ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2026

Charity Number: 1121561

Company Number: 06302132

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REFERENCE AND ADMINISTRATIVE INFORMATION

Company Number	06302132
Charity Number	1121561
Registered office address	Coldharbour Road, Gravesend, Kent, DA11 7HQ

Company Secretary

Tim Hammond (Resigned 4 June 2025)

Bankers

Barclays, Leicester, Leicestershire, LE87 2BB

Auditors

Moore Kingston Smith LLP, Orbital House, 20 Eastern Road, Romford RM1 3PJ

TRUSTEES' ANNUAL REPORT

The Trustees present their report and the audited financial statements for the year ended 31st March 2026. 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 FRS 102.

FOREWORD BY THE CHAIR

It's with such pride that I get to share this year's Chair of Trustees foreword. Looking back over the past twelve months, what stands out most isn't just what we've achieved, but the spirit in which we achieved it: resilience, warmth, and a real sense of togetherness, even against the backdrop of an ever-changing health and social care landscape.

Our clinical and support teams have gone above and beyond, continuing to deliver outstanding, compassionate care to patients and families across our community. Whether that care has been given within the hospice itself, in someone's own home, through our children's services, or via our wellbeing and counselling support, the goal has always been the same: to help people find comfort, dignity, and peace in the place they feel most at home.

None of this would be possible without the people who stand alongside us. Our staff and volunteers give their time, skill and heart every single day, and our trustees continue to offer guidance and governance with real dedication. But we're also incredibly fortunate to be part of a much wider network of support, and this year that network has grown stronger than ever.

We've deepened our relationships with local health and social care providers, working hand in hand with GPs, community nursing teams, and hospital colleagues to make sure care feels joined-up and seamless for the people who need it most. We've built new bridges with community groups, local schools, faith organisations and neighbourhood associations, all of whom have opened their doors, raised their voices, and rallied their communities on our behalf. And we've been genuinely humbled by the continued generosity of our corporate partners and local businesses, whose sponsorship, fundraising and hands-on volunteering have made a real, tangible difference to what we're able to offer.

Our donors deserve enormous thanks too. Every gift, whether a one-off donation, a regular contribution, or something left to us in someone's memory, is a vote of confidence in what we do, and we don't take that lightly. Combined with the tireless energy of our volunteers and the continued success of our fundraising and retail initiatives, this generosity has kept ellenor on manageable financial footing even through a genuinely challenging economic climate.

Prudent stewardship has stayed front and centre for us this year. We've managed our resources carefully and thought strategically about the future, which has allowed us to remain financially stable while still investing in services and improvements. It's a balancing act, and I'm grateful to everyone, staff, trustees and partners alike, who has helped us get it right.

Looking ahead, our mission hasn't changed: to offer compassionate, individualised care to everyone who needs it, whenever and wherever they need it. We have welcomed Jon Quinn into the team this year as our new CEO and taken time to understand the organisation and its already having a huge impact. How we deliver on that mission, though, will keep evolving. We'll keep embracing new ideas and innovation, keep nurturing the partnerships across our health, community and business networks that make our work possible, and keep looking for fresh opportunities to grow and reach more people across our community.

Finally, and most importantly, thank you. To our staff, volunteers, donors, trustees, and the wonderful network of partners, from healthcare providers to local businesses to community groups, who champion our cause year after year, your support is the reason ellenor exists and thrives. Together, we've built something genuinely special: a compassionate community of care that changes lives every single day.

I couldn't be prouder of what we've achieved together this year, and I'm more confident than ever that ellenor will continue to grow and provide outstanding care for many years to come.

Signed by:

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Duncan Holt

Chair of the Board of Trustees

10/9/2026

CHARITABLE OBJECTS

1. To promote the relief of suffering and sickness and the treatment of illness in such ways as the charity shall from time-to-time think fit, and, in particular, (but without prejudice to the generality of this object):
    a. To promote the care, without limitations with regard to colour, race, religion or similar belief, nationality, ethnic or national origin, sex, sexual orientation, gender reassignment, age, marital status or disability of persons with life-limiting or life-threatening conditions whether in hospices, hospitals, nursing homes, clinics or their own homes and to provide medical, nursing and other treatment and attention according to their needs, together with guidance and assistance for those caring for them;
    b. To conduct, promote and encourage research into the care and treatment of sufferers from any illness, disability, disease, handicap, or infirmity, and in particular life-limiting or life-threatening conditions, to make publicly available the results of such research (by whatever means) and to promote, encourage and assist in the teaching and training of doctors, nurses, physiotherapists, psychologists, and other persons engaged in the care of such sufferers.
2. To relieve persons suffering from conditions of severe or prolonged depression arising from bereavement, by the provision of counselling for the family, relatives, and friends of those who have died after suffering from terminal illness or intractable pain.

PUBLIC BENEFIT STATEMENT

The Trustees consider that they have complied with Section 17 of the Charities Act 2011 with regards to the guidance on public benefits published by the Charity Commission.

The Trustees review the aims, objectives, and activities of the charity each year. This report considers the charity's achievements and its outcomes in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefits when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

STRUCTURE, GOVERNANCE AND MANAGEMENT

ellenor is a charitable company limited by guarantee (company number 06302132), incorporated on 4 July 2007, and registered with the Charity Commission, in England and Wales, as a charity on 9 November 2007 (charity number 1121561). Our registered office is at Coldharbour Road, Gravesend, Kent, DA11 7HQ. We are governed by our Articles of Association which were updated in 2017.

ellenor is an independent charity working in a wide and diverse region of Northwest Kent and Bexley. ellenor group has two subsidiaries. Ellenor Lions Hospices Trading Limited (registered number 5985820) conducts the trading elements of the charity, mainly through the sale of new goods from ellenor's charity shops. The other subsidiary is Ellenor Lions Hospice Lottery Company Limited (registered number 03116416). The principal activity of this company is to raise funds for the charity through the administration of a lottery.

Any distributable profits of the two subsidiary companies are gift aided to the charity at year end.

