

Report and Financial Statements

Year ended 31 March 2025



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"Making the difference when
it matters the most."

Liz Searle,
Chief Executive Officer

About Keech Hospice

Keech Hospice is an all-age hospice, providing services for adults in Bedfordshire, and for children who live in Bedfordshire, Hertfordshire and Milton Keynes.

As a charity, we provide free specialist palliative care for adults and children with palliative conditions as well as vital support for their family and friends. We are one of a small number of hospice charities in the UK which supports and cares for both adults and children.

Since the hospice first opened, initially providing support for adult patients and their families and later expanding to include support for child patients and their families, we have supported thousands of patients with life-limiting or terminal illness. There are no second chances to get it right so, at Keech Hospice, we make sure we do everything we can.

Patients and their families are given the support and care they need from the day they are diagnosed and, when the time does come, we support them to achieve a peaceful death. Our care is provided in peoples own homes, in hospital, in care homes and in our fully adapted hospice buildings as outpatients or in the hospice in patient unit.

What is more, our care does not stop at death. As leaders in our field, our excellent standard of care extends to support a patient's family, partners, friends, neighbours and colleagues for as long as they need us afterwards, when we offer emotional, spiritual and practical support. For these families, when it seems as though nothing will be the same again, Keech Hospice is there to help.

Where we provide care

We are the children's hospice for Bedfordshire, Hertfordshire and Milton Keynes, and the adult hospice for Luton and Bedfordshire.

 **Adult service**

 **Children's service**



Trustees, officers and professional advisors

Served in the year and up to 25 September 2025

Trustees

Simon Ogden (Chair)	
Patricia Norman (Vice Chair)	(Resigned 25 September 2024)
Peter Cannon	
Miriam Heyes	
Jeffrey Lustig	
Michael McMahon	
Judith Greevy	
Debra Smith	
Iain Malcolm	
Anisah Akthar	(Appointed 26 March 2025)
Rowena Craddock	(Appointed 26 March 2025)
Philippa Hurst	(Appointed 26 March 2025)

Audit and Risk Committee

Geoff Lambert (Chair and Independent Member)
Iain Malcolm
Peter Cannon
Jeffrey Lustig
Debra Smith
Judy Greevy
Catherine Jervis (Independent Member)
Pam Garraway (Independent Member)

Trading companies

Pasque Charity (Trading) Limited	Geoff Lambert (Chair) Peter Cannon Rob Davies
Keech Hospice (Trading) Limited	Geoff Lambert (Chair) Peter Cannon Rob Davies

Senior Leadership Team

Executive directors

Chief Executive	Liz Searle
Deputy Chief Executive & Clinical Director	Elaine Tolliday
Executive Director of Finance and Corporate Services	Rob Davies
Executive Director of Engagement, Innovation and Digital	Andrea Daniels

Associate Directors

Associate Director of Supporter Engagement	Nikki Samsa
Associate Director of Commercial & Trading	Angela Burgess
Associate Director of Patient Services – Children	Sonya O’Leary
Associate Director of Patient Services – Adults	Juliette Benson
Associate Director of People	Matt Ambler
Associate Director Integrated Governance & Improvement	Paula Welsh
Associate Director Patient Services (Supportive Care & Social Work)	Clare Burden

The directors are not directors within the meaning of the Companies Act.

Registered Office

Great Bramingham Lane
Streatley
Luton
LU3 3NT

Auditor

Haysmac LLP
10 Queen Street Place
London
EC4R 1AG

Bankers

NatWest Bank plc
31 George Street
Market Hill
Luton
Bedfordshire
LU1 2YN

Investment Managers

Cazenove Capital
1 London Wall Place
London
EC2Y 5AU

Solicitors

Pictons LLP
Studio K/2
274 Witan Gate West
Witan Studios
Milton Keynes
Buckinghamshire
MK9 1EJ

Pinney Talfourd LLP
78 Ongar Rd
Brentwood
CM15 9BB

SA Law
Gladstone Place
36-38 Upper Marlborough Road
St Albans
Hertfordshire
AL1 3UU

Veale Wasborough Vizards LLP
Narrow Quay House
Narrow Quay
Bristol
BS1 4QA

Annual Report of the trustees

The trustees present their report and the audited financial statements for the year ended 31 March 2025. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS102 (second edition 2019).

Directors' Report

The trustees present their report for the year ended 31 March 2025, which should be read in conjunction with the Strategic Report.

Reference and administrative details

The registered name of the charity, the charity number and the company number are shown on the front cover of this report.

The registered office, current trustees, executive directors and advisers are shown in the *Trustees, officers and professional advisors* section of this report on pages 3 and 4.

Objectives and activities

Objectives

The charity's principal objective is to provide palliative, supportive and end-of-life care, and to support those with specific needs, within Luton and Bedfordshire for adults and their families, within Bedfordshire, Hertfordshire and Milton Keynes for children and their families.

The founders used a Trust Deed, settled on 3 June 1987, to set up the charity as the Luton and South Bedfordshire Hospice. The trustees changed the charity's name to Pasque Charity in June 2002 and then to Keech Hospice on 23 September 2009. The Memorandum and Articles of Association, as amended in 2003 and 2010, state the objects of the charity are to promote the relief of sickness in such ways as the charity shall from time to time think fit and in particular:

- By establishing, maintaining and conducting hospices, day centres, residential homes and home/community support services in the counties of Bedfordshire, Hertfordshire and Buckinghamshire (including Milton Keynes) and elsewhere as required for the reception and care of people who are suffering from cancer or any chronic or terminal illness or from any disability or disease whether attributable to old age or otherwise or from any other physical infirmity, disability or disease and by providing medical or other treatment and attention for such persons in their own home;
- By conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability or infirmity as aforesaid and particularly into the care and treatment of persons suffering from cancer or terminal illness and to disseminate the results to the public;
- By promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine, surgery, nursing or allied services;
- By providing or assisting or encouraging the provision of spiritual help and guidance for any persons resident (either as patients or otherwise) or working in any such hospices, day centres or homes;

- By establishing and conducting clinics, out-patient departments, surgeries, dispensaries and convalescent homes;
- By providing or arranging such medical or other attention as the charity may think fit for patients in any such hospice, day centre, home, clinic or out-patient department as aforesaid or for patients in their own homes; and
- By providing such medical supplies, equipment and apparatus, drugs, amenities, comforts and other things conducive to the material or spiritual welfare of any persons resident in or attending any such hospice, day centre, home, clinic or out-patient department or any persons being treated or attended in their own homes as the charity may think fit.

Principal activities

The charity fulfils its purpose through its principal activity of providing adult and children's palliative and supportive care as follows:

- Adult in-patient palliative medical and nursing care for residents of Bedfordshire in an eight-bed unit;
- Adult out-patient palliative and supportive care for residents of Bedfordshire from the Wellbeing Centre in Luton and the Living Well Centre in Bedford;
- Support for adults in Luton within the last two years of life through the My Care Co-ordination Team, providing a 24-hour advice and support line for patients, families, carers and professionals; co-ordinating support from other care professionals and agencies and providing personal care, practical help and emotional support to both patients and families in their own homes;
- Children's in-patient and palliative and supportive day care for residents of Hertfordshire, Bedfordshire and Milton Keynes (or from any other area if the family wishes to use the children's service) in a five-bed unit and day care facility;
- Children's day support for residents of Hertfordshire, Bedfordshire and Milton Keynes; and
- Support for children through the community nursing team which provides palliative and end of life care in the home, school, hospital and other community settings for residents of Hertfordshire, Bedfordshire and Milton Keynes.

We are the only children's hospice commissioned by the Integrated Care Board in Hertfordshire and Bedfordshire. Last year a neighbouring hospice relinquished its Children's Service in Hertfordshire. We have picked up the full caseload to ensure families were not left without support.

Supportive care signifies services provided by social workers, therapists (talking, occupational, physiotherapy, spiritual, music, art and complementary) and bereavement care workers. This ensures the charity's care takes a holistic approach that not only considers the patient's condition, life and circumstances, but also supports and cares for the patient's family and other significant people in their life. The charity provides its services free to patients, carers and families to ensure accessibility.

Our Compassionate Communities programme is now established, aiming to create a community of Compassionate Friends across the areas we deliver care to help dispel the myths about dying and bereavement, helping communities to be better informed and more confident in having these conversations.

The management and administration team provides the necessary governance, oversight and operational management as well as finance, human resources (HR), administrative support and communications and marketing. The housekeeping team and catering, maintenance and IT services provide essential support services for the principal activities.

The fundraising and retail teams - and, of course, the incredibly generous members of the public, corporations and trusts - generate the vital income needed by the charity to supplement the lower level of statutory funding (from the NHS and the Department of Health). However, 2024/25 was again a challenging year, significantly impacted by unprecedented rises in costs. However, our strong reserves have enabled us to invest in a number of transformational projects. These include a new fundraising strategy and structure, investment in our digital infrastructure, including a new customer relationship management system, and investment in our retail estate. In addition, we have refreshed our brand. Our ambition is to grow our income to meet demand.

Managing costs closely is a key target for us. We have undertaken a review of our buildings with an architect to ensure it is the best use of the space and we have commissioned a sustainability review to help to reduce costs and become more efficient. One project for 2025/26 is the installation of solar panels as a gift from a partner company.

Public benefit

The trustees have considered the purpose, aims and objectives of the charity and its current and planned activities, against the Charity Commission's general guidance on public benefit. The trustees are satisfied the charity's purpose, aims, objectives and activities are fully consistent with charitable purposes as defined in the Charities Act 2011, including the advancement of health or the saving of lives and the relief of those in need, by reason of youth, age, ill health, disability, financial hardship or other disadvantages.

The charity produces quarterly corporate and performance dashboards and a quarterly quality report, reviewed by the senior leadership team and trustees, which provides a detailed focus on effectiveness, particularly on the number of patients using each service, patient demographics, incidents, complaints, patient experience surveys, results of internal audits, palliative outcome scores and a substantial number of other measures.

We regularly assess the performance and impact of the Charity and a quarterly quality report focusing on effectiveness, efficiency, patient numbers, incidents, complaints, user experience alongside various other measures is produced and reviewed by senior management and the Trustees.

Structure, governance and management

The consolidated financial statements that follow later in this report comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, and the Consolidated Statement of Cash Flows and related notes, which include the results of the related company - Pasque Charity (Trading) Limited and the wholly owned trading subsidiary of Keech Hospice, Keech Hospice (Trading) Limited. The objective of these companies (Pasque Charity (Trading) Ltd is now effectively dormant) is for making best use of and maximising the returns from the resources of the charity.

Day-to-day management

The trustees delegate day-to-day management responsibility to the chief executive, who in turn delegates some leadership functions to the senior leadership team (SLT). The Schedule of Delegation is set out in the Governance Manual.

The Audit and Risk Committee, comprising trustees and three independent members (one of whom is the Chair), monitors all risks faced by the charity and meets every two to three months. It has a direct reporting line into the trustee board meetings and forms an important role in the overall assurance framework.

