions

There were no related party transactions during the current or prior year, apart from any disclosed above relating to the Trustees.

11 Pension commitments

The charity participates in a multi-employer defined benefit scheme, operated through the National Health Service. The assets of the scheme are held separately by the National Health Service Superannuation Scheme. Contributions to the scheme are charged to the statement of financial activities as these are incurred. This pension scheme does not have a real pension fund but, as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employers. As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to The East Lancashire Hospice. Therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme.

The charity also operates a stakeholder defined contribution scheme.

The total contributions made during the year represent contributions to the funds of £228,983 (2024: £216,823). At the year end the charity had outstanding contributions of £37,078 (2024: £24,876).

Notes to the Financial Statements (continued)

12 Tangible fixed assets

	Short Leasehold Building Improvements	Fixtures, Fittings, Equipment & Motor vehicles	Charity Total	Subsidiary Fixtures, Fittings, Equipment & Motor vehicles	Group Total
	£	£	£	£	£
Cost					
At 1 April 2024	4,221,719	619,010	4,840,729	69,971	4,910,700
Additions	-	91,347	91,347	8,855	100,202
Disposals	-	-	-	-	-
At 31 March 2025	4,221,719	710,357	4,932,076	78,826	5,010,902
Depreciation					
At 1 April 2024	2,855,555	544,494	3,400,049	48,537	3,448,586
Charge for the year	57,922	33,694	91,616	9,475	101,091
Eliminated on disposals	-	-	-	-	-
At 31 March 2025	2,913,477	578,188	3,491,665	58,012	3,549,677
	-	-	-	-	-
Net book value					
At 31 March 2025	1,308,242	132,169	1,440,411	20,814	1,461,225
	-	-	-	-	-
At 31 March 2024	1,366,164	74,516	1,440,680	21,434	1,462,114
	-	-	-	-	-

All tangible fixed assets relate to unrestricted funds in both 2025 and 2024.

At the year-end there were capital commitments of £nil (2024: £16,971).

13 Fixed asset investments

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Investments in subsidiary companies	-	-	100	100
Other investments	13,544,717	13,079,353	13,544,717	13,079,353
	13,544,717	13,079,353	13,544,817	13,079,453

Total group fixed asset investments includes a total of £508,443 (2024: £nil) relating to designated funds and £nil (2024: £nil) relating to restricted funds.

Investments in subsidiary companies

The charity owns the whole of the issued share capital of The East Lancashire Hospice Shops Limited (company number 04660703), which is incorporated in England and Wales. The subsidiary is used for non-primary purpose trading, namely the sale of donated goods through several shops. All activities have been consolidated on a line-by-line basis.

In the opinion of the Trustees, the investment in the charity's subsidiary undertaking is worth at least the amount at which it is stated in the balance sheet of £100. A summary of the results for the trading company as show below:

	2025	2024
	£	£
Turnover - shop sales	326,403	275,518
Cost of sales	(17,003)	(18,498)
Gross profit	309,400	257,020
Administrative expenses	(287,231)	(228,854)
Other operating income	-	-
Profit / (loss) for the year	22,169	28,166
Amounts gift aided to charity	(26,822)	-
Retained profit / (loss) for the year	(4,653)	28,166
Retained earnings brought forward	8,178	(19,988)

Notes to the Financial Statements (continued)

13 Fixed asset investments (continued)

Retained earnings carried forward	3,525	8,178
The aggregate of the assets, liabilities and funds of The East Lancashire Hospice Shops Limited was:		
Fixed assets	20,814	21,434
Current assets	79,311	52,725
Current liabilities	(96,500)	(65,881)
Funds	3,625	8,278

Other investments

	Group and charity	
	2025	2024
	£	£
Market value		
As at 1 April 2024	13,079,353	11,715,144
Additions	2,425,817	1,576,656
Disposals	(3,624,766)	(1,513,598)
Movement in cash deposits held as investments	1,977,053	3,373
Change in market value	(312,740)	1,297,778
As at 31 March 2025	13,544,717	13,079,353

Listed investments are represented by:

	Group and Charity	
	2025	2024
	£	£
Fixed interest	-	684,868
Equities	-	2,099,004
Alternatives	-	359,711
Property	-	37,248
Investment trust and unit trust	11,468,882	9,799,740
Cash	2,075,835	98,782
	13,544,717	13,079,353

14 Debtors

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	16,730	9,182	16,730	9,182
Prepayments and accrued income	242,911	157,699	205,201	140,980
Amounts owed by group undertakings	-	-	90,236	59,579
VAT recoverable	82,390	75,554	79,481	71,693
	342,031	242,435	391,648	281,434

All debtors relate to unrestricted funds in both 2025 and 2024.