HOW ARE WE GOVERNED?

ellenor is governed by its Board of Trustees which meets on a quarterly basis to set and review ellenor's strategy and oversee its management. The Chief Executive is appointed by the Board and has delegated responsibility for the day-to-day management of ellenor with the support of the Executive Leadership Team. The Board of Trustees is fully committed to the financial stewardship, quality, and safety of ellenor.

ellenor has a well-established governance structure, with members of the Board having an active role in ensuring that the hospice provides a high-quality service in accordance with its Statement of Purpose. Under ellenor's articles, the Board has delegated some of its powers and responsibilities to Committees.

The minutes of all Committee meetings held are shared with all Board members via papers submitted at each Board meeting to ensure full transparency of this delegated authority. The Board and each Committee meeting have Terms of References that are annually reviewed to ensure they are fit for purpose.

COMMITTEES

All Committees are chaired by a Trustee with a quorum of at least two Trustees in attendance at every meeting. The Committees are well established to monitor and scrutinise services. The membership of Committees also consists of Senior Management and advisory expertise in the form of honorary members where appropriate.

The regular Committees held each quarter are:

- Care Committee
- Finance and Income Generation Committee
- People Committee
- Property Committee

ellenor's Risk Register is an agenda item at each Board meeting, as it was agreed this is an area where all Board members need to have more detail. A member of the Board scrutinises the detailed Risk Register with the CEO and Director of Finance and Resources, and then presents it back to the Board at each meeting. The Senior Information Risk Owner (SIRO) reports to the Board on a quarterly basis to provide assurances to members on information governance compliance.

TRUSTEES

ellenor's Trustees are the directors of the hospice for the purposes of the Companies Act 2006. ellenor provides Trustee Indemnity Insurance cover each year. Trustees must retire from their office on their third anniversary. Retiring Trustees can be reappointed for a second three-year term and, but only under exceptional circumstances approved by the Board, for a third term.

ellenor's board regularly review its skills and capabilities. Based on gaps in these areas, the board will seek to appoint further members. Various recruitment methods are used to ensure the charity attracts an excellent selection of candidates. The Trustees aim to ensure the Board has a broad range of skills and experience to scrutinise and advise on ellenor's wide range of activities.

Prior to election, new Trustees are given an interview and induction and serve a probationary period. The Trustees are managed by the Chair and supported by the Vice-Chair.

At the end of the year there were eleven serving trustees. To ensure continuation of good governance and to add new member scrutiny, the charity will continue to seek to recruit Trustees in the year 2026-2027 where there is a gap in skill and experience.

RISK

The Trustees regularly review the risks faced by ellenor to develop proportionate controls and deliver on ellenor's strategic aims. We operate an overarching working Board Risk Register for the group, supported by each Senior Management Director. These are regularly appraised, and the level of risk is assessed by the Trustees and Executive Leadership Team. The Risk Register follows the Charity Commission CC26 guidance and principles on managing risks. The Board will continue to review to ensure our risk registers follow the latest guidance. We will also ensure, at each Committee meeting, members appraise their parts of the risk register to highlight any concerns to the Board.

The Trustees have reviewed ellenor's financial position and financial forecasts, considering the levels of investment reserves and cash, and the systems of financial control and risk management. The Trustees believe that ellenor is well placed to manage operational and financial risks successfully. Accordingly, they consider that ellenor has adequate resources to continue in operational existence for the foreseeable future as a going concern. The Trustees considered the continuing challenging economic conditions and the funding of the hospice development when coming to this consideration.

During the year, the major risks identified and reviewed by the Trustees included:

RISK 1 – FINANCIAL SUSTAINABILITY IN A CHALLENGING FUNDING AND COST ENVIRONMENT

The hospice continues to operate within a challenging financial environment. While inflationary pressures have eased compared with previous years, the cumulative impact of increased pay, energy, supply and regulatory costs continues to place significant pressure on operating budgets. At the same time, demand for palliative and end of life care services remains high and is expected to increase due to demographic changes and growing complexity of patient needs.

The hospice remains reliant on the continued generosity of its local community, with voluntary income representing a substantial proportion of the funding required to deliver services. Economic uncertainty, changing patterns of charitable giving and increasing competition for fundraising income present ongoing risks to the sustainability of funding. Alongside this, statutory funding has not kept pace with the rising cost of delivering specialist palliative care, creating additional financial pressure across the hospice sector.

The trustees recognise that maintaining financial sustainability while meeting increasing demand for services is one of the most significant risks facing the organisation. During the year, the hospice has continued to closely monitor its financial position through regular forecasting, budgetary controls and scrutiny of expenditure. The organisation has also continued to review service delivery models and operational efficiencies to ensure that resources are directed towards patient care whilst maintaining financial resilience.

To mitigate these risks, the hospice continues to diversify and grow its income streams through fundraising, retail, legacy giving, grant applications and corporate partnerships. The hospice also works collaboratively with neighbouring hospices, local healthcare partners and the integrated care board to advocate for sustainable funding arrangements and to demonstrate the value of hospice services in supporting the wider health and care system. Trustees maintain oversight of financial performance, cash reserves and longer-term financial planning to ensure that the hospice remains well positioned to respond to future challenges and continue delivering high-quality care to patients and their families.

RISK 2 – RECRUITMENT, RETENTION AND WELLBEING OF THE WORKFORCE

The hospice's ability to deliver safe, high-quality care is dependent on attracting, developing and retaining a skilled workforce. Like many organisations within the health and care sector, the hospice continues to operate within a highly competitive recruitment market, particularly for registered nurses, specialist clinicians and other experienced care professionals.

Ongoing workforce shortages, increasing employment costs and the emotional demands of hospice care can impact recruitment, retention, staff wellbeing and organisational resilience. If vacancies remain unfilled for extended periods, this could affect service capacity, increase pressure on existing staff and potentially impact the quality and continuity of patient care.

To mitigate this risk, the hospice continues to invest in staff wellbeing, learning and development, succession planning and employee engagement initiatives. Recruitment activity is regularly reviewed and the hospice maintains strong links with education providers and healthcare partners to support workforce development. Workforce metrics, including vacancy levels, turnover, sickness absence and staff feedback, are monitored by senior management and trustees to ensure emerging issues are identified and addressed promptly.

RISK 3 – INCREASING DEMAND FOR PALLIATIVE AND END OF LIFE CARE SERVICES

Demand for specialist palliative and end of life care continues to grow as a result of an ageing population, increasing prevalence of complex and long-term conditions and rising pressures across the wider health and social care system. There is a risk that demand for hospice services may exceed available resources, affecting the hospice's ability to respond to all referrals in a timely manner and provide the level of service it would wish to offer.