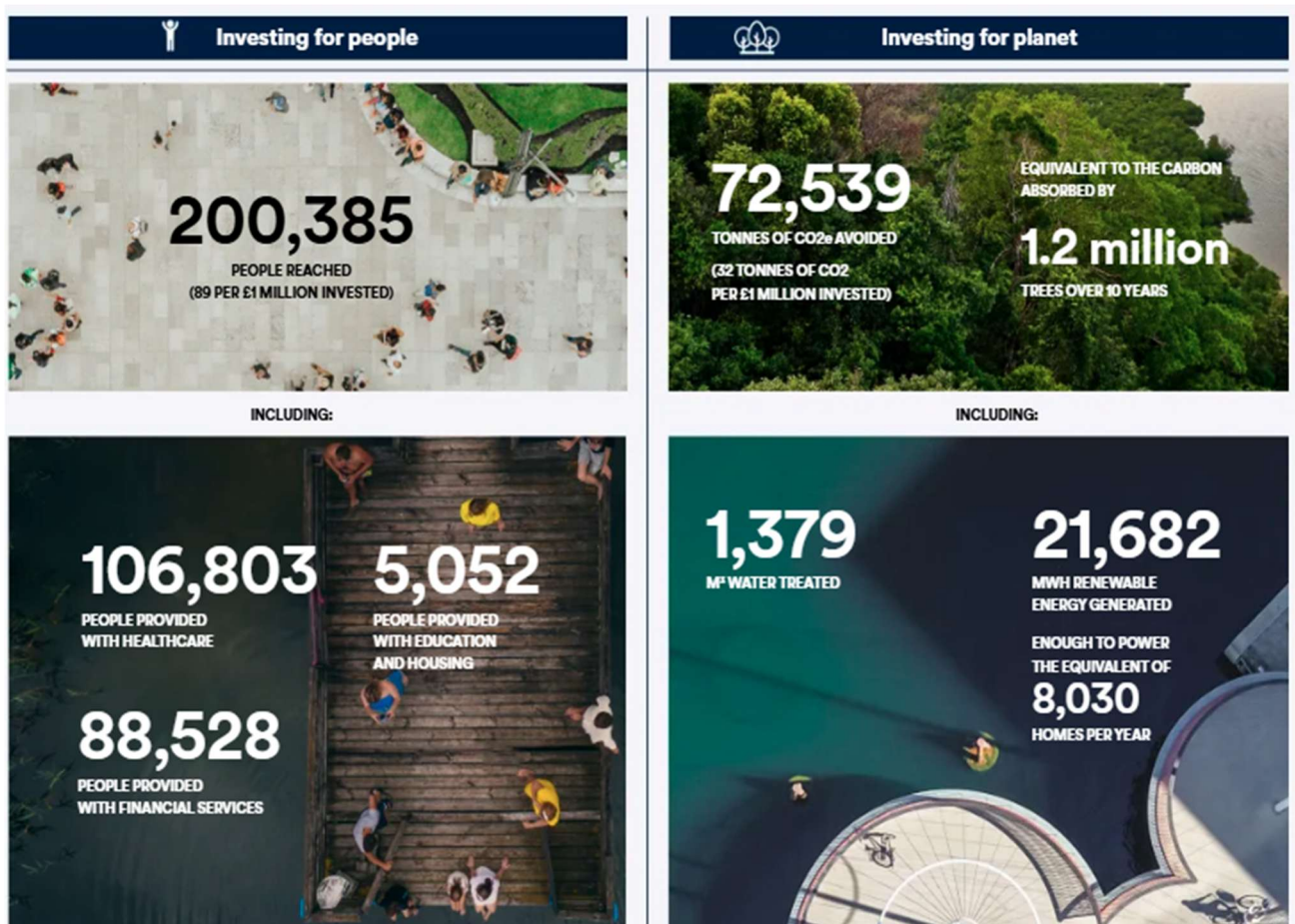
Investment policy and objectives

The main purpose of the charity is to provide hospice care and, because of the uncertainty of fundraising income streams, it is necessary to ensure that funds are always readily available for use to ensure that levels of care are not adversely affected in the event of any short-term income reduction.

However, the trustees recognise that the Charity does hold reserves in line with its reserves policy target and has set aside funds for certain designated purposes. It is therefore important to ensure that the charity’s funds are utilised to achieve the best return, within an acceptable level of risk, to generate income to mitigate the effects of rising inflation.

Cazenove Capital have been appointed as our investment advisors and that provides the opportunity to seek higher investment returns. At the year-end our total investment portfolio was valued at £5,134m.

The Charity has adopted an ethical investment policy to ensure that its investments do not conflict with its aims. The Charity is also committed to being an environmentally sustainable organisation and understanding the impact of our investments on people and our planet was an important factor in selecting our investment strategy. The image below is taken from the annual report for the year ended 31 December 2024 for the investment fund we have chosen and gives an overview of the sustainability performance of the fund.



Trustees

In accordance with s418 of the Companies Act 2006, as the charity's directors, the trustees certify that:

- so far as they are aware, there is no relevant audit information of which the charitable company's auditors are unaware; and
- as the directors of the charity, they have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with s418 of the Companies Act 2006.

There is no specified number of trustees, but our aim is to maintain a diverse range of skills and experience to provide the broadest possible level of support to the chief executive and senior leadership team. When vacancies arise or are anticipated, we consider the skills mix and diversity of the continuing trustees and determine the person specifications to be sought in trustee recruitment. A skills audit has been completed and this feeds into an open, competitive recruitment process. At the time of writing this report, the Board of Trustees is seeking to further enhance the Board with more clinical experience.

Every trustee must sign a Trustee Commitment and Disclosure Form to act as a trustee of the charity before he or she is eligible to become a trustee, and again annually. On appointment or election as a trustee, a trustee becomes a member of Keech Hospice. Trustees hold membership of Keech Hospice only during their trusteeship and retirement, resignation or removal as a trustee is deemed to end their membership of the charity.

It is the charity's policy and practice to provide trustees with appropriate training to undertake their role and to ensure that new trustees receive appropriate induction to the charity and to the role of a charity trustee and company director. In particular, new trustees attend a corporate induction day, and we are looking at a potential scheme to provide them with a mentor trustee who would give them specific support over the first 12 months of their trusteeship. Trustees are also required to complete ongoing mandatory training, and we also provide additional training, with topics in 2023/24 including Measuring Success and KPIs and Patient Safety Incident Response Framework.

Trustees are elected for a three-year term, and it is intended that they should ordinarily serve for up to two three-year terms, with the possibility of further yearly terms, approved annually.

Responsibilities of the trustees

The trustees (who are also directors of Keech Hospice for the purposes of company law) are responsible for preparing the Trustees' Report, including the Strategic Report, and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Going concern

The financial year 2024/25 has seen inflation reducing but the impact of high inflation through 2023/24 increased the charity's cost base significantly, particularly wage and energy costs. The impact of this high inflation, together with rising interest rates is also impacting our staff, volunteers, supporters and beneficiaries with increasing cost of living pressures. From April 2025 we will also be faced with increase to the national insurance rates and thresholds, adding around £300k of cost per year.

We continue to closely monitor the financial position of the charity with detailed cash-flow and out-turn projections forming an important part of our financial governance.

We have also continued to receive fantastic support from our local community, trusts and supporters. Legacy income in 2024/25 was just over £1.3m and whilst we are continuing to invest in legacy awareness, the quantum and timing of such bequests is still unpredictable, and we may see legacy income reduce to lower levels in future years.

We are obviously delighted to receive such generous gifts in wills, and it has given the charity additional financial resilience and sustainability and provided us with an opportunity to invest in the charity, develop income streams and develop new services. We know the demand for our services will only increase and it is our commitment to do our utmost to meet this need, develop our services and reach all parts of our community.

In addition to annual budgeting and monitoring, a rolling three-year financial forward plan is maintained and reviewed annually by the trustees to provide further assurance that the charity will continue as a going concern. Furthermore, the culture of the organisation is such that the trustees have confidence that, if any budgetary problem were to arise, it would be flagged up promptly so that measures to address it could be identified and evaluated swiftly. A quarterly financial dashboard is circulated to Trustees detailing reserves, cash-flow, out-turn, income and expenditure which provides up-to-date information on the financial status of the organisation and a series of contingency plans are also regularly reviewed and updated should significant savings be required at short notice.

There are no material uncertainties regarding the charity's ability to continue in operation. The trustees have reviewed financial forecasts and are confident that the charity will continue as a going concern for the foreseeable future. The trustees also recognise that an adequate level of reserves supports and maintains the charity as a going concern by allowing the chief executive and senior leadership team a period to implement change or contingency plans to address any budgetary problems.

Auditors

HaysMac LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to continue as auditors for the next financial year.

Strategic Report

The trustees present their strategic report for the year ended 31 March 2025, which should be read in conjunction with the Directors' Report, which contains further strategic information.

The charity's vision, mission, values and philosophy of care

The trustees, staff and volunteers of the charity conducted a strategic review during 2022. The review included revisiting and reaffirming the charity's vision, mission, values and philosophy of care. In 2022/23 the charity rewrote its strategy "Palliative Care in a post pandemic world".

Strategy at a glance
2023-2026

Vision
Making the difference when it matters the most.

Mission
To lead the way in providing excellent care, supporting children and adults with life-limiting conditions and those affected by death and dying, helping them to live well and make every day count.

Strategic Aims

We will transform the environment, systems and conversations about living well, death and dying; pioneering new models of care.	We will be impactful with our digital, data and communication approaches, driving change.
We will deliver leading education, innovation and research improving knowledge and skills everywhere, moving towards our aspiration of being a university teaching hospice.	We will attract, retain and engage the best talent and provide opportunity to develop from the outset, valuing difference.
We will drive efficiency and effectiveness to ensure long term financial and environmental sustainability; becoming the charity of choice for our communities.	We will be expertly led, effectively governed, and a values driven learning organisation.

Keech hospice care

Vision

Making the difference when it matters the most.

Mission

To lead the way in providing excellent care, supporting children and adults with life-limiting conditions and those affected by death and dying, helping them to live well and make every day count.

Values

Our values have remained unchanged and are central to all we do.



Philosophy of care

Keech Hospice's philosophy of care is that of enablement, accepting without judgement the patient, carer and family's circumstances and nurturing them at appropriate stages in the patient's journey. The staff place high importance on close and effective liaison with others and welcome partnership working.

Strategic ambitions

As a result of the development of the new strategy the following ambition statements described what will be different as a result of delivering this strategy.

1. A sustainable building and processes fit for the future
2. A more equal and inclusive organisation
3. A Teaching Hospice and Centre of Excellence
4. Digital and innovation first
5. New and improved income streams
6. New and effective internal and external partnerships

Achievements and performance

We would like to start by thanking all our staff and volunteers for their outstanding work throughout the year. It has been a year to be very proud of.

We completed and submitted our Quality Account which outlines our achievements for last year and our quality ambitions for the year ahead (<https://live-keech-site.pantheonsite.io/wp-content/uploads/2025/06/Quality-Account-2024-2025.pdf>)

The quality of our services is very important to us, and we know you want to be assured of our attention to the quality of our delivery and our efforts to continuously improve wherever we can.

In the last year we've seen improvements and traction against our new strategy across all areas of the organisation. This can particularly be seen in the areas of Digital Development and Sustainability.

We're extremely proud of all our recent feedback, once again we achieved an 'Outstanding Organisation to Work For' in the Best Companies List 2025, as voted by our staff. We were also delighted and humbled by the positive feedback that we received from patients and their families across all our services, with 100% of friends and family extremely likely to recommend our care.

We were inspected by the Care Quality Commission, and were rated Good overall and Outstanding for Responsiveness

June 2023 saw the merger of Bedford Daycare Hospice into Keech Hospice. The bringing together of these two historic and much-loved charities will ensure that services provided by Bedford Daycare Hospice, for the people of Bedford and surrounding villages, are preserved and indeed grow. The clinical services are now embedded and working well with a steady increase in referrals.

In previous years our challenges have been the recruitment of nurses. Following the work of a full cross organisational steering group, we are delighted to report we have fully established teams.

We work closely with our system partners, and we are delighted to have a Macmillan Transformation Lead in place to review and improve Palliative and End of Life Care priorities. This has led to a full ICB review of Palliative and End of Life Care, resulting in the ICB naming this a top three strategic priority.

Funding also remains a challenge, with NHS funding not keeping pace with cost increases and in some cases reduced. Voluntary income also remains challenging in these difficult economic times, and the pressure remains to be effective and efficient with our resources. We were pleased to receive £189k from the Department of Health and Social Care for purchase of capital assets during 2024/25. Whilst this did not alleviate the pressures on our operating costs it will allow us to invest in several capital projects which will benefit our long term financial and environmental sustainability, patient care and digital transformation. Further funding is due during 2025/26, again for capital projects.

We look forward to the year ahead delivering our services to our whole community. In 2025 we will be refreshing our strategy ready to commence in April 2026.

The charity remains committed to working collaboratively with its partners in providing palliative, supportive and end-of-life care for adults and children. This ensures the charity's services complement and improve other provision and allows an integrated response to the opportunities and challenges presented by the government's national Strategy for End of Life and Palliative Care as well as its more recent conversations on palliative care. We also work closely with, and align ourselves to, the national charities Hospice UK and Together for Short Lives.

The year saw the start of the debate on Assisted Dying. This Bill is working its way through parliament. Evidence has been given by Hospice UK based on the feedback of hospices like us. It is not yet clear what the implications are for our services and staff. However, it will represent a significant change in the way death and dying is viewed by society and the choices available. We track this change closely and will start conversations across the hospice.

(i) We will transform the environment, systems and conversations about living well, death and dying; pioneering new models of care

We continued to provide excellent care through our in-patient, community, day therapy and out-reach services. Total beneficiaries for 2024/25 were 2,242 people, incorporating patients (those with a diagnosis of a life limiting condition), their relatives and carers.

Adult services

A total of 1,482 adult patients were cared for in 2024/25, a total that incorporates those who access the in-patient unit, out-patient facilities, therapies and social work team, My Care Coordination Team and the hydrotherapy pool. Many patients use multiple services which ensures a patient-centred, bespoke plan of care is in place for them.

The **My Care Co-ordination Team** supported 1,160 patients in the year. The team operates a 24/7 support line and offers 8am to 5pm (seven days a week) co-ordination of packages of care for people living in Luton with a progressive, life-limiting illness. The team work with acute community, social care professionals and other voluntary organisations to support the patient to remain in their preferred place of care, wherever this should be.