15 Creditors: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Lottery payments in advance	46,395	43,953	46,395	43,953
Accruals and deferred income	377,731	626,393	371,652	620,528
Trade creditors	77,502	123,122	77,317	122,685
Other taxes and social security	61,484	54,035	61,484	54,035
	563,112	847,503	556,848	841,201

All creditors relate to unrestricted funds in both 2025 and 2024.

Notes to the Financial Statements (continued)

16 Funds

Restricted funds

	Brought forward at 31 March 2024	Income	Expenditure	Gains, losses and transfers	Carried forward at 31 March 2025
	£	£	£	£	£
Support & Wellbeing	464	-	(90)	-	374
Co-op Community Fund	1,024	-	-	-	1,024
Recliner Appeal	15,916	3,010	(18,926)	-	-
Bathing Service	-	1,000	(1,000)	-	-
CAST Donation	-	500	(500)	-	-
Hospice UK capital funding	-	85,513	-	(85,513)	-
	17,404	90,023	(20,516)	(85,513)	1,398

Purpose of the restricted funds:

The Support & Wellbeing Fund is a patient donation for patient activities. This had not been fully spent at the year end.

The Co-op Local Community Fund was funding received for the choir. This had not been spent at the year end.

The Recliner Appeal Fund are public donations received for recliner chairs and overbed tables to be used in each room on IPU. The funds were fully spent in the year.

The Bathing Service Fund was a donation from the family of a patient for ongoing costs to deliver the bathing service. The funds were fully spent in the year.

The CAST Donation Fund was donation from the family of a former staff member to deliver CAST (Creative and Support Therapies). The funds were fully spent in the year.

The Hospice UK capital funding was allocated through Hospice UK from the Department of Health and Social Care. The amount has been fully spent in the year on capital items, and therefore a transfer has been made to unrestricted funds.

Unrestricted funds

	Brought forward at 31 March 2024	Income	Expenditure	Gains, losses and transfers	Carried forward at 31 March 2025
	£	£	£	£	£
Unrestricted fund	15,259,655	3,953,843	(4,235,934)	(218,372)	14,759,192
Non-charitable trading	8,178	299,581	(304,234)	-	3,525
	15,267,833	4,253,424	(4,540,168)	(218,372)	14,762,717

Designated funds

	Brought forward at 31 March 2024	Income	Expenditure	Gains, losses and transfers	Carried forward at 31 March 2025
	£	£	£	£	£
IT investment fund	250,000	-	(32,646)	-	217,354
Retail expansion fund	175,000	-	(4,163)	(8,855)	161,982
Brand project fund	50,000	-	-	-	50,000
New website fund	30,000	-	-	-	30,000
Maintenance plan	52,500	-	(3,393)	-	49,107
	557,500	-	(40,202)	(8,855)	508,443

Purpose of the designated funds:

Designated funds are set aside by the Trustees out of unrestricted general funds for specific purposes or projects. The trustees have set aside amounts as follows:

- IT investment fund – this is for a 3-year investment in IT including the first year of digital transformation
- Retail expansion fund – this is to expand from 5 to 15 shops including the costs of setting up the new shops
- Brand project fund – this is for a brand redesign including the roll-out
- New website fund – this is for the redesign of the website
- Maintenance plan – this is for maintenance works including some specific items of planned expenditure.

Notes to the Financial Statements (continued)

16 Funds – prior year

Restricted funds

	Brought forward at 31 March 2023	Income	Expenditure	Gains, losses and transfers	Carried forward at 31 March 2024
	£	£	£	£	£
Support & Wellbeing	464	-	-	-	464
Co-op Community Fund	1,024	-	-	-	1,024
IPU facilities	1,630	-	(1,630)	-	-
Recliner Appeal	-	15,916	-	-	15,916
Christmas Event Fund	-	1,000	(1,000)	-	-
Musical Instruments Fund	-	2,109	(2,109)	-	-
Wellbeing Event	-	500	(500)	-	-
	3,118	19,525	(5,239)	-	17,404