In addition, pressures in primary care, community services, hospitals and social care can increase reliance on hospice services and create challenges in coordinating patient care across the health and care system.

The hospice mitigates this risk through ongoing service planning, regular review of referral activity and capacity, and close collaboration with the integrated care board, NHS partners, local authorities and other hospices. Service models are continually reviewed to ensure resources are targeted where they can achieve the greatest benefit for patients and families. Trustees receive regular reports on activity levels, performance and service demand to support informed decision-making and strategic planning.

ACHIEVEMENTS AND IMPACT 2025 – 2026

SERVICES AND PATIENT OUTCOMES

This year, we expanded our reach and supported more people than ever before. The number of patients receiving our care increased by 15.4%, rising from 2,281 to 2,632 patients, demonstrating growing demand for our services and our ability to respond effectively to the needs of local people.

We remained committed to delivering care where patients most want to receive it. 94% of patients were cared for in the community, enabling more people to access specialist support in familiar surroundings, maintain independence, and remain close to family and friends.

Our community-based model of care continues to deliver meaningful outcomes for patients and families. By providing timely, specialist support closer to home, we enabled more people to remain in familiar surroundings and independence, and receive care aligned with their individual needs and preferences. In doing so, we helped reduce reliance on acute hospital services, avoided unnecessary admissions, and supported the NHS in managing increasing demand across the healthcare system.

We are particularly encouraged by an 8% increase in the number of patients whose preferred place of death was achieved, reflecting our commitment to delivering personalised, compassionate care that respects individual wishes and priorities.

Supporting patients to make informed choices and ensuring those wishes are honoured wherever possible is a key measure of quality in end-of-life care. This improvement demonstrates the effectiveness of our multidisciplinary teams, strong partnerships across health and social care, and our focus on providing timely support in community settings, helping more people to spend their final days in the place they choose, surrounded by those who matter most to them.

IMPROVING ACCESS AND INCLUSION

We remain committed to ensuring that everyone who could benefit from our services can access them, regardless of their background, circumstances or personal characteristics. During the year, we continued to strengthen relationships with community groups and partner organisations to better understand and address barriers to accessing care. Through targeted engagement, outreach activities and collaborative working, we have increased awareness of our services among communities that have traditionally been underrepresented or less likely to access specialist support. This work is helping us to build trust, improve understanding of local needs and ensure our services are more accessible, equitable and responsive to the diverse populations we serve.

FAIRNESS, RESPECT, EQUALITY, DIVERSITY, INCLUSION AND ENGAGEMENT (FREDIE)

Creating a culture where everyone feels valued, respected and able to thrive remains a key organisational priority. Throughout the year, we continued to embed our FREDIE principles across the organisation, ensuring Fairness, Respect, Equality, Diversity, Inclusion and Engagement are reflected in the way we work, lead and deliver services. We have focused on increasing awareness and understanding through staff development, reviewing policies and practices, and creating opportunities for colleagues, volunteers and service users to share their experiences and shape our future direction. By fostering a more inclusive environment, we are strengthening our workforce, improving the experience of those who access our services, and ensuring that our organisation better reflects and serves the communities in which we operate.

VOLUNTEERING AND COMMUNITY SUPPORT

Our volunteers continue to play a vital role in helping us deliver compassionate care and support across our communities. This year, we were delighted to see volunteer numbers increase to 400, reflecting the growing commitment of local people to our mission and values. Volunteers contribute across a wide range of roles, providing invaluable support to patients, families, carers, fundraising activities and organisational operations.

The growth in our volunteer workforce has strengthened our ability to reach more people, enhance the services we provide and maintain strong connections within the communities we serve. Beyond the practical support they offer, our volunteers bring compassion, experience and a sense of belonging that enriches the lives of those who access our services. Their contribution represents a significant social impact, enabling us to maximise resources, extend our reach and deliver greater value for patients and families.

STRATEGIC REPORT

As we look ahead, ellenor remains committed to providing expert hospice and palliative care services to patients and families across our community. In an increasingly challenging financial and operating environment, we are focused on ensuring the long-term sustainability of the charity, enabling us to continue delivering our vital services for generations to come.

During the coming year, we will be developing a new organisational strategy, which will launch in 2027. This strategy will establish a clear roadmap for the future, identifying opportunities to strengthen our impact, improve efficiency and build a more financially sustainable organisation while remaining true to our charitable purpose and values.

SERVICES

Delivering high-quality, compassionate care that meets the needs of patients and families will remain at the heart of everything we do. As part of the development of our new strategy, we will undertake a comprehensive review of our services to ensure they continue to meet the changing needs of our communities and reflect best practice in hospice and palliative care.

This review will consider how care is accessed and delivered across all our services, seeking feedback from patients, families, staff, volunteers and healthcare partners to inform future development. Our aim is to ensure that our services remain responsive, accessible and sustainable, while continuing to provide the excellent care and support for which ellenor is known.

Through closer partnership working with healthcare providers, we aim to improve coordination across the system, enhancing patient and family experience and supporting more efficient delivery of care.

Looking ahead, we will design our services with the needs of the 2030s in mind, taking account of changing demographics, advances in healthcare and technology, and evolving expectations of patients and families. By doing so, we will ensure that ellenor is well positioned to meet future demand and continue delivering outstanding care to those who need us most.

INCOME GENERATION

Generating sustainable income remains a key strategic priority. We will continue to strengthen and develop partnerships with businesses and corporate supporters, creating mutually beneficial relationships that support our work and increase our profile within the community.

In addition, we aim to grow income from individual giving through enhanced supporter engagement and fundraising initiatives, while further developing our hospice lottery to attract new players and increase sustainable unrestricted income for the charity.

Through these initiatives, ellenor is well placed to strengthen its financial resilience, expand its reach and continue delivering exceptional care and support to those who need it most.

TRADING

We recognise the important contribution that trading activities make to supporting our charitable objectives. Over the coming years, we plan to grow and diversify our retail offer through the development of a new flagship superstore, alongside continued investment in our existing shop portfolio to enhance the customer experience and maximise income generation.