The **Wellbeing Centre** (Luton) and the **Living Well Centre** (Bedford) are out-patient facilities for adult patients which offers programmes of care that support patients to achieve their goals and maximise function and independence. There is also a rehabilitation team who work within the Wellbeing Centre who offer 1-1 sessions and group care.

The **adult in-patient unit** cared for 68 patients from Luton and south Bedfordshire, providing them with 914 bed nights. Following a period of paused admissions to the inpatient unit from June 2024 due to sudden changing in staffing, we were delighted to be able to lift this pause on 7th October 2024. This was communicated to all colleagues and services and during this period we continued to support our patients with a greater emphasis on supporting our patients in the community. As new members of the team were supported through their probationary periods, we closely monitored patient dependency and activity, and staff skill mix was reviewed daily to ensure that the safety of our patients and the quality of our service was not compromised.

Children's services

A total of 398 children were cared for in 2024/25, a total that incorporates those who access the in-patient unit, community services, play services, therapies, social work team and the hydrotherapy pool. Many patients use multiple services which ensures a patient-centred, bespoke plan of care is in place for them.

The children's **community team** provided 389 children and their families with 3978 community visits and telephone calls.

The children's **play and activity** service supported 170 children with programmes of care that included specialist and sensory play, symptom assessment and management, interaction and stimulation.

Throughout 2024/25, the children's **in-patient unit** supported 92 children and their families by providing 206 bed nights. Admissions were for short breaks, symptom control, end-of-life care, perinatal care, crisis care, hospital transition and use of the bereavement suite.

Thirty-eight children received their end-of-life care, being cared for in the place of their and their family's choice.

Supportive care services

Our Social Work team consists of two specialist palliative care social workers and three assistants. As a team they cared for 242 adult patients and their families and 80 child patients and their families.

The Charity delivered its adult services contracts in Bedfordshire and its children's services contracts in Bedfordshire, Hertfordshire and Milton Keynes, to the satisfaction of all of our commissioners, who have renewed their contracts for 2024/25 and continue to work in collaboration with the charity.

Keech Hospice has continued to host a service run by the national charity Sense, which provides skills and independence training for teenagers and young adults with multi-sensory impairment. The Sense at Keech service has proved successful with both organisations sharing much learning and expertise.

Compassionate communities programme

A compassionate community model is a public health approach to palliative care.

Through a series of workshops delivered to the public, we aim to normalise conversations about death, dying and grief. It is hoped, that by supporting members of the public to talk with their loved ones about their preferences and wishes, more people can be cared for in the place of their choosing.

This work also includes engagement with local authorities, large employers, libraries, other volunteer organisations and public gyms. We now run several death cafes across the area, encouraging conversations about death, dying, care giving and bereavement. The introduction of compassionate neighbours supports this model with members of the public undergoing training to provide time for neighbours that are lonely, isolated and have declining health.

We were delighted to be awarded the Hospice UK inclusivity award for our work with the community.

(ii) We will deliver leading education, innovation and research improving knowledge and skills everywhere, moving towards our aspiration of being a university teaching hospice

The education team are committed to delivering excellent education, training, and development for staff and volunteers and reaching out across Bedfordshire, Luton and Milton Keynes (BLMK) to health and social care professionals, our service-users and within our community. Our strategic objective is to deliver leading education, innovation and research improving knowledge and skills everywhere, moving towards our aspiration of being a university teaching hospice.

We offer a full prospectus of training for foundation, intermediate and advanced tiers including the Essential and Principles of End-of-Life Care rolling programmes to registered and unregistered delegates introducing the core knowledge to support palliative patients. Other sessions include Communication, Oncology Series, Verification of Expected Death and roll out an Advance Care Plan training. These positively impact across the sector reaching into a range of settings including Trusts, Hospices and Care Homes. This year we added an inclusive health series, highlighting the needs of marginalised groups in palliative care.

Our training offers also include the Compassionate Communities workshops, encompassing Compassionate Friends and Digital Memories, and expanding our inclusive health series.

The Lecturer Practitioners, now recognised as Academic Fellows, lead bi-monthly evening masterclasses led by internationally recognised palliative specialists and researchers. Our study days focussed on the various topics in palliative care of a patient and the latest research. It provides an opportunity to invite specialist speakers across the day. Topics included All Age Palliative Care, Pain, Challenging Conversations and Children's sessions.

We continue to expand our academic connections working with our local colleges, Central Bedfordshire, Barnfield and Bedford College as well as a broad range of universities including Bedfordshire, Hertfordshire, and Cambridge. We are able to offer a range of placements, research opportunities and teaching.

Our work with universities has expanded across the faculties teaching to nursing, paramedic, public health, AHP and social work students. Over the last year we have delivered 30 sessions to 1490 students within Bedfordshire and Hertfordshire.

Our partnership with the university of Bedfordshire is developing our research offer with our involvement in several public health research studies, and NIHR funding has been sought to continue the KEEPNet research. We welcome a second joint funded PHD student who is considering the access to palliative care for the Eastern European Community. A brilliant workshop with academics and clinicians identified many more areas of joint interest.

During 2024/25 we provided **169** internal training sessions reaching **1818** attendees across all our teams. In addition, a range of eLearning opportunities has attracted **3230** enrolments with mandatory training remaining mostly above benchmark. Staff also have access to wider opportunities such as conferences, role specific courses and webinars.

Across the BLMK wider workforce we delivered **212** training sessions reaching **3962** attendees. **1020** of these were university students.

In total we delivered **381** sessions to a total of **5780** attendees plus **3230** enrolments which totals **9011** learning interventions.

Apprenticeship opportunities continue to be available across our teams. Alongside our physical library a new Knowledge Hub is available on SharePoint with 27 topic areas offering a wealth of resources including research papers, videos, and podcasts.

As part of our commitment to the wellbeing of our staff and volunteers our Mental Health Champions have delivered monthly Wellbeing Wednesday session using music, crafts, and games to aid mental wellbeing. Mindfulness session and access to wider support through our Employee Assistance Programme are also available.

Over the last year our Staff Engagement Committee gathered staff feedback, shaping our IT education need, behaviour and culture framework and catering. Our Equity, Diversity and Inclusion (EDI) Group has developed a programme of activities throughout the year including events for Ramadan, Eid, Pride, Neurodiversity and Diwali which has been recognised as best practice and published by Hospice UK on their website and newsletters. It also is working on embedding the principles of EDI into policies and day to day behaviour at Keech Hospice.

(iii) We will drive efficiency and effectiveness to ensure long term financial and environmental sustainability; becoming the charity of choice for our communities

We are a local charity with both local and national impact, a leading hospice and one of a small number in the UK caring for adults, children and their families. The Financial Report that follows shows how we have secured funding for the charity and used it to further the achievement of our objectives.

The impact of the cost-of-living crisis and increasing staffing costs has created some challenges throughout 2024/25 although we have seen stable income from fundraising this year. Whilst we understand the reasons for the challenging economic climate, we continue to work diligently to maximise all our revenue streams and are extremely grateful to the support received from our local community and trusts as well as a number of generous gifts made in wills (legacies). Total income in 2024/25 was £14,490k (2023/24: £15,402k).

Retail gross income for 2024/25 remained relatively static from prior year. The unstable rag market and subsequent decline in price per kilo, along with 2 temporary shop closures in year (due to extensive flooding) did reduce our income by around £186k.

Retail net profit for 2024/25 did decline as a result of the lower-than-expected income (due to the reasons above) coupled with rising overheads mainly from increased staff salary costs.

Despite all the challenges with regards to the unstable rag market and increased estate overheads retail were pleased with operational progress in year and have plans in place to recover our position in the years ahead. We are thankful to our customers who continued to donate and shop with us, and we hope that we have continued to be an integral part of our local community, with our social return on investment of £7 for every £1 invested.

Income from charitable activities, including statutory income, decreased to £3,841k (2023/24: £4,441k). £755k of this total relates to restricted fundraising donations that could only be spent specifically on our four charitable activities, reduced from £983k in 2023/24. The remaining decrease relates to one-off funding we received from our local Integrated Care Boards in 2023/24 that did not continue in 2024/25.

Total fundraised income from donations and legacies reduced compared with the previous year £3,116k (2023/24: £3,460k). However, 2023/24 included £792k of assets gifted to the charity by North Bedfordshire Hospice Care Ltd following the merger in June 2023.

Excluding this one-off gift donations and legacies increased. As detailed above we have received £755k of restricted fundraising donations and these are allocated to our charitable activities' income.

Of total fundraised income £1,301k was received from legacies. This area of income can change significantly from year to year (£1,102k in 2023/24, £1,146k in 2022/23, £4,258k in 2021/22, £1,325k in 2020/21 and £498k in 2019/20). Gifts in Wills continue to provide a vital area of funding.

Fundraising activity in 2024/25 continued to benefit from opportunities to grow our lottery and improve our in-memory offer. Promotion of gifts in wills both externally and internally has been a focus for us this year. We are grateful to a number of individuals that have remembered us with a generous gift left to us in a will.

We are extremely grateful for all the support we received in the year from trusts and foundations, individual supporters of our charity, community groups, organisations, corporate partners, schools and colleges, families, friends and all those who helped where they could raising funds and awareness. You truly helped us continue, with both your financial support and your words of support, which have meant so much to us.

On behalf of all the adults, children and their families we continue to support, a massive thank you to all our funders and donors.

Sustainability

We aim to become a more environmentally sustainable organisation by ensuring our buildings operate efficiently and we continue to make use of technology to support remote working and reduced travelling, cost improvement and streamlined work practices to ensure we maximise the spend on our patient services. We have a new sustainability policy to ensure we comply with environmental legislation and deliver and actively promote good sustainable development practices across all hospice activities.

(iv) We will be impactful with our digital, data and communication approaches, driving change

To ensure our long-term sustainability and that we can continue to grow and strengthen the services we provide to our local community we are focused on developing our voluntary income streams and deepening engagement with donors and stakeholders to increase both our revenue but also our impact.

This year saw the launch of our refreshed brand to reflect the breadth and nature of our services and to better engage our audiences. This included the change of our name from Keech Hospice Care to Keech Hospice to provide greater clarity around our offer, and the launch of a new website. The new brand will continue to be rolled out across the next two years, and we have already seen a significant increase in engagement and visibility since launch in January 2025.

We also delivered our three-year digital strategy to build capability, confidence and capacity in our use and adoption of digital and data tools to drive greater efficiency, effectiveness and value. This includes systems, capabilities and capacity building over the coming three years and central to this is the adoption of a new customer relationship management system in 2025/26.

During the year we appointed a data analyst to our data team, to spearhead greater supporter and donor understanding, utilisation and growth.

Autumn 2024 also saw the launch of our new digital volunteering platform, Volunteero, to support volunteers to self-manage their contribution, support one another and grow our volunteer value. With over 1,500 active volunteers, maximising their contribution is key to our ongoing sustainability.

(v) We will attract, retain and engage the best talent and provide opportunity to develop from the outset, valuing difference.

The trustees wish to record their thanks to all the staff and volunteers of the charity who are essential to the provision of high-quality care for our patients. Our people are our greatest asset, working together to deliver a service that is appreciated by our patients and their families or generating much-needed income.

The charity started the financial year employing 313 members of staff (253 full-time equivalent) and ended the year employing 343 people (278 full time equivalent). An average of 55% of our staff work less than full time.

The growth in staff numbers was largely due to successful recruitment of care staff, with staff numbers growing by 19 in the care areas.

We also are thankful for the support, commitment and dedication of approximately 1,500 volunteers working in different roles across care, retail, fundraising and support functions.

We continue to see growth in our volunteer numbers from approximately 1,400 at the beginning of the year to approximately 1,500 at the end of the year as we progress our Volunteering Strategy. We have also hit the landmark of 1,000 retail volunteers this year for the first time in our history. We have invested in a new Volunteer Management System and successfully migrated our existing data onto the system and have started to train both our managers and the volunteers in its use. Already the new system has improved both the time and the quality of the recruitment and onboarding processes, and once fully engaged it will enhance both our data and our ability to recognise and reward volunteers.

One of the cornerstones of the volunteering strategy is to promote Equity, Diversity and Inclusion within our volunteering workforce and we have partnered with several organisations to increase the diversity of our volunteers including the University of Bedfordshire and Sense. We have seen considerable increases in volunteers from ethnically diverse backgrounds as well as increases from younger volunteers and volunteers with disabilities.

During Volunteer Thank You week we ran a programme of events across our geographical area to thank for volunteers for their contribution to Keech as well as an afternoon tea for volunteers hosted at the hospice.

Wellbeing of our staff and volunteers continues to be of the highest priority. Our Mental Health Champions programme continues to grow, and we have recruited and trained Mental Health Champions from across the organisation so people in all areas of the business have someone they can talk to if they are struggling. We have regular meetings of the champions to ensure that they are supported, and the program is working effectively.