Unrestricted funds

	Brought forward at 31 March 2023	Income	Expenditure	Gains, losses and transfers	Carried forward at 31 March 2024
	£	£	£	£	£
Unrestricted fund	15,314,340	3,402,127	(4,197,090)	740,278	15,259,655
Non-charitable trading	(19,988)	275,518	(247,352)	-	8,178
	15,294,352	3,677,645	(4,444,442)	740,278	15,267,833

Designated funds

	Brought forward at 31 March 2023	Income	Expenditure	Gains, losses and transfers	Carried forward at 31 March 2024
	£	£	£	£	£
IT investment fund	-	-	-	250,000	250,000
Retail expansion fund	-	-	-	175,000	175,000
Brand project fund	-	-	-	50,000	50,000
New website fund	-	-	-	30,000	30,000
Maintenance plan	-	-	-	52,500	52,500
	-	-	-	557,500	557,500

17 Operating lease commitments

At 31 March 2025 the group had future minimum lease payments under non-cancellable operating leases as set out below:

	Land and buildings	
	2025	2024
	£	£
Amounts due within one year	76,040	34,671
Amounts due between one and five years	103,116	86,239
Amounts due after five years	-	-
	179,156	120,910

Notes to the Financial Statements (continued)

18 Analysis of net assets by fund

a) Current year

Group	General Unrestricted Funds	Designated Funds	Restricted Funds	Balance at 31 March 2025
Tangible fixed assets	1,461,225	-	-	1,461,225
Investments	13,036,274	508,443	-	13,544,717
Current assets	828,330	-	1,398	829,728
Creditors falling due within one year	(563,112)	-	-	(563,112)
	14,762,717	508,443	1,398	15,272,558

Company	General Unrestricted Funds	Designated Funds	Restricted Funds	Balance at 31 March 2025
Tangible fixed assets	1,440,411	-	-	1,440,411
Investments	13,036,374	508,443	-	13,544,817
Current assets	839,255	-	1,398	840,653
Creditors falling due within one year	(556,848)	-	-	(556,848)
	14,759,192	508,443	1,398	15,269,033

18 Analysis of net assets by fund (continued)

a) Prior year

Group	General Unrestricted Funds	Designated Funds	Restricted Funds	Balance at 31 March 2024
Tangible fixed assets	1,462,114	-	-	1,462,114
Investments	13,079,353	-	-	13,079,353
Current assets	1,573,869	557,500	17,404	2,148,773
Creditors falling due within one year	(847,503)	-	-	(847,503)
	15,267,833	557,500	17,404	15,842,737

Company	General Unrestricted Funds	Designated Funds	Restricted Funds	Balance at 31 March 2024
Tangible fixed assets	1,440,680	-	-	1,440,680
Investments	13,079,453	-	-	13,079,453
Current assets	1,580,723	557,500	17,404	2,155,627
Creditors falling due within one year	(841,201)	-	-	(841,201)
	15,259,655	557,500	17,404	15,834,559

Administrative Information

Board of Trustees

Mr F G Parr – Chairman of the Board

Mr R J Sutlieff – Vice Chair and Chair of the Corporate Governance Committee (CGC)

Mr S Almond – Member of CGC and member of Income Generation and Marketing subcommittee

Mr P Hinnigan – Chair of Finance Governance Committee (FGC)

Mr T Kennedy – Member of FGC

Mr I Hajefi – Member of FGC

Mrs L Robinson – Chair of Clinical Governance Committee (CLGC) and member of People and Culture subcommittee

Mr D McDonough – Member of CLGC

Mrs G M Leacy – Member of Income Generation subcommittee

Mr Y Jan Virmani – Member of Non-Clinical Audit and H&S subcommittee

Mr I M Willock – Retired January 2025

Key Management (as at 31st March 2025)

Miss H Barrett – Chief Executive and Secretary to the Board

Dr K Hogarth – Medical Director

Mrs C Evans – Clinical Services Director and Registered Manager

Mrs N Hanna – Income Generation and Marketing Director

Registered charity number: 1075653

Company number: 3755216

Tax exemption number: XR 32869

Registered office: The East Lancashire Hospice, Park Lee Road, Blackburn, BB2 3NY,
telephone 01254 965830, info@eastlancshospice.org.uk

Auditors MHA – Richard House, 9 Winckley Square, Preston, PO1 3HP



East Lancashire Hospice

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Registered Charity No. 1075653
Company Registration No. 3755216