We will also explore opportunities to expand our commercial activities, including the growth of our outside catering services. In addition, we intend to enhance our hospitality offering through the creation of dining pods within our hospice garden and improvements to the café space at the hospice, providing attractive facilities for visitors, supporters and the wider community.

VOLUNTEERS

Our volunteers are central to everything we do. We will continue to invest in volunteer recruitment, engagement and retention, with the aim of increasing the number of volunteers supporting the charity across a range of roles.

To support this growth, we plan to implement a new volunteer management system, enabling a more efficient and effective volunteer experience while strengthening our ability to recruit, communicate with and support our volunteers.

IT

We are committed to making greater use of data and technology to support decision-making and improve operational effectiveness. Future plans include enhancing organisational reporting capabilities, improving data quality and providing colleagues with better access to timely and meaningful management information.

We will also explore opportunities to harness artificial intelligence and other emerging technologies to improve efficiency, streamline processes and enhance the services we provide. Alongside this, we will continue to invest in our digital infrastructure and systems to ensure they remain fit for purpose and support the future needs of the organisation.

OUR SERVICES

ADULT COMMUNITY SERVICES

ellenor provides a range of specialist palliative and end of life care services for adults living with life-limiting illnesses across our local community. Our care is tailored to the needs of each individual, while also supporting their families and carers.

We take a person-centred approach, working with patients to ensure they receive the right support at the right time and, wherever possible, in the place of their choice. Our services range from helping people maintain independence and quality of life to providing specialist symptom management and end of life care.

HOSPICE AT HOME

Our hospice at home service enables people living in Dartford, Gravesham and Swanley to receive specialist palliative and end of life care in the comfort of their own homes.

The service is available 24 hours a day, 365 days a year, helping patients remain in familiar surroundings while receiving the support they need.

The service includes:

- Specialist nursing and medical support tailored to individual needs.
- 24/7 telephone advice and support for patients, families and healthcare professionals.
- Effective management of pain and other complex symptoms.
- Emotional, psychological and practical support for patients and those important to them.
- Bereavement support for families following the death of a loved one.
- A multidisciplinary approach, bringing together nurses, healthcare assistants, doctors, therapists, counsellors, social workers and volunteers to deliver holistic care.

Through hospice at home, we help people achieve the best possible quality of life while supporting their wishes and preferences throughout their illness.

CARE HOME SUPPORT

ellenor's dedicated Care Home team provides specialist palliative and end of life care support to residents living in local care homes. The service helps ensure residents receive high-quality care in their usual place of residence, reducing avoidable hospital admissions and supporting them to remain where they feel most comfortable.

Working closely with care home staff, GPs and other healthcare professionals, the team provides:

- Holistic assessment and personalised care planning.

- Expert symptom management and specialist nursing advice.
- Support with advance care planning and end of life decision-making.
- Education and guidance for care home staff.
- Emotional and practical support for residents and their families.

Our Adult Community and Care Home teams work closely together to provide a responsive, seven-day service throughout the year, ensuring consistent access to specialist support regardless of where a person lives.

CHILDREN'S SERVICES

As the first hospice in the UK to provide hospice care for children in their own homes, ellenor continues to deliver specialist support for children and young people with life-limiting and life-threatening conditions, including acute oncology care at home.

We understand that a serious diagnosis affects the whole family. Our multidisciplinary team provides holistic support tailored to the individual needs of each child, young person and family member. This includes specialist nursing care, emotional and psychological support, play, music and art therapy, respite opportunities, and bereavement support.

Our aim is to help families feel confident and supported in caring for their child at home. We provide expert advice, practical assistance and ongoing guidance, working closely with health and social care partners to deliver coordinated care that focuses on quality of life and family choice.

We support children and young people receiving cancer treatment, including chemotherapy at home, helping to reduce the need for hospital visits and allowing families to spend more time together. We also provide specialist palliative and end of life care, enabling children whose families choose home as their preferred place of care to remain surrounded by those closest to them.

Our Children's Services support families living in Gravesham, Dartford and Swanley, with Children's Respite and Wellbeing Services also available in Bexley. Care is provided 24 hours a day, 365 days a year, ensuring families can access support whenever it is needed.

Beyond clinical care, we help families create precious memories and build connections with others facing similar experiences, fostering a sense of belonging, understanding and support throughout their journey.

WELLBEING

At ellenor, we recognise that living with a life-limiting illness affects every aspect of a person's life, not just their physical health. Our wellbeing services provide practical, emotional and therapeutic support to help patients, families and carers navigate the challenges they face and maintain the best possible quality of life.

Our services are available to adults, children and families across Gravesham, Dartford and Swanley, with children's respite and wellbeing services also provided in Bexley.

Support is tailored to the needs of each individual and may be delivered on a one-to-one basis, in groups, or virtually where this is preferred. We work closely with patients and families from their first contact with ellenor, helping them understand their diagnosis, make informed choices about their care, and access the support they need throughout their journey.

Our wellbeing services take a holistic approach, providing support across a range of areas, including:

- Emotional and psychological wellbeing
- Spiritual care
- Physical wellbeing
- Financial advice and guidance
- Education and self-management support

Working as part of a multidisciplinary team, our wellbeing services help ensure care remains focused on what matters most to each individual and family, supporting them to live as well as possible for as long as possible.

THERAPEUTIC SERVICES

Our therapeutic services play an important role in helping patients and families cope with the emotional, psychological and practical impact of serious illness, end of life, loss and bereavement.

Through a compassionate and person-centred approach, we provide a range of therapeutic interventions that support emotional wellbeing, resilience and quality of life. Support is tailored to individual needs and is available both before and after bereavement.

Our therapeutic services include:

- Counselling
- Creative and complementary therapies, including play, music and art therapy

Teams work closely together, and alongside our clinical and wellbeing services, to ensure patients and families receive coordinated, holistic support throughout their relationship with ellenor.

INPATIENT WARD

ellenor's inpatient ward provides specialist palliative and end of life care for adults living with life-limiting illnesses and complex care needs. Located within the hospice, the ward offers a comfortable and supportive environment where patients can receive expert care from our multidisciplinary team.

The service is primarily available to adults aged 18 and over who live in Dartford, Gravesham and Swanley and are registered with a GP in those areas. We also accept patients from outside our core catchment area by agreement with the NHS Integrated Care Board.