Our Staff Engagement Committee is now embedded in the organisation to ensure that our staff have a voice regarding key issues across the organisation. We have representation from across all areas of the hospice and focus each meeting on a key issue that is affecting staff. It is also used as an open forum for staff reps to bring any matters affecting staff directly to senior managers. At each meeting we cover a specific topic and over the last year we have looked at the staff restaurant offering, dress code, values framework, bereavement support for staff, IT and SharePoint, staff learning and development and they also supported us in shaping our very successful all staff event.

Attracting and retaining the best people is our top priority which means offering a remuneration and reward package that is competitive and fair, but also sustainable. We continue to monitor our pay structures and movement within pay scales and ensured these are now benchmarked with the NHS and other relevant organisations. Our Equality Statement also reflects our intent to be more representative of the communities we serve which is a sentiment that is reflected in our values and underpins behaviours.

Our work with Equity, Diversity and Inclusion continues and our staff EDI group have concentrated their efforts in four areas: data collection, learning and development, communications and embedding inclusion. We also have a calendar of EDI celebrations with a focus on awareness raising and religious festivals including Ramadan, Eid, Diwali and Easter.

Recruitment continues to be a priority in all areas. During the year we embarked on a large recruitment campaign for clinical nursing staff where we were experiencing significant shortages. This was extremely successful, and we were able to recruit to establishment in both areas. We welcome applications for employment from all prospective employees regardless of disabilities and are committed to developing practices that not only meet the requirements of equalities legislation, but which actively promote equality of opportunity and maximise the abilities, skills and experience of all employees. If an employee discloses that they have a disability, we will engage in a discussion with them to determine what they need to be successful in their role and seek to make reasonable adjustments to facilitate this. Our recruitment system means all applicants are anonymous and we have been awarded our Disability Confident Levels one and two certification and are currently in the process of applying for level 3.

Pay policy

All matters relating to pay are considered by the Remuneration Committee which makes recommendations to the Board of Trustees.

An extensive review of our pay structure and a full benchmarking exercise was conducted by an external pay consultant in 2021 and subsequently in 2024. This benchmarking was done against a large range of organisations and the NHS for roles at all levels including senior positions. All staff are now on one pay scale (with the exception of doctors who are paid in line with NHS speciality doctor scales). Progression for all staff on the pay scale is linked to a competency-based assessment. All grades may be eligible for an inflationary annual pay award, if this is affordable, and will be based upon continued benchmarking which is agreed by the Board of Trustees following a recommendation from the Remuneration Committee.

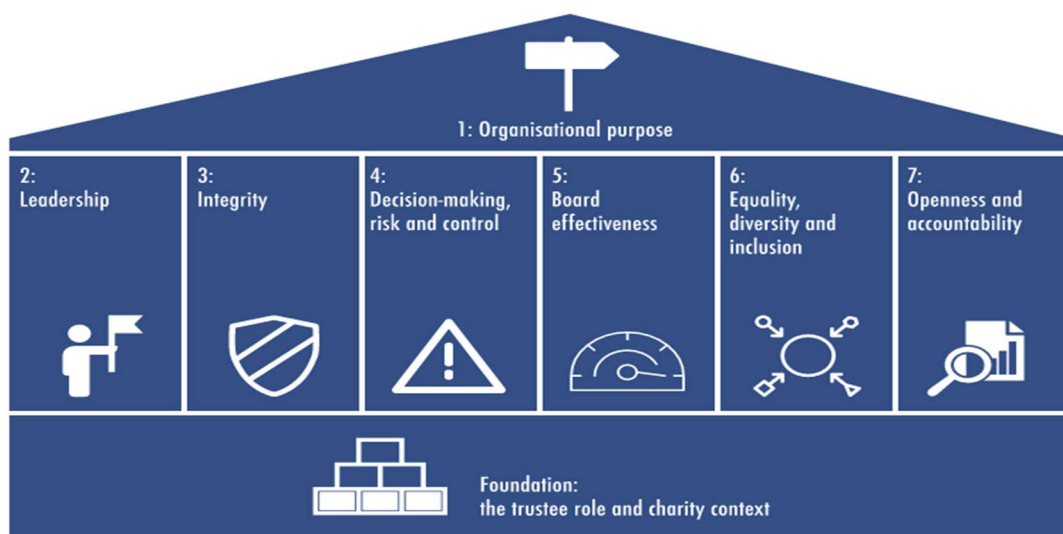
Senior management are also on the pay scale grade system. The Board of Trustees recognises that employment of first-class senior managers is vital if the hospice is to maximise the quality, efficiency and income of the charity and allow us to deliver our purpose. Senior management pay progression is reviewed by the Remuneration Committee as a separate agenda item. The pay ratio for the charity is less than 1 to 6, which means the highest paid employee is paid less than six times the lowest paid employee.

(vi) We will be expertly led, effectively governed, and a values driven learning organisation

Operating a charity in the current economic climate and with all the changes happening in the health and social care sector presents many challenges and requires strong well-developed leadership and governance. We continue to develop the Trustee Board and hospice management to ensure the charity operates at the highest level of effectiveness and efficiency. The Board has conducted an annual skills audit and a Board effectiveness audit. We have recruited successfully recruited some new trustees but we also now focusing on how we diversify the Board with Trustees who reflect our community and youth Trustees. During the recent recruitment we have made inroads to this ambition but there is more to do in this area.

We continue to monitor ourselves against The Charity Governance Code and look forward to assessing ourselves against a new, refreshed version due to be launched in 2025.

[Home — Charity Governance Code](#)



In June 2024 the Board conducted an external observation of its meetings with complementary feedback. Also during the 2024/25 financial year, we undertook a re-write of our KPIs and dashboards. This work continues as we cascade measures through the organisation.

Assessing performance

The charity produces quarterly corporate and performance dashboards with exception reports, and detailed Board Packs for assurance purposes. Each year we write an impact report shared with the public. (<https://keech.org.uk/wp-content/uploads/2025/01/Impact-Report-2024.pdf>)

The CEO’s performance targets are agreed annually by the Board, monitored regularly by the Chair, and performance reported bi-annually to the Board. The Chair and CEO meet monthly to discuss relevant issues.

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Financial review

The detailed figures for the year ended 31 March 2025 are set out in the financial statements that follow this Trustees' Report.

Expenditure

Excluding retail spend, expenditure was £10,478,000 (2023: £9,270,000) of which £9,391,000 (89%) was spent on our charitable activities (2023: £8,263,000 / 89%). The proportion of expenditure on hospice care services has remained constant between years which represents our focus on increasing the breadth and scope of our care services.

Overall expenditure was 4.9% more than budgeted for the year but this was driven by investment in our care staffing and additional agreed projects added in year including the brand refresh and a redecoration programme across parts of the Luton and Bedford sites. Careful control and monitoring of costs throughout the year has ensured that excluding these operating costs we operated in line with budget.

The cost of activities for raising funds has increased by 1%. Our trading expenditure increased by 9% which was a combination of increasing costs caused by inflation including staffing costs, together with the full year impact of our expanded retail estate arising from the merger with Bedford Daycare Hospice in June 2023.

Income

The charity's principal funding sources are: voluntary income (fundraising activities); retail income (sale of donated goods through shops and warehouse); income from the charity's lottery; statutory income (service level contracts and grants from NHS, local authority and government programmes) and profit from trading subsidiaries which undertake activities including the sale of bought-in goods and fundraising under tripartite agreements.

Group consolidated income for the year totalled £14,490,000 (2023: £15,402,000), a decrease of 6%. However, 5% of this decrease represents the £792,000 of assets donated by North Bedfordshire Hospice Care Ltd in June 2023. Group consolidated income for the year is in line with prior years if those assets are excluded for comparison purposes.

Donations and legacies totalled £3,116,000 (2023: £3,460,000) including legacy income of £1,301,000 (2023: £1,102,000). Retail income remained static totalling £5,954,000 (2023: £5,969,000). Income from charitable activities decreased by 14% due to one-off non-recurring funding from local Integrated Care Boards in the prior year and a lower level of restricted fundraising income that we are required to include in charitable activities income rather than donations and legacies.

Funds and reserve transfers

The Consolidated Statement of Financial Activities on page 36 shows a decrease in funds (deficit) of £1,984,000 and £168,000 relates to an unrealised investment loss caused by significant stock market turmoil surrounding the US tariff policy. The investment portfolio has recovered to previous levels during the first few months of 2025/26.

Unrestricted and undesignated funds have decreased by £504,000 to £6,934,000 which is within in the target set in the Reserves Policy (see below).

We have transferred £2,000,000 to our general fund from our designated funds which are funds set aside by the Trustees for specific reasons, projects or initiatives as detailed in Note 26.

Balance Sheet

Total net assets at 31 March 2025 are £19,159,000 which includes group cash balances of £3,142,000. The carrying value of our fixed assets has increased by £328,000 which represents completion of our capital investments made to our hydrotherapy pool changing rooms and IT infrastructure together with expenditure driven by the Department of Health and Social Care capital grant. Investment in capital equipment has remained in line with budget.

Further details of the funds analysis can be found in notes 21, 22, 26 and 27 of the consolidated financial statements.

Reserves Policy

The trustees have reviewed the reliability of future income streams, the commitment to future expenditure and risks faced as a charity. The charity has determined that it needs reserves for the following reasons:

- To fund shortfalls in income (whether statutory, retail, lottery, donations, legacies or other fundraising activities) when it does not reach expected levels. The charity is dependent on fundraised income as well as statutory funding. The fundraised income is subject to fluctuation as economic conditions change, and statutory funding could be affected by government policy and the financial position of NHS commissioners;
- To fund unexpected expenditure, for example when projects overrun or unplanned events occur. This could also be for unexpected building maintenance costs and to provide a degree of flexibility for innovation; and
- To fund working capital. Most spend is salaries and therefore the timing of cash outflows is relatively fixed whereas both fundraised and statutory income fluctuate in terms of cash inflow over the year.

The Reserves Policy agreed by trustees sets a target for unrestricted undesignated reserves of between six and nine months of budgeted total operating costs less the budgeted direct costs of fundraising and trading. The costs of fundraising and trading are excluded as the charity expects the income from these areas to always cover their costs.

It is not the charity's aim to simply allow reserves to continue to build up as funds have been provided and donations have been made to be spent on care services. However, it is very difficult to predict with certainty the Charity's income. By setting a range of six to nine months we are building in a tolerance that allows the charity time to manage short-term fluctuations in income without the need to reduce costs and services. The charity can then review its longer-term financial strategy and adjust income and expenditure plans, as required, to ensure the requirements of the reserves policy continue to be met.

For the year 2025/26, the policy target range is between £5.512m and £8.269m. This Reserves Policy allows the charity to continue to provide care of the expected quality to meet the needs of patients as well as aiding the development of income streams and reducing costs.

These reserves would not usually be used for major capital developments, which instead would normally be funded through additional capital appeals. Freehold land and buildings are held in a designated reserve called the Building Assets Fund.

By designating funds, the trustees aim to give a clear presentation of the unrestricted reserves available to the charity to meet its continuing operational commitments.

At the end of March 2025, the unrestricted undesignated reserves (free reserves) decreased to £6.934m, representing 7.5 months of 2025/26 budgeted operating costs less the budgeted direct costs of fundraising and trading. This is in line with our reserves target. A deficit budget has been set for 2025/26, and we expect our unrestricted undesignated reserves to be within the reserves target range at the end of 2025/26.

It is worth noting that many charities do not exclude the direct costs of fundraising and trading and if we were to include those then our unrestricted undesignated reserves would represent under 6 months of total expenditure.

The current level of reserves and the designation of funds also allows the charity to continue to explore and develop its sources of income while monitoring and controlling costs so that, in future years, the charity can set budgets that maintain reserves in line with policy and continue to meet the charity's strategic aims.

The level of reserves will be monitored regularly by the Audit & Risk Committee and the Board, and the policy will be reviewed by the main Board when the annual budget is approved. This will ensure that appropriate steps are in place to manage our reserve levels.

Risk management

The trustees of the charity, who are also the directors of Keech Hospice, have governance responsibility for the charity and its work. They are advised by the chief executive and the other members of the senior leadership team who also manage the operation of the hospice services.

The trustees are pleased to report that the charity's internal financial controls conform to the guidelines issued by the Charity Commission. These controls help the trustees meet their legal duties to safeguard the charity's assets, administer the charity's finances and assets in a way that identifies and manages risk, and ensure the quality of financial reporting by keeping adequate accounting records and preparing timely and relevant financial information.

The trustees are also aware of the requirement to report more fully on risk management in the annual report and are aware of the guidance for directors of public listed companies contained within the Turnbull Report. As a result, they have adopted a formal risk management policy using the principles of good governance and the policy requirements of the Health and Social Care Act 2008. The trustees have developed a corporate risk register, which identifies risks to the charity. An emerging risk register is also completed and reviewed.

The register describes how each risk is managed, and the processes, procedures and actions that are in place to mitigate the risk. Each risk is given a score reflecting the inherent and residual risk. Significant risks are reviewed at every meeting of the Audit & Risk Committee, chaired by an independent lay member, which reports back to each trustee meeting. We also maintain and review an emerging risk log which includes issues that are perceived to be potentially significant but may not be fully understood and assessed. This satisfies the trustees that adequate controls and procedures are in place to mitigate these risks. The Audit & Risk Committee also submits a formal annual report to the trustees.

Trustees conduct regular 'trustee visits'. Although these are no longer required by the Care Quality Commission, the Board has decided to continue them as they have proven beneficial for the organisation and individual trustees in their role. Internal financial audits are also carried out.

Principal risks and uncertainties

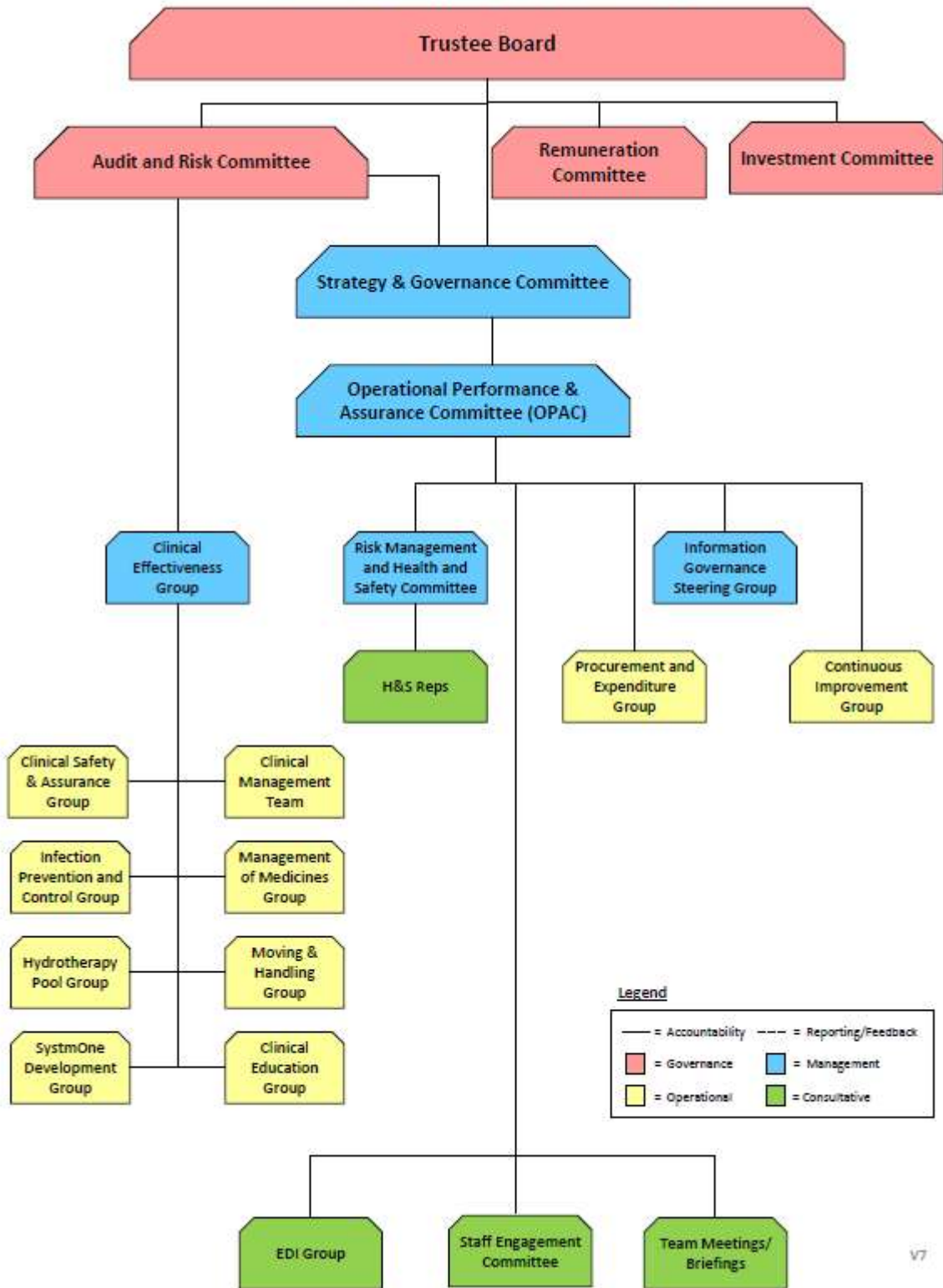
The over-riding risk facing the charity is one of reputational damage, which could result from any of the following risks and/or lead to one of these risks arising. Beyond reputational risk, the four main areas of risk are:

- **clinical risk** in the form of a major adverse clinical event

- **financial risk** arising from unplanned and/or unavoidable substantial expenditure or substantial reduction in fundraising and/or retail and/or statutory funding, or as a result of poor budgetary control or fraud
- **information technology risk** due to the system not being fit for purpose and outdated, a breach of data protection law, a failure of back-up procedures or an external cyber-attack on our systems

We manage risk through our integrated governance structure as set out below which details the reporting lines and accountability of our various committees and groups:

Keech Hospice Care Integrated Governance Structure



V7

Fundraising practice

Keech Hospice is committed to maintaining high standards of fundraising and retail activity. We are registered with the Fundraising Regulator and licensed by the Gambling Commission. We are members of the Institute of Fundraising, the Charity Retail Association, Hospice UK and Together For Short Lives. We are committed to the Fundraising Codes of Practice and our contracted third-party professional fundraising agency for new lottery players is also required to adhere to the Codes of Practice. Fundraisers who know or have reasonable grounds for believing that an individual lacks capacity to make a decision to donate will decline to take a donation from that individual. Each decision is considered on its own basis, as capacity can change from time to time. If a donation is found retrospectively to have been given by a person who lacked capacity at the time it was given, that donation will be returned. We also follow the Charity Commission's guidance, Charity fundraising: a guide to trustee duties (CC20).

We received three fundraising complaints and eight retail complaints, all of which were resolved to the satisfaction of the individual. We promote an open culture to encourage reporting of any concerns. We provide our staff with a comprehensive programme of training, guidance and support, and monitor activity carried out on our behalf through weekly reporting, spot-checks and meetings. Our staff training includes basic bereavement support and safeguarding, and our culture promotes the key principles and behaviours of the Code of Practice (Legal, Open, Honest and Respectful).

Future activities

The Trustees and senior leaders are ambitious for the future of Keech Hospice. We envisage a time when people can receive high quality palliative and end of life care in the place of their choosing with each care setting prioritising those individual's unique needs. We commit ourselves to a future where our care is dynamic, innovative and responsive. We will research and innovate new care delivery models to meet the needs of people with life-limiting illness, their family and carers. We want a future where people can live independently, with a good quality of life for as long as possible. We will help people cope with the reality of dying, death and bereavement and do so with compassion confidence and expertise. We will educate and support the public to have significant conversations and form plans led by our Compassionate Communities Programme. We will further improve our understanding of our diverse community through the community connector programme.

We believe we should shape our hospice care with systematic knowledge, be outcome and impact focused and support developments with robust evidence of effectiveness.

Therefore, the first steps of this strategy will be to devise and evaluate an investment and change management process.

Our services must dovetail with the NHS, local authorities, care homes, schools and children's respite facilities; and the communities we serve should shape services.

We must also lead in both delivery and the education on what "excellent palliative care" is.

Keech Hospice has decided to adapt and re-invent our contribution to care in a way that recognises the challenges ahead but never shirks from the ambition to find ways of extending care, using influence, and identifying new opportunities to respond to need.

HospiceUK wrote their Future Vision Programme, below, outlining considerations for hospices in future strategy and direction. The report draws together the views of all stakeholders in exploring future sustainability within the sector. They asked them to suggest ways in which Hospices might collaborate, make better use of technology, revise the current funding model and transform ways of working. In distilling the many views on the potential opportunities to create a more sustainable future for palliative and end of life care, they recognised that every Hospice is different. Each organisation is a product of their own unique history, local geography and community demography. Each has something to teach and something to learn.

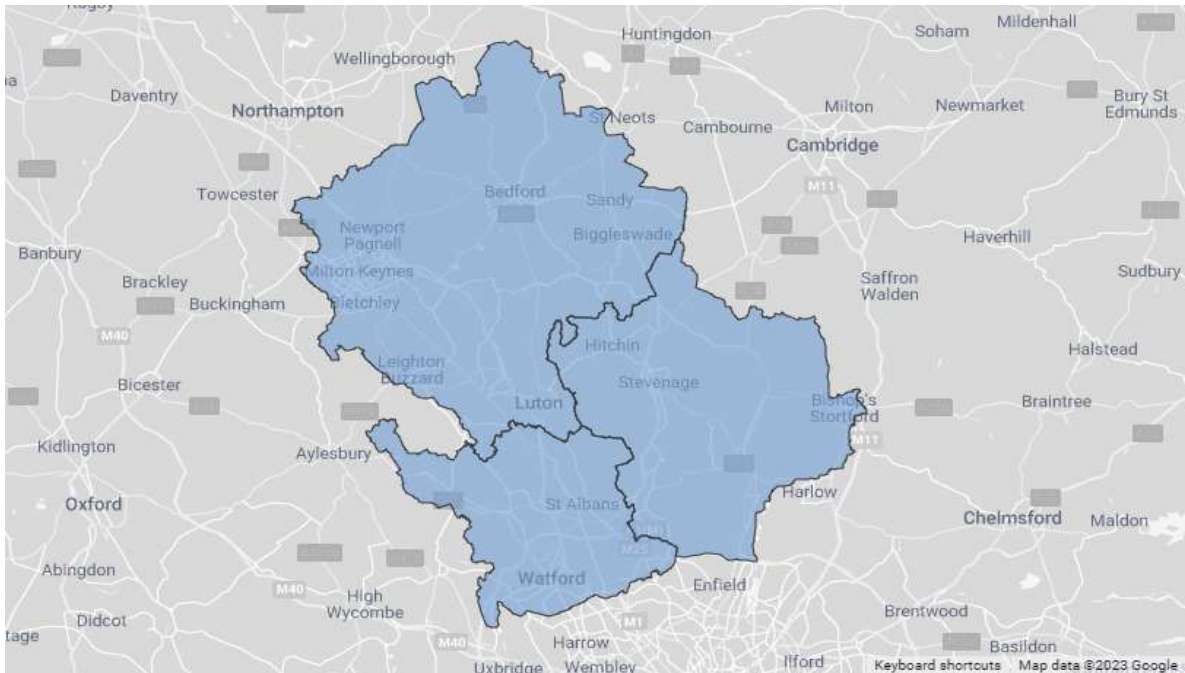
We have ensured that we have been cognisant of this work.



The demand for specialist palliative and end of life care will rise. There is a growing vulnerability of those who will need care, as well as the increasing complexity of their needs. The pandemic has seen huge delays in screening and treatment adding to the numbers who will now need palliative care. We live in a diverse community and one where disadvantage is evident. For our services, Luton is of particular note. Luton is one of the 20% most deprived districts/unitary authorities in England and 39% of children in Luton live in poverty.

Life expectancy for both men and women is lower than the England average. Life expectancy is 9.7 years lower for men and 4.1 years lower for women in the most deprived areas of Luton than in the least deprived areas.

However, diversity and issues of deprivation is also true for our whole catchment the new PoPNat data produced by HospiceUK allows us to see our geographical patch and challenges.



<https://popnat.hospiceuk.org/>

People feel excluded by their gender, race, and the environment they chose to live in. As we strive to do our best, we notice a background of increasing public expectations for hospice care and charities in general to remain trustworthy, diverse and an inclusive organisation, we will be the cornerstone on which to build. The local system sees us increasingly as an anchor organisation and we take this role seriously in driving change. **However, we will also battle the perception of hospice care which remains a challenge as we diversify to meet the changing needs of those who call on our services.**

How do we find success?

There are key principles we must follow to be successful. These include:

- A responsibility to assess future needs for palliative and end of life care on a population basis.
- Work as good and integrated partners, campaigners and educators across local health and care systems to enable us to make a difference on a larger scale.
- Engaged and influencing at ICS, regional and national level.
- Strive to reach more people through our care, income generation, marketing and communications and influence on other local health and social care services.
- To be active and outward looking in developing new partnerships and understandings what might enable us to succeed.
- Collaborating with other Hospices and providers to deliver seamless services and avoid duplication. Partnering or merging were appropriate.
- Be both business focused and compassionate, 'Hospice heart and a business brain'.
- Have a strong reputation and be trustworthy and use our funds carefully ensuring maximum impact and showing integrity to our donors.
- Build a financial model which supports investment towards a sustainable future.
- Be environmentally aware and make greener choices.