We understand that every person's experience is unique. Our care is centred around understanding the individual, their priorities and what matters most to them, enabling us to provide care that is tailored to their needs and wishes.

The inpatient ward provides:

- Specialist symptom assessment and management
- End of life care
- Multidisciplinary support for patients and their families
- 24-hour specialist advice and support for healthcare professionals, patients and carers

Our aim is to help patients achieve the best possible quality of life by managing complex symptoms, promoting comfort and providing compassionate support to both patients and those important to them.

The inpatient ward works closely with our hospice at home, care home, wellbeing and therapeutic services teams to ensure a seamless experience for patients moving between services. We also support young adults transitioning from children's to adult services.

Working alongside health, social care and voluntary sector partners, we strive to deliver coordinated, high-quality care that respects individual wishes and enables every person to receive the right care, in the right place, at the right time.

GOVERNANCE AND COMPLIANCE

PAY POLICY

ellenor is committed to ensuring our employees are paid fairly and appropriately for the work they undertake, while taking account of the charity's financial resources and responsibilities. We aim to provide a reward framework that is fair, transparent and equitable.

We seek to recognise and reward the contribution our employees make to the success of the organisation, while ensuring accountability, objectivity and equality of opportunity in all pay-related decisions. To support this, we regularly review market information and undertake external benchmarking to ensure pay levels remain appropriate and competitive.

Any annual pay review is considered in the context of ellenor's financial performance, affordability and future financial sustainability. Funding available for pay awards is determined through the annual budgeting process and approved by the Board of Trustees. The Board delegates responsibility for determining individual pay decisions, within the approved framework and budget, to the Chief Executive and Executive Leadership team. This ensures that pay decisions are made consistently, fairly and in line with organisational policies and objectives.

Executive remuneration is governed by a separate Executive Pay Policy. Responsibility for determining the remuneration of Executive Leadership team members rests with the Trustees. When making remuneration decisions, Trustees consider independent external benchmarking data and market comparisons, supported by the organisations' HR team and, where appropriate, external remuneration reviews. This process helps ensure executive pay remains fair, proportionate, competitive and aligned with the charity's strategic objectives and financial position.

GOVERNANCE

The Board of Trustees has overall responsibility for ensuring effective governance across ellenor. The Board provides strategic direction and oversight, ensuring the charity operates in accordance with its charitable objectives, legal and regulatory requirements, and the principles of good governance. This includes oversight of strategy, risk management, financial stewardship, quality and safety, compliance, data protection, safeguarding, people management and organisational performance.

The Board is supported by a committee structure which provides detailed scrutiny and assurance across key areas of the organisation. Trustees regularly review strategic risks, financial performance, quality and safety metrics, regulatory compliance and progress against organisational objectives, ensuring that appropriate systems of control and assurance are in place.

Day-to-day responsibility for governance and compliance is delegated to the Chief Executive and the Executive Leadership team, supported by the Director of Finance and Resources in their role as Senior Information Risk Owner (SIRO), and the Director of Care in their role as Caldicott Guardian. These roles help ensure the effective management of information, data security and patient confidentiality across the organisation.

To further strengthen governance arrangements, ellenor has established dedicated oversight of governance, compliance, risk management, policy development, data protection, health and safety and organisational assurance. These responsibilities provide independent challenge, support regulatory compliance and promote continuous improvement across the charity, including fulfilment of the Data Protection Officer function.

Governance is supported through a programme of policies, procedures, internal controls, mandatory training, audits and assurance activities designed to promote compliance, continuous improvement and effective decision-making throughout the charity.

Governance and compliance issues are regularly discussed with representatives from across the organisation to review risks, incidents, compliance requirements, policy development, audit findings and improvement actions. These forums help ensure that governance responsibilities are embedded throughout the charity and support a culture of accountability, learning and continuous improvement.

Through these arrangements, the Board gains assurance that ellenor is well governed, effectively managed and able to continue delivering safe, high-quality care and support to the communities it serves.

CHARITY COMMISSION GOOD GOVERNANCE FRAMEWORK

Strong governance is fundamental to achieving ellenor's charitable aims and ensuring we continue to provide high-quality care and support to our communities.

We recognise that effective governance and strong leadership are essential to achieving our strategic objectives. A skilled and experienced Board of Trustees helps ensure that resources are used effectively, risks are appropriately managed, and the charity complies with its legal and regulatory responsibilities. Good governance also helps foster a culture that supports our values and enables us to fulfil our vision and purpose.

During the year, Trustees reviewed governance arrangements through an independent review and developed an action plan to further strengthen our systems, processes and assurance framework.

While the Code is voluntary, it represents recognised best practice for the charity sector and incorporates the Nolan Principles of Public Life. We remain committed to continuous improvement across all aspects of governance and will continue to monitor progress against our action plan during the coming year.

FUNDRAISING REGULATION

The Finance and Income Generation Committee, together with the Board of Trustees, oversees ellenor's compliance with fundraising regulations and receives regular reports on fundraising activity and governance.

ellenor is committed to fundraising in an open, honest and responsible manner. We continue to adhere to the Code of Fundraising Practice and are registered with the Fundraising Regulator. We respect the wishes of all supporters regarding how they are contacted and promptly action requests to update or remove personal information from our records.

INTERNAL AUDIT

ellenor maintains a programme of internal audit, review and assurance activities to support continuous improvement across the organisation. These audits assess compliance with internal policies, regulatory requirements and recognised best practice standards.

Clinical audits are undertaken regularly to help monitor the quality and safety of care and identify opportunities for improvement. Findings from these audits inform service development and are reported through the organisation's governance framework. Further details are included within our Quality Account.

DIGITAL, DATA AND IT COMPLIANCE

Protecting information and maintaining secure digital systems remain key priorities for the charity. ellenor holds Cyber Essentials accreditation, demonstrating our commitment to recognised cyber security standards and best practice.

We also complete the NHS Data Security and Protection Toolkit annually, providing assurance that our processes and controls meet the standards required to protect patient, employee and organisational information.

CARE QUALITY COMMISSION

As a registered healthcare provider, ellenor is regulated by the Care Quality Commission (CQC) and is registered to carry out the regulated activity of treatment of disease, disorder or injury.