- Embrace innovative technology and a digital future, using our data to achieve insightful decisions.
- Deliver excellence in all we do, modelling a leading charity.
- Value, listen and engage our staff, volunteers and users in all we do.
- Be true to our values and guided by them always.

Given the challenges ahead we now need to invest in the future, to enable us to explore new care delivery models, new income streams and technology, investing our income wisely. We need to develop our workforce, so they can deliver the differing portfolio of services the future will demand. Building a bright and resilient future. We must continue our engagement with the national organisations that exist to support our work.

In summary we must:

- Continue to deliver outstanding care.
- Prepare for significant change in the context of palliative and end of life care, growing numbers of bereaved and the economic challenges and uncertainty ahead.
- Strengthen understanding of the contribution of hospice care as a significant partner in health delivery.
- Be trustworthy and protect our reputation.
- Become a beacon of excellence and contribute to the national and international body of knowledge.
- Grow our base income to enable us to do more for those who need us remaining sustainable.
- Show hospice care as a sustainable solution to future challenges in palliative and end of life care.
- Strengthen the connection between us and our local health and social care systems and our local communities, a hospice for all.
- Continue to be well-led and well governed.

Patients and families are also clear on what they expect from us.

The Trustees' Annual Report, which incorporates the Strategic Report was approved by the trustees on 25 September 2025, and is signed as authorised on its behalf by:



Simon Ogden
Chair of Trustees and Director
Keech Hospice

Independent Auditor's Report to the members of Keech Hospice

Opinion

We have audited the financial statements of Keech Hospice for the year ended 31 March 2025 which comprise the Group Statement of Financial Activities, The Group and Parent Charitable Company Balance Sheet, the Group Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on pages 9 and 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the use of restricted funds, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006 and the Charities Act 2011, Charities Statement of Recommended Practice (second edition 2019), and consider other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to care quality compliance, gambling commission and compliance with employment law. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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 our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory
Auditor
Date: 9th October 2025

10 Queen Street Place
London
EC4R 1AG

Consolidated Statement of Financial Activities

(including Income & Expenditure Account)
for the year ended 31 March 2025

	Notes	2025			2024		
		Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Income from:							
Donations and legacies	4	2,124	992	3,116	3,341	119	3,460
Charitable activities	9						
Adults Service		1,510	202	1,712	1,487	237	1,724
Children's Services		644	1,395	2,039	916	1,166	2,082
Supportive care		31	51	82	31	488	519
Educate and communicate		4	4	8	115	1	116
Total charitable activities		2,189	1,652	3,841	2,549	1,892	4,441
Other trading income							
Trading income	8	138	2	140	128	2	130
Charitable trading income		210	-	210	190	-	190
Lottery income		569	121	690	568	87	655
Retail income		4,700	1,254	5,954	4,708	1,261	5,969
		5,617	1,377	6,994	5,594	1,350	6,944
Investment income	7	488	-	488	471	-	471
Other Operating Income	6	51	-	51	86	-	86
Total income		10,469	4,021	14,490	12,041	3,361	15,402
Expenditure on:							
Raising funds		1,000	87	1,087	933	75	1,008
Charitable activities							
Adults Service		3,620	394	4,013	3,283	203	3,486
Children's Services		721	2,374	3,095	1,368	1,559	2,927
Supportive care		1,143	72	1,215	1,005	71	1,076
Educate and communicate		1,063	4	1,067	772	2	774
Total charitable activities		6,547	2,844	9,391	6,428	1,835	8,263
Trading expenditure		5,169	659	5,828	4,570	790	5,360
Total expenditure	10	12,716	3,590	16,306	11,931	2,700	14,631
Net income for the year		(2,247)	431	(1,816)	110	661	771
Gain / (Loss) on investment assets	17	(168)	-	(168)	295	-	295
Transfers between funds	26	466	(466)	(0)	253	(253)	-
Net movement in funds		(1,949)	(35)	(1,984)	658	408	1,066
Reconciliation of funds							
Total funds brought forward	26	20,396	747	21,143	19,738	339	20,077
Total funds carried forward	26	18,447	712	19,159	20,396	747	21,143

The results are derived from continuing activities. All gains and losses recognised in the year are included above. The deficit for the year comprises the net loss for the year and was £1,984,000 (2024: £1,066,000 surplus).

The accompanying notes on pages 38-57 form an integral part of this consolidated statement of financial activities.

Balance Sheet
as at 31 March 2025
Company number: 2904446

	Notes	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
FIXED ASSETS					
Tangible assets	16	8,513	8,513	7,957	7,957
Investments	17	5,134	5,134	5,362	5,362
Investment Property	17	191	191	191	191
		13,838	13,838	13,510	13,510
CURRENT ASSETS					
Stocks	18	20	-	18	-
Debtors	19	2,263	2,315	1,611	1,644
Cash at bank and in hand		3,142	3,104	6,532	6,512
Short-term deposits		560	560	533	533
		5,985	5,979	8,694	8,689
CREDITORS: amounts falling due within one year	20	(664)	(658)	(1,061)	(1,056)
Net current assets		5,321	5,321	7,633	7,632
Net assets	22	19,159	19,159	21,143	21,143
FUNDS					
Unrestricted funds					
General fund		6,934	6,934	7,438	7,438
Designated funds		11,513	11,513	12,958	12,958
Total unrestricted funds		18,447	18,447	20,396	20,396
Restricted funds		712	712	747	747
TOTAL FUNDS	26	19,159	19,159	21,143	21,143

The parent charity's gross income for the year was £14,350,000 (2024: £15,272,000) and the net result for the year was £2,043,000 deficit (2024: £1,009,000 surplus)

The financial statements on pages 35-57 were approved and authorised for issue by the trustees on 25 September 2025 and signed on their behalf by:



Simon Ogden
 Chair of Trustees

Consolidated Statement of Cash Flows for the year ended 31 March 2025

	2025 £'000	2025 £'000	2024 £'000	2024 £'000
Cash flows from operating activities				
Net income (expenditure) for the year		(1,985)		1,066
Investment income		(488)		(471)
Depreciation charges		542		507
(Profit) loss on sale of fixed assets		-		(8)
Decrease / (increase) in stock		(2)		(3)
(Increase) / decrease in debtors		(652)		(197)
Increase / (decrease) in creditors		(397)		(90)
Losses/(Gain) on investments		168		(295)
Net cash provided by (used in) operating activities		(2,814)		509
Cash flows from investing activities				
Payments to acquire tangible fixed assets	(1,097)		(748)	
Purchase of investments	60		(3,081)	
Purchase of investment property	-		(191)	
Bank interest received	245		245	
Investment income	243		226	
		(549)		(3,549)
Cashflows from financing activities				
Repayment of long-term debt				-
Increase/(decrease) of cash in the year		(3,363)		(3,040)
Cash at 1 April		7,065		10,105
Increase/(decrease) of cash in the year		(3,364)		(3,040)
Cash at 31 March		3,701		7,065

Notes to the Accounts

1. Accounting policies

Accounting convention

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2015, Second Edition, effective 1 January 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the financial statements of the charity, its subsidiary Keech Hospice (Trading) Limited and its related company undertaking Pasque Charity (Trading) Limited. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

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

Currency

The Group's functional currency and presentational currency is pounds sterling (GBP).

Title

The charitable company has an exemption under Paragraph 60 of the Companies Act 2006 from using "Limited" in the title.

Going concern

There are no material uncertainties regarding the charity's ability to continue in operation. The trustees have reviewed financial forecasts and are confident that the charity will continue as a going concern for the foreseeable future. The trustees also recognise that an adequate level of reserves supports and maintains the charity as a going concern by allowing the chief executive and senior leadership team a period to implement change or contingency plans to address any budgetary problems.

Fund accounting

General funds - 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 - Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted Funds - Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the charity for particular purposes. A fair proportion of overheads are allocated to the specific funds where appropriate.

Investment income and gains are allocated to the appropriate fund.

Income

All income is included in the SOFA when the charity is legally entitled to the income, and the amount can be quantified with reasonable accuracy. In particular, this includes the following.

- **Legacies:** for legacies, entitlement is taken as the earlier of the date on which either probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable 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.
- **Donations:** income is recognised when the funds are received by the charity.
- **Donated goods and services:** donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' Annual Report for more information about their contribution. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Expenditure

All expenditure is accounted for on an accruals basis and is recognised once there is a legal or constructive obligation to make a payment to a third party and has been classified under headings that aggregate all costs related to the category.

- **Fundraising costs** are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.
- **Trading costs** are those incurred in undertaking trading activities (including retail).
- **Cost of charitable activities** are those which directly relate to activities which further the charitable objectives of the charity.
- **Governance costs** include the cost of the audit of statutory accounts; the cost of trustee meetings; the cost of legal advice to trustees on constitutional or governance matters; and a charge for the salary cost of senior management to cover time spent on compliance with constitutional or statutory requirements. These have been allocated to activity cost categories on the basis of headcount within each activity.
- **Support costs** include central functions and have been allocated to the four activity cost categories detailed above on a basis consistent with the use of resources.

Interest receivable

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

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £1,500 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is calculated so as to write off the cost of an asset, less estimated residual value, over the useful economic life of that asset, on a straight-line basis, as follows:

Freehold property (excluding land):	50 years
Leasehold property improvements:	5 years or the period of the lease
Care equipment:	4 to 10 years
Office equipment:	4 years
Fixtures and fittings:	4 to 10 years
Motor vehicles:	4 years

The carrying values of tangible fixed assets are reviewed for impairment should events or changes in circumstances indicate the carrying value may not be recoverable.

Investments

Assets held for investment purposes are included at market value at the balance sheet date. Net gains and losses arising on revaluations and disposals during the year are included in the Statement of Financial Activities.

Investment Properties

Investment properties are included at fair value at the balance sheet date and were based on a RICS valuation undertaken in 2023. Trustees are not aware of any impairment or change in value.

Stock

Stocks, which consist of purchased goods, are stated at the lower of cost and net realisable value after making an allowance for obsolete and slow-moving items. Cost is calculated on a first in, first out basis. Net realisable value represents the amounts recoverable on eventual sale less any costs incurred in getting the materials from their current location and condition to the point of sale. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount pre-paid.

Cash at bank and in hand

Cash at bank and cash in hand includes short term highly liquid investments with a short maturity of three months or less.

Creditors and provisions

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

Financial instruments

The charity only has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Operating lease agreements

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged to the SOFA on a straight-line basis over the period of the lease.

Contribution to pension funds

The charity operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the statement of financial activities.

There are some employees who are members of the National Health Service Pension Scheme which is a multi-employer defined benefit scheme. The charity is unable to identify its share of the underlying assets and liabilities. It is therefore accounted for on a defined contribution basis. The annual contributions are charged to the statement of financial activities.

Taxation

The activities of Keech Hospice are exempt from Corporation Tax under Section 505 of the Income and Corporation Taxes Act 1988 to the extent that they are applied to the organisation's charitable objects. The group does not pay corporation tax because the policy of the subsidiary and related trading company is to pay taxable profits under gift aid to the charity.

Estimates and judgements

In applying the accounting policies, the Trustees have made accounting judgements, estimated and assumptions about the carrying amount of the assets and liabilities. These estimates and judgements are based on historical experience and are regularly reviewed. Those that have a material effect on the amounts recognised in the financial statements are discussed below:

Judgements

Impairment testing is carried out for all tangible assets at the year-end date where there is an indication that impairment exists. An impairment loss is recognised where the carrying amount exceeds the asset's recoverable amount.

Legacies are recognised when the criteria of entitlement, probability and certainty of the amount can be met.

All debtors are reviewed to determine if a bad debt provision is required.

Estimates

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date.

Gifts in kind are included in the financial statements at their market value at the time of their receipt.

2. Company structure

The charity is a private company limited by guarantee incorporated in England and Wales. The members of the company are the trustees named on page 3. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. At 31 March 2025, the number of such guarantees was 11 (2024: 9).

3. Contingent liabilities

Sales of goods donated under the retail gift aid scheme are recognised as income at the point of sale. Technically, the sale proceeds, less commission, belong to the donor until 21 days elapse after we write to the donor to inform them of the sale. It is rare for a donor to ask for their sales proceeds to be returned but, at the year-end, there was £292,939 (2024: £156,961) of income that was within this 21-day timeframe so could potentially be asked to be returned. The accounts also include the £72,356 (2024: £39,240) of gift aid that is recoverable on these donations. At the date of signing the accounts, this timeframe had elapsed and £Nil (2024: £Nil) of this income had been returned to donors.

4. (a) Donations and legacies (current year)

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2025 £'000
Individual donations and gifts	788	5	793
Corporate donations	136	0	136
Events	330	2	333
Trusts and grants	321	232	553
Legacies	548	753	1,301
Total donations and legacies	2,124	992	3,116

Included in donations and legacies are £9,620 (2024: £26,881) of gifts in kind.

(b) Donations and legacies (prior year)

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000
Individual donations and gifts	835	80	915
Corporate donations	116	-	116
Events	283	-	283
Trusts and grants	249	3	252
Legacies	1,066	36	1,102
Assets donated by North Bedfordshire Hospice Care Ltd	792	-	792
Total donations and legacies	3,341	119	3,460

5. Grants received

	2025 £'000	2024 £'000
Grant contribution funded by NHS England - Children's Hospice Grant	840	821
	840	821

Grants are allocated across charitable activities are set out in Note 9.

6. Other Operating Income

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total 2025 £'000	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 2024 £'000
Insurance Claim Proceeds	-	-	-	-	-	-
Reimbursements	2	-	2	39	-	39
Sundry Income	49	-	49	47	-	47
	51	-	51	86	-	86

7. Investment Income

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total 2025 £'000	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 2024 £'000
Listed investments	243	-	243	226	-	226
Interest receivable from bank deposits	245	-	245	244	-	244
	488	-	488	470	-	470

8. (a) Activities for generating funds (current year)

Trading operations and related companies

From 1 April 2010, the charity has traded through Keech Hospice (Trading) Ltd (company number 06941924), a company limited by shares registered in England and Wales as a wholly owned trading subsidiary of Keech Hospice. The company is used for non-primary purpose trading activities, namely the sale of bought-in goods through the charity's shops and fundraising under tripartite agreements.

Pasque Charity (Trading) Limited (company number 02362985) is the old trading company of the charity in full use until March 2009. This company was effectively dormant during the year.

Both Keech Hospice (Trading) Ltd and Pasque Charity (Trading) Limited have the same registered office as Keech Hospice.

All activities of the trading companies have been consolidated on a line-by-line basis in the consolidated statement of financial activities. A summary of the results of Keech Hospice (Trading) Ltd and Pasque Charity (Trading) Limited is shown below. The directors of both companies are Geoff Lambert, Peter Cannon and the Executive Director of Finance and Corporate Services.

	Keech Hospice Care Trading 2025 £'000	Pasque Charity (Trading) 2025 £'000	Total 2025 £'000
Turnover			
Sale of bought-in goods	94	-	94
Conference sales	3	-	3
Corporate fundraising agreements	2	-	2
Catering sales	41	-	41
	<u>140</u>	<u>-</u>	<u>140</u>
Cost of sales and administrative expenses			
Unrestricted	(81)	-	(81)
Governance	-	-	-
Amounts gift aided to Keech Hospice Care	(59)	-	(59)
	<u>-</u>	<u>-</u>	<u>-</u>
The aggregate of the assets, liabilities and funds was:			
Assets	40	19	59
Liabilities	(40)	(19)	(59)
Funds	<u>0</u>	<u>0</u>	<u>0</u>

Amounts owed to the parent undertaking are shown in Note 19. Included within cost of sales and administration expenses above is a management charge of £16,338 (2024: £14,406) from the parent charity.

(b) Activities for generating funds (prior year)

	Keech Hospice Care Trading 2024 £'000	Pasque Charity (Trading) 2024 £'000	Total 2024 £'000
Turnover			
Sale of bought-in goods	88	-	88
Conference sales	5	-	5
Corporate fundraising agreements	2	-	2
Catering sales	34	-	34
	<u>130</u>	<u>-</u>	<u>130</u>
Cost of sales and administrative expenses			
Unrestricted	(74)	-	(74)
Governance	-	-	-
Amounts gift aided to Keech Hospice Care	(56)	-	(56)
	<u>-</u>	<u>-</u>	<u>0</u>
The aggregate of the assets, liabilities and funds was:			
Assets	28	12	40
Liabilities	(28)	(12)	(40)
Funds	<u>0</u>	<u>0</u>	<u>0</u>

9. (a) Income from charitable activities (current year)

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2025 £'000
Core NHS agreements	921	-	921
Local Authority & NHS agreements for specific care	0	-	0
Specialist palliative care payments for specific purposes	589	-	589
Statutory contributions to pension costs	-	24	24
Incoming resources from charitable activities	-	-	-
Restricted Donations	-	178	178
Subtotal for the Adults Service	1,510	202	1,712
Core NHS agreements	509	-	509
Local Authority & NHS agreements for specific care	-	-	-
Specialist palliative care payments for specific purposes	135	-	135
Statutory contributions to pension costs	-	22	22
Grant contribution funded by NHS England - Children's Hospice Grant	-	840	840
Restricted Donations	-	534	534
Subtotal for the Children's Services	644	1,395	2,039
Core NHS agreements	30	-	30
Local Authority & NHS agreements for specific care	-	-	-
Specialist palliative care payments for specific purposes	1	-	1
Statutory contributions to pension costs	-	8	8
Restricted Donations	-	43	43
Subtotal for Supportive Care	31	51	82
Core NHS agreements	-	-	-
Local Authority & NHS agreements for specific care	-	-	-
Specialist palliative care payments for specific purposes	-	-	-
NHS Funding for Education Purposes	4	-	4
Statutory contributions to pension costs	-	4	4
Restricted Donations	-	-	-
Subtotal for Educate and Communicate	4	4	8
Total income from charitable activities	2,189	1,652	3,841
Total restricted donations	-	(755)	(755)
Total statutory income	2,189	897	3,086

(b) Income from charitable activities (prior year)

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000
Core NHS agreements	741	-	741
Local Authority & NHS agreements for specific care	183	-	183
Specialist palliative care payments for specific purposes	563	36	599
Statutory contributions to pension costs	-	22	22
Incoming resources from charitable activities	-	-	-
Restricted Donations	-	179	179
Subtotal for the Adults Service	1,487	237	1,724
Core NHS agreements	615	-	615
Local Authority & NHS agreements for specific care	62	-	62
Specialist palliative care payments for specific purposes	239	-	239
Statutory contributions to pension costs	-	22	22
Grant contribution funded by NHS England - Children's Hospice Grant	-	822	822
Restricted Donations	-	322	322
Subtotal for the Children's Services	916	1,166	2,082
Core NHS agreements	30	-	30
Local Authority & NHS agreements for specific care	-	-	-
Specialist palliative care payments for specific purposes	1	-	1
Statutory contributions to pension costs	-	7	7
Restricted Donations	-	481	481
Subtotal for Supportive Care	31	488	519
Core NHS agreements	-	-	-
Local Authority & NHS agreements for specific care	110	-	110
Specialist palliative care payments for specific purposes	3	-	3
NHS Funding for Education Purposes	2	-	2
Statutory contributions to pension costs	-	1	1
Restricted Donations	-	-	-
Subtotal for Educate and Communicate	115	1	116
Total income from charitable activities	2,549	1,892	4,441
Total restricted donations	-	(983)	(983)
Total statutory income	2,549	909	3,458

10. (a) Analysis of Expenditure (current year)

	Staff costs £'000	Other Direct costs £'000	Deprec- iation £'000	Support costs £'000	Gover- nance £'000	2025 Total £'000	2024 Total £'000
Cost of generating funds							
Fundraising	691	329	5	52	9	1,087	1,008
Trading	3,153	2,177	100	340	59	5,828	5,361
Total cost of generating funds	3,844	2,507	105	391	69	6,915	6,369
Cost of charitable activities							
Adult hospice	2,766	550	144	511	41	4,013	3,486
Children's hospice	2,151	426	144	345	28	3,095	2,927
Supportive Care	941	179	4	78	14	1,215	1,076
Educate and Communicate	738	265	0	55	10	1,067	774
Total cost of charitable activities	6,596	1,421	293	990	92	9,391	8,263
Governance costs	68	86	2	6	(161)	-	-
Support costs	479	765	142	(1,386)	0	-	-
Total Expenditure	10,986	4,779	542	0	(0)	16,306	14,632
Total Expenditure (prior year)	9,430	4,695	507	0	(0)	14,632	14,632

The support costs allocated, and the bases of allocation, are as follows:

	Allocation basis	2025 £'000	2024 £'000
Facilities and services	Time and Headcount	572	452
Management, HR, Finance, Admin, IT, Marketing &	Headcount	815	737
Total support costs		1,386	1,189

The governance costs are allocated based on headcount across the different activity areas.

(b) Analysis of Expenditure (prior year)

	Staff costs £'000	Other Direct costs £'000	Deprec- iation £'000	Support costs £'000	Gover- nance £'000	2024 Total £'000
Cost of generating funds						
Fundraising	592	355	1	50	10	1,008
Trading	2,758	2,124	103	316	60	5,361
Total cost of generating funds	3,350	2,479	104	366	70	6,369
Cost of charitable activities						
Adult hospice	2,326	574	134	415	37	3,486
Children's hospice	1,950	524	137	289	27	2,927
Supportive Care	834	157	1	71	13	1,076
Educate and Communicate	494	229	-	43	8	774
Total cost of charitable activities	5,604	1,484	272	818	85	8,263
Governance costs	61	89	0	5	(155)	-
Support costs	415	643	131	(1,189)	-	-
Total Expenditure	9,430	4,695	507	0	-	14,632
Total Expenditure (prior year)	7,954	3,727	495	-	(0)	12,176

The support costs allocated, and the bases of allocation, are as follows:

	Allocation basis	2024 £'000
Facilities and services	Time and Headcount	452
Management, HR, Finance, Admin, IT, Marketing and	Headcount	737
Total support costs		1,189

11. Analysis of staff costs

	2025 £'000	2024 £'000
Wages and salaries	9,545	8,204
Social security costs	812	693
Employer's contribution to defined contribution pension schemes	629	533
	10,986	9,430

During the year, no employees were made redundant with redundancy payments totalling £Nil being made (In 2024, no employees were made redundant with redundancy payments totalling £Nil).

The number of employees whose employee benefits amounted to over £60,000 in the year was as follows:

	2025 Number	2024 Number
£60,000 - £69,999	9	2
£70,000 - £79,999	2	2
£80,000 - £89,999	-	1
£90,000 - £99,999	1	-
£100,000-£109,999	1	-
£110,000-£119,999	-	1
	13	6

As detailed on Page 20, our Pay Policy allows all staff to progress on a pay-scale linked to a competency-based assessment. All staff may also be eligible for an inflationary annual pay award. The increase from 6 staff members to 13 staff members above is a result of 7 staff members, who previously sat below £60k, moving above £60k due to pay-scale progression and/or and inflationary pay award.

Nine of the employees included in the bandings above £60,000 have retirement benefits accruing under a defined contribution scheme (2024: four members). Payments to defined contribution schemes in the year in respect of those employees included in the bandings above £60,000 totalled £36,825 (2024: £12,344).

The hospice considers that the key management personnel comprise the trustees (who are unpaid) and the Executive Directors. Total employee benefits of the Executive Directors was £420,249 (2024: £423,054).

12. Staff numbers

The average monthly headcount (including bank staff) was 361 (2024: 319) and analysis of the employees by function was:

	2025		2024	
	Actual number	Full-time equivalent	Actual number	Full-time equivalent
Adults Service	71	63	60	53
Children's Services	47	41	45	39
Supportive Care	28	19	24	17
Fundraising	21	19	20	18
Trading	124	96	109	87
Facilities and services	17	10	15	10
Management, HR, Finance, Administration and IT	48	43	43	39
Public Relations and Communications	5	5	3	3
	361	297	319	267

The hospice had an average of 1,650 volunteers during the year (2024: 1,384), of which 1,180 (2024: 948) worked in our retail operations and 470 (2024: 436) supported the charitable and administrative work of the hospice. We are extremely grateful for their efforts.

13. Pension costs

Contributions to the defined contribution pension scheme for the period were £343,000 (2024: £296,000). Contributions outstanding at the year-end totalled £10,000 (2024: £58,000).

Contributions to the National Health Service Pension Scheme for the period were £286,000(2024: £237,000) and the agreed contribution rate was 14.3%. Contributions outstanding at the year-end totalled £41,000 (2024: £33,000).

The NHS Pension Scheme is an unfunded occupational scheme backed by the Exchequer, which is open to all NHS employees and certain employees of other approved organisations. Keech Hospice is an approved organisation. The Scheme provides pensions, based on final salary, in varying circumstances for employees of participating employers. The Scheme receives contributions from employees and employers to defray the costs of pensions and other benefits.

From 1 April 2006, the NHS Business Services Authority (the Authority) has been the body responsible for the administration of the NHS Pension Scheme for England and Wales.