The CQC did not take any enforcement action against ellenor during 2025/26, and the charity was not subject to any special reviews or investigations during the year.

Our most recent CQC inspection took place on 4 December 2024. The latest published inspection report is available on the Care Quality Commission website: Ellenor CQC Report for 2024-2025

FINANCIAL REVIEW

2025-26 proved to be another challenging year. The spotlight was shone on the hospice sector which Hospice UK[1] reports that 75% running a deficit in the year and 83% expecting 2026-27 to be worse. In the year, ellenor has a deficit of £1,769k (2025: surplus of £1,248k). The change is mainly driven by a decrease in net income from income generating and investment activities, available for charitable purposes, which reduced by 25% compared to the prior year, £5,500k (2025: £7,448k). The main driver for this was significantly reduced legacy income for the year which reduced from £2,450k in 2025 to £1,036k in 2026. However, retail operations increased income from £1,529k in 2025 to £1,732k in 2026. An increase of 13%. Costs to generate this income rose by approximately 27%.

The Board was particularly pleased that the Trading subsidiary company continued to show growth in net income, £97k (2025: £33k), as prior to 2023 the Trading subsidiary was incurring net losses. However, the Lottery subsidiary net income declined by £61k in comparison to prior year, £341k (2025: £402k), due to a decline in sales volume and an increase in costs.

Overall income from charitable activities increased by £376k. The main driver for this increase came from the Local Authority where we received £35k more in 2026 and in Other Income we saw an increase from £220k in 2025 to £583k in 2026. We were thankful for the collaborative work in conjunction with our neighbouring hospices to enable us to receive a small uplift in our block grant funding from our local Integrated Care Board (ICB). This was welcomed by our Board, as costs to run our charitable activities remained broadly unchanged at £6,641k, an increase of only 1.2%. This was driven by a reduction in Direct and Support Costs. Significant work was undertaken in reducing the use of agency staff and this saw a marked improvement during the year and that has continued into 2026-2027.

In 2026-2027 we will continue to work collaboratively with other local hospices, to demonstrate the growing gap in this funding resulting in more pressure on our voluntary income to try to bridge that gap. Although we worked hard to control costs during the year it was important we did so without impacting the delivery of our services. Therefore, we are extremely grateful for the continued generosity and support from our local community.

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[1] Three quarters of hospices in England running a deficit this year | Hospice UK

FINANCIAL PERFORMANCE

INCOME

Overall total income for 2026 reduced by £1,537k, a total of £8,508k (2025: £10,045k). Income was broadly split evenly between donations and legacies, ICB and local government funding and our trading operations including Lottery. Funding for charitable activities from our local Integrated Care Board (ICB) and local authorities accounted for 35% of total income and funded 45% of services for families facing terminal illness. Therefore 55% of expenditure to deliver services needed to be raised via our income generating activities.

EXPENDITURE

Overall total operating expenditure for 2026 increased by £1,280k, a total of £10,183k (2025: £8,903k). 65% was spent on our charitable activities and 35% on the costs of raising income from our diverse range of income generating activities.

GOING CONCERN

The Trustees have reviewed our financial position and financial forecasts, considering the levels of investment reserves and cash, and the systems of financial control and risk management and have concluded that ellenor remains a going concern for the foreseeable future.

RESERVES POLICY

The Trustees have reviewed and agreed the reserves policy. The policy considers the main risks to the organisation and the amount of reserves required to support the services that ellenor delivers.

The aim of the policy is to provide sufficient designated and general funds to meet the organisational needs. It also provides for any unspent restricted funds which, if unused for its defined purpose, must be returned to the funder.

The Trustees and Executive Leadership monitor and review cash reserves on a weekly basis. ellenor relies predominantly on incoming funds from voluntary income through fundraising.

RESERVES DURING THE YEAR

Restricted Funds

Restricted Funds are income monies received restricted to the hospice development.

Unrestricted Designated Funds

Unrestricted Designated Funds are monies that the board has set aside funds for the hospice in the near to mid-term in order to replace ageing fixed assets important to the continuation of the operation of the hospice and for various investments to support completing key objectives for our strategy to 2027 necessary to build a financial sustainable future for the hospice. As such, these unrestricted funds have been designated to particular projects.

Therefore, money has been set aside to ensure the hospice remains fit for purpose and ready to serve patients as the demographics and need change in the locality in which we serve. In order to support our work in the hospice we have several investment properties and money is set aside to ensure these are compliant with current legislation and that they continue to be a working asset that delivers income for the hospice. As Artificial Intelligence is used more and more in the world to analyse data, we are seeking to take advantage of this to understand the needs of our local area and how to best serve the families and patients which use our facilities.

The Board is mindful that the charity is forecasting and budgeting for a challenging year in 2026 where, at the start of the year, it is estimated that continued increasing inflationary charity operating costs are unlikely to be matched by the income we receive in that year, with any deficit coming from cash reserves. However, we have implemented several projects that are showing positive indicators that we will be able to move towards a balanced outturn.

Unrestricted General Funds

Whilst the Trustees and the Senior Management Team are confident that ellenor has good internal management of cash flow and budgetary processes, the timing of incoming funds into the charity is always difficult to predict due to their nature.

A large proportion of this voluntary income (65%) can fluctuate and some of this is hard to predict and forecast, therefore ellenor requires cash reserves to maintain working capital and smooth out these fluctuations. As the charity requires staff resources continually to run the hospice care services 365 days, 24/7, the Board regard these costs as fixed in nature, as well as other fixed costs such as premises running costs. At the end of the financial year to March 2026, uncertainties in world events are likely to cause fluctuations in oil prices and raw material costs. These will impact cost of items on the shelves and so the resulting inflation will continue to impact on our local community and our costs and competition for our income-generating activities remains a challenge. In 2026-2027 year, we are currently forecasting that financial performance will remain challenging and may well need to use our general reserves to manage cash flows through this period.

The hospice has a large proportion of income that fluctuates and is unpredictable in nature with a high proportion of fixed costs needed to operate. The Trustees are satisfied that having a minimum level of reserves to cover 6 months' operating costs is currently the right policy.