In support of the Authority, NHS employers are required to explain the Scheme to the employees. In addition, they submit pension data to the NHS Business Services Authority (NHSBSA). To ensure proper administration, the hospice outsources the management of this Scheme.

Every four years, the Government Actuary conducts a full actuarial review of contribution rates. In order to defray the costs of benefits, in 2025/26 employers paid contributions of 14.38% of pensionable pay and employees contributed on a tiered scale from 5%-14.5% of their pensionable pay, depending on total earnings. Further information on benefits can be obtained from the NHS Pension Scheme website.

14. Movement in total funds for the group

Movement in total funds is arrived at after charging:

	2025 £'000	2024 £'000
Auditor's remuneration - Audit Fee (Group)	29	27
Operating lease rentals - land and buildings	904	881
Operating lease rentals - Other	61	66
Depreciation	542	507

15. Trustees' remuneration and expenses

The trustees neither received nor waived any emoluments during the year.

One trustee received reimbursement of expenses of £242 during the year in their role as trustee (2024: one trustee received reimbursement of expenses of £40).

Trustees made voluntary donations totalling £426 during the year (2024: £1,445).

16. Tangible fixed assets

	Freehold Land and Buildings £'000	Leasehold Property Improvements £'000	Hospice Care Equipment £'000	Office Equipment £'000	Fixtures and Fittings £'000	Motor Vehicles £'000	Assets in course of construction £'000	Total £'000
GROUP AND CHARITY								
Cost								
At 1 April 2024	10,950	1,880	500	876	1,709	70	315	16,300
Additions	605	178	78	334	215	-	(313)	1,097
Disposals								
At 31 March 2025	11,555	2,058	578	1,210	1,924	70	2	17,397
Depreciation								
At 1 April 2024	3,999	1,706	455	779	1,354	49	-	8,342
Charge for year	227	69	34	68	140	4		542
Disposals								
At 31 March 2025	4,226	1,775	489	847	1,494	53	-	8,884
Net book value								
At 31 March 2025	7,329	283	89	363	430	17	2	8,513
At 1 April 2024	6,951	174	45	97	355	21	315	7,957

All of the above assets are used for charitable purposes.

17. Fixed Asset Investments (Charity and Group)

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2025 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000
Group and Charity						
Market value as at 1 April	5,362	-	5,362	1,986	-	1,986
Purchases, additions and sale of fixed asset investments	(60)	-	(60)	3,081	-	3,081
Realised Gain/(Loss)	-	-	-	-	-	-
Unrealised Gain/(Loss) on Investment	(168)	-	(168)	295	-	295
Market value as at 31 March	5,134	-	5,134	5,362	-	5,362
Historical cost as at 31 March	5,134	-	5,134	5,362	-	5,362

18. Stock

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Goods for resale	20	-	18	-

19. Debtors

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Trade debtors	46	46	62	62
Amounts owed by related undertaking	0	53	-	34
Other debtors	231	231	302	302
Prepayments and accrued income	1,986	1,985	1,247	1,246
	2,263	2,315	1,611	1,644

20. Creditors: amounts falling due within one year

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Trade creditors	181	181	379	379
Other creditors	52	52	96	96
Accruals and deferred income	431	425	586	581
	664	658	1,061	1,056

Movement on deferred income during the year:

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Balance at the beginning of the year	94	94	509	509
Amount released to income in the year	(68)	(68)	(447)	(447)
Amount deferred in the year	43	43	32	32
Balance at the end of the year	68	68	94	94

Income is deferred where income has been received in advance of the service being provided or delivered. The amounts held in deferred income at year end relate primarily to staff costs, where either the role has been recruited in the following financial year or where the service provided by members of staff is to occur in the next financial year.

21. Analysis of net assets (current year – Group and Charity)

	General Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total £'000
Tangible assets	-	8,513	-	8,513
Investments	2,135	3,000	-	5,134
Investment Property	191	-	-	191
Net current assets	4,608	-	712	5,321
	6,934	11,513	712	19,159

22. Analysis of net assets (prior year)

	General Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total £'000
Tangible assets	-	7,957	-	7,957
Investments	362	5,000	-	5,362
Investment Property	191	-	-	191
Net current assets	6,884	-	747	7,631
	7,438	12,957	747	21,142

23. Financial commitments

At 31 March, annual commitments under non-cancellable leases were as follows:

Group and charity	2025		2024	
	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Expiry date:				
Within one year	796	18	663	34
1-5 years	1,465	26	1,320	44
Over five years	-	-	-	-
	2,261	44	1,983	78

One lease is in the name of Pasque Charity (Trading) Limited but is in use by the charity and the charity bears the commitment.

24. Related parties transactions

Keech Hospice (Trading) Ltd, a wholly owned subsidiary of the charity, was charged by the charity, during the period, a management fee of £12,532 (2024: £10,809) and a fee for the use of the charity's logo, name and data of £3,806 (2024: £3,596). The company has made a charitable donation of its taxable profits of £58,829 (2024: £55,988) to the charity. At 31 March 2025, the company owed £34,327 (2024: £22,323) to the charity.

Pasque Charity (Trading) Limited, a related company undertaking collects sums on behalf of the charity relating to the lottery. At 31 March 2025, the company owed £18,660 (2024: £11,677) to the charity.

There are no additional related party transactions to disclose for 2025 (2024: none).

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

25. Consolidated statement of funds (current year)

	Funds Brought Forward £'000	Income £'000	Expenditure £'000	Investment Gains £'000	Transfers Between Funds £'000	Funds Carried Forward £'000
Unrestricted funds						
General fund	7,438	10,469	(12,110)	(168)	1,305	6,934
Designated funds						
- Building Improvements and Infrastructure Fund	925	-	(0)	-	(400)	525
- Legacy Equalisation	1,500	-	-	-	(500)	1,000
- IT and Digital Innovation	225	-	(61)	-	(139)	25
- Environmental Investment	500	-	-	-	(100)	400
- Service and Innovation Development	1,600	-	(3)	-	(697)	900
- Retail Infrastructure	250	-	-	-	(100)	150
- Tangible fixed assets	1,007	-	(315)	-	492	1,184
- Building assets fund	6,950	-	(227)	-	605	7,329
Total designated funds	12,958	-	(606)	-	(839)	11,513
Total unrestricted funds	20,396	10,469	(12,716)	(168)	466	18,447
Restricted funds						
Adult revenue fund	-	260	(260)	-	-	-
Hospice at Home	8	1	7	-	-	16
Adult social work fund	1	-	-	-	-	1
Adult Living Appeal	-	0	-	-	-	0
Adult activity funds	31	114	(110)	-	(17)	19
Children's revenue fund	-	2,127	(2,127)	-	-	-
Children's complementary therapy	15	-	(3)	-	-	12
Children's development board	-	0	(0)	-	-	-
Children's minibus provision	-	-	-	-	-	-
Children's investments	1	-	-	-	-	1
Children's activity funds	65	234	(61)	-	(25)	214
Children's courtyard capital project	49	-	(1)	-	(19)	29
Pension contribution	-	57	(57)	-	-	-
Children's nursing salaries	56	77	(56)	-	-	77
Other activity funds	75	60	(59)	-	(1)	75
Children's capital projects	346	-	(4)	-	(172)	170
Adult capital projects	61	40	(18)	-	(42)	41
Parking capital project	-	-	-	-	-	-
Capital projects - Both	39	20	(1)	-	-	58
Hydrotherapy Pool Appeal	-	-	-	-	-	-
DHSC Capital Grant	-	190	-	-	(190)	-
NHS England Grant	-	840	(840)	-	-	-
Children's day care capital project	-	-	-	-	-	-
Total restricted funds	747	4,021	(3,590)	-	(466)	712
Total funds	21,143	14,490	(16,306)	(168)	(0)	19,159

Designated funds

Building Improvements and Infrastructure Fund	Funds set aside for building improvements, maintenance and capital expenditure.
Legacy Equalisation	Funds set aside to enable the hospice to manage the effect of annual fluctuations in legacy income. In years where legacy income is lower than budgeted the Trustees can release funds for revenue or capital expenditure.
IT and Digital Innovation	Funds set aside for utilising technology to improve outcomes for our patients, increase the flexibility of service provision, grow our income, and increase efficiency in our infrastructure.
Environmental Investment	Funds set aside to invest in projects that meet our sustainability policy, improve efficiency, reduce our impact on climate change and reduce costs.
Service and Innovation Development	Funds to allow the charity to invest in service development to meet the evolving requirements of palliative care or to generate income or reduce costs to support our charitable objectives.
Retail Infrastructure	Funds set aside for the refurbishment of our retail shops.
Tangible fixed assets fund	Net book value of tangible fixed assets (other than freehold property) held by the charity.
Building assets fund	Net book value of freehold property and work in progress on freehold property held by the charity.

Restricted funds

Adult revenue fund	Income and expenditure which specifically relates to the provision of adult services.
Hospice at Home	Income received for provision of the Hospice at Home service.
Adult social work fund	Income received to provide an adult social worker service.
Adult Living Appeal	Income received to provide palliative care for adults.
Adult activity funds	Small miscellaneous restricted funds relating to adult services.
Children's revenue fund	Income and expenditure which specifically relates to the provision of children's services.
Children's complementary therapy	Income received to provide a complementary therapy service for children.
Children's development board	Income received to expand children's services in Hertfordshire.
Children's investments	The market value of investments given for the provision of children's services.
Children's activity funds	Small miscellaneous restricted funds relating to children's services.
Children's courtyard capital project	Funds received to develop a courtyard garden for children on the children's in-patient unit and those using day support.
Pension contribution	Funds received from the NHS to offset increased employer pension costs.
Other activity funds	Other small miscellaneous restricted funds.
Children's capital projects	Grants received for capital projects within the children's in-patient unit.

Capital Projects - Both	Funds received to carry out various capital projects across the hospice, including development of the Wellbeing Centre.
Hydrotherapy Pool Appeal	Funds received to improve the impact of the hydrotherapy pool by developing new specialist support and facilities.
DHSC Capital Grant	Funds provided by the Department of Health and Social Care for capital projects during the year ended 31 March 2025
NHS England Grant	Funds received from NHSE to children's hospices for financial year 2025/2026.

26. Consolidated statement of funds (prior year)

	Funds				Transfers	
	Brought Forward	Income	Expenditure	Investment Gains	Between Funds	Funds Carried Forward
	£'000	£'000	£'000	£'000	£'000	£'000
Unrestricted funds						
General fund	6,281	12,041	(11,338)	295	159	7,438
Designated funds						
- Building Improvements and Infrastructure Fund	1,100	-	-	-	(175)	925
- Legacy Equalisation	1,500	-	-	-	-	1,500
- IT and Digital Innovation	350	-	(50)	-	(75)	225
- Environmental Investment	500	-	(3)	-	3	500
- Service and Innovation Development	2,000	-	(99)	-	(301)	1,600
- Retail Infrastructure	300	-	-	-	(50)	250
- Tangible fixed assets	662	-	(222)	-	568	1,007
- Building assets fund	7,045	-	(219)	-	124	6,950
Total designated funds	13,457	-	(593)	-	94	12,958
Total unrestricted funds	19,738	12,041	(11,931)	295	253	20,396
Restricted funds						
Adult revenue fund	-	51	(51)	-	-	-
Hospice at Home	9	18	(19)	-	-	8
Adult social work fund	1	-	-	-	-	1
Adult Living Appeal	-	-	-	-	-	-
Adult activity funds	33	142	(138)	-	(6)	31
Children's revenue fund	-	1,544	(1,544)	-	-	-
Children's complementary therapy	13	5	(3)	-	-	15
Children's development board	-	-	-	-	-	-
Children's minibus provision	-	-	-	-	-	-
Children's investments	1	-	-	-	-	1
Children's activity funds	66	37	(37)	-	(1)	65
Children's courtyard capital project	22	34	-	-	(7)	49
Pension contribution	-	53	(53)	-	-	-
Children's nursing salaries	-	56	-	-	-	56
Other activity funds	95	17	(27)	-	(10)	75
Children's capital projects	96	443	(7)	-	(186)	346
Adult capital projects	-	61	-	-	-	61
Parking capital project	-	-	-	-	-	-
Capital projects - Both	3	79	-	-	(43)	39
Hydrotherapy Pool Appeal	-	-	-	-	-	-
NHS England Grant	-	821	(821)	-	-	-
Children's day care capital project	-	-	-	-	-	-
Total restricted funds	339	3,361	(2,700)	-	(253)	747
Total funds	20,077	15,402	(14,631)	295	0	21,143

27. Analysis of material transfers between funds

All transfers in the year relate to capital expenditure on fixed assets represented by a transfer from restricted or general funds to the relevant designated fund containing the assets.