On 31 March 2026, **ellenor** reserves comprised of the following:

Restricted Funds:	£ -
Unrestricted Designated Funds:	
Designated – Fixed Assets	£ 2,056,075
Designated – Strategic Investments	£ 3,595,000
Designated – Property Development	£ 3,898,036
Designated – Priority Fund	
IT Upgrade	£ 350,000
Warehouse Improvements	£ 125,000
IPW Upgrade	£ 2,470,566
Emergency Fund	£ 169,512
Unrestricted General Funds:	
6 months reserve policy	£ 4,794,000

The designated Priority Fund is for projects that we have identified for investment in the next 3 years.

The IT Upgrade is looking at our infrastructure and modernising it to ensure it remains secure and robust. Also, it seeks to move IT to being a tool to support the way we need to work in accessing business information, interrogating it effectively and helping to inform business decisions. This work is planned to take place over the next 3 years.

Warehouse Improvements are required to meet the needs of our shops. After reviewing our current warehousing facility and our retail strategy, it is apparent that improvements to warehousing facilities to improve capacity and workflow are required to deliver greater impact from the retail part of the organisation. We expect to begin investment here during 2026-2027 financial year.

The IPW (In patient Ward) requires investment to provide a welcoming and modern environment. The work will be undertaken in small projects to enable our facility to remain operational during the works. We are currently exploring options and anticipate the first mini project to begin in 2027.

The Emergency Fund is provided to cover any unforeseen works such as equipment failure. This will be used as and when a significant unbudgeted expense is required.

Further information can be found in Note 17 to the accounts.

STATEMENT OF TRUSTEE'S RESPONSIBILITIES

The Trustees, who are also directors of ellenor for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts 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 and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles of the Charities SORP,
- make judgements and estimates that are reasonable and prudent,
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

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

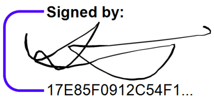
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

AUDIT

For the year ended 31 March 2026, the Board approved the continued appointment of Moore Kingston Smith LLP as our auditors. Moore Kingston Smith LLP have expressed their willingness to continue in office and will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006, unless the company receives notice under section 488(1) of the Companies Act 2006.

The Annual Report incorporating the Strategic Report, Directors' Report and Trustees' Annual Report was approved by the Trustees on 7 September 2026 and signed on their behalf by:



Duncan Holt - Chair of Trustees

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF ELLENOR

OPINION

We have audited the financial statements of ellenor (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2026 which comprise of the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the groups and the parent charitable company's affairs as of 31 March 2026 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

OTHER INFORMATION

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- The parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' responsibilities statement set out on page 32, 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 and 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 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements.

We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

EXPLANATION AS TO WHAT EXTENT THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

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.

The objectives of our audit in respect of fraud, are:

- To identify and assess the risks of material misstatement of the financial statements due to fraud;
- To obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and
- To respond appropriately to instances of fraud or suspected fraud identified during the audit.

However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity

SORP, and UK financial reporting standards as issued by the Financial Reporting Council

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of noncompliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and, in respect of the consolidated financial statements, to the charity's Trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and Trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's Trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

DocuSigned by:

Karen Wardell

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Karen Wardell (Senior Statutory Auditor)

for and on behalf of
Moore Kingston Smith LLP, Statutory Auditor
Orbital House
20 Eastern Road Romford RM1 3PJ
10/9/2026

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2026

	Notes	Restricted Funds £	Unrestricted Funds £	Total 2026 £	Total 2025 £
INCOME FROM:					
Donations and Legacies	2	35,383	2,489,969	2,525,352	4,848,727
Charitable activities and services for families facing terminal illness	3	1,177,371	1,797,335	2,974,706	2,599,188
Other trading activities					
Subsidiary retail shops and lottery	8	-	974,309	974,309	888,145
Charity retail shops		-	1,732,239	1,732,239	1,529,452
Total trading activities		-	2,706,548	2,706,548	2,417,597
Investments – rental income		-	77,445	77,445	72,704
Other income		-	223,513	223,513	106,811
Total other income		-	223,513	223,513	106,811
Total Income		1,212,754	7,294,810	8,507,564	10,045,027
EXPENDITURE ON:					
Raising funds					
Fundraising and trading activities		-	3,531,804	3,531,804	2,219,054
Charitable activities					
Services for families facing terminal illness		1,654,027	4,987,012	6,641,039	6,632,842
Other		-	10,500	10,500	51,120
Total expenditure	4	1,654,027	8,529,316	10,183,343	8,903,015
Net gains/(losses) on investments	11	-	13,920	13,920	105,864
Taxation		-	(106,828)	(106,828)	-
Net movement in funds	7	(441,273)	(1,327,414)	(1,768,687)	1,247,876
Funds brought forward		441,273	18,785,603	19,226,876	17,979,000
Funds at 31 March 2026		-	17,458,189	17,458,189	19,226,876

The notes on pages 42 to 58 form part of these financial statements.

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

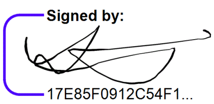
CONSOLIDATED GROUP AND CHARITY BALANCE SHEET FOR THE YEAR ENDED 31 MARCH 2026

		Group		Charity	
		2026	2025	2026	2025 (restated)
	Notes	£	£	£	£
FIXED ASSETS					
Tangible fixed assets	10	9,565,611	9,319,866	9,565,611	9,319,865
Investments	11	16,076	14,656	16,078	14,658
Investment Properties	11	1,372,500	1,360,000	1,372,500	1,360,000
TOTAL FIXED ASSETS		10,954,187	10,694,522	10,954,189	10,694,523
CURRENT ASSETS					
Stock of goods for resale	12	14,164	9,483	385	-
Debtors	13	1,979,905	2,916,238	2,741,300	3,384,033
Short Term Investments	11	448,358	672,515	448,358	672,515
Cash at bank and in hand		5,185,190	5,495,745	4,279,516	4,979,543
TOTAL CURRENT ASSETS		7,627,617	9,093,981	7,469,560	9,036,091
CREDITORS					
Amounts falling due within one year	14	(1,123,615)	(561,627)	(973,147)	(516,311)
NET ASSETS		17,458,189	19,226,876	17,450,602	19,214,303
FUNDS OF THE CHARITY					
General funds	17	4,794,000	4,794,000	4,789,287	4,781,427
Designated funds	17	12,664,189	13,991,603	12,661,315	13,991,603
Restricted funds	17	-	441,273	-	441,273
TOTAL CHARITY FUNDS		17,458,189	19,226,876	17,450,602	19,214,303

The Charity net movement of funds in the year ended 31 March 2026 is a deficit of £1,763,701 (2025: surplus £812,610).

The Accounting Policies and Notes on pages 42 to 58 form part of these Accounts.

The Accounts were approved and authorised for issue by the Board on 7 September 2026 and were signed below on its behalf by:



Duncan Holt

Chair of Trustees

CONSOLIDATED STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 31 MARCH 2026

		2026		2025	
		Group	Charity	Group	Charity
	Notes	£	£	£	£
Cash flows from operating activities	20	276,388	(113,085)	160,506	141,554
Cash flows from investing activities					
Purchase of tangible fixed assets		(817,099)	(817,099)	(3,758,571)	(3,758,571)
Gain/(Loss) on disposal of tangible fixed assets		6,000	6,000	-	-
Investments in short term cash deposits		224,157	224,157	(672,515)	(672,515)
Cash provided by/(used in) investing activities		(586,942)	(586,942)	(4,431,086)	(4,431,086)
Increase/(decrease) in cash and cash equivalents in the year		(310,554)	(700,027)	(4,270,580)	(4,289,532)
Cash and cash equivalents at the beginning of the year		5,495,744	4,979,543	9,766,324	9,269,071
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		5,185,190	4,279,516	5,495,744	4,979,539

Analysis of Changes in net funds (debt)	01 April 2025	Cash Flows	31 March 2026
	£	£	£
Cash at bank and in hand	5,495,744	(310,554)	5,185,190
	5,495,744	(310,554)	5,185,190

NOTES TO FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

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

Statement of Compliance

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

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

General information

The charity is a private company limited by guarantee, incorporated in England and Wales (company number 06302132) and a charity registered in England and Wales (charity number: 1121561). The charity's registered office is shown on page 4.

Preparation of accounts on a going concern basis

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves level and future plans gives Trustees confidence the charity will remain a going concern for the foreseeable future. A forecasted cashflow to October 2027 and going concern statement have been prepared, appraised, and approved by the Trustees at the Board meeting when these accounts were signed.

The going concern statement and cash flow forecasts included worst case scenarios, the investment needed to fund the hospice building development and the likely impacts of inflation. The Trustees also appraised contingency measures including where necessary by, utilising designated reserves to improve income generation and support more efficient ways of working, maximizing freehold property investment potential and ensuring ellenor applies for all appropriate funding support available through demonstrating the impact and efficiency of our care services.

Although the increasing uncertainty in the UK economy makes forecasting with a degree of certainty a challenge, the Trustees are satisfied that the senior management's plans and measures will result in enough group reserves and investments to cope with the economic uncertainty.

As the near future remains volatile the Finance and Income Generation Committee will continue to monitor the going concern basis of the charity throughout the year. This includes working closely with the directors of Ellenor Lions Hospices Trading Limited to ensure the subsidiary remains profitable and taking appropriate action where it does not.

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

Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Donations and legacies

Donations in cash and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

Gifts in kind

Gifts in kind represent assets donated for distribution or use by the charity. Assets given for distribution are recognised as income only when distributed. Assets given for use by the charity are recognised when receivable. Gifts in kind are valued at the amount actually realised from the disposal of the assets or at the price the charity would otherwise have paid for the assets.

Grants

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, where grant conditions have been met, the amount of income receivable can be measured reliably and there is probability of receipt.

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

Investment income

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

Expenditure

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

- Costs of raising funds comprises fundraising, charity shops, lottery, and trading activities.
- Expenditure on charitable activities comprises adults and children services for families facing life-limiting illness.
- Other expenditure represents the costs associated with investment properties.

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

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

Allocation of costs

Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

Operating leases

Rental charges are charged on a straight-line basis over the life of the lease.

Capital commitments

There are no capital commitments made in the year 2025-2026 for the forthcoming year 2026-2027.

Donated Goods

The Trustees consider that the valuation of goods donated for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

Investments

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value.

Movements in the market value of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Fixed assets

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses. Assets costing more than £500 are capitalised.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows:

- Motor vehicles- 4 years reducing balance.
- Furniture, fittings, and equipment- 3-, 5- and 10-years straight line
- Leasehold improvements- life of lease
- Freehold land and property (over 50 years)- nil depreciation

Financial instruments

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

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.

Stock

Stock is valued at the lower cost or net realisable value.

Funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

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

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor or trust deed.

Employee benefits

Short-term benefits, including holiday pay, are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension scheme

ellenor operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ellenor in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. The indicative value of volunteers' contributions is valued as their estimated average time spent helping the charity, at the charity's minimum salary rate.

Cash at bank and in hand

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

Estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates.

The Trustees consider the valuation of investment property and the recognition of legacy income to be the areas of significant judgement.

2. DONATIONS AND LEGACIES

	Restricted Funds	Unrestricted Funds	Total 2026	Total 2025
	£	£	£	£
Donations	35,383	1,453,601	1,488,984	2,399,187
Legacies	-	1,036,368	1,036,368	2,449,540
	35,383	2,489,969	2,525,352	4,848,727

3. INCOME FROM CHARITABLE ACTIVITIES

	Restricted Funds	Unrestricted Funds	Total 2026	Total 2025
	£	£	£	£
Department of Health	189,000	-	189,000	185,017
Local authority contracts/grants	444,428	1,735,064	2,179,492	2,133,557
Other charitable income	543,943	38,744	582,687	220,002
Education and training	-	23,527	23,527	60,612
	1,177,371	1,797,335	2,974,706	2,599,188

4. ANALYSIS OF GROUP EXPENDITURE

	Direct Costs- Staff	Direct Costs- Other	Support Costs	Total 2026
	£	£	£	£
Cost of generating voluntary income	917,981	408,783	123,670	1,450,434
Fundraising trading:				
Charity shops	832,232	553,389	157,297	1,542,918
Trading company	82,037	166,296	62,012	310,345
Lottery company	36,093	152,180	39,834	228,107
Investment property expenses	-	10,466	34	10,500
Charitable activities:				
Services for adults	4,429,444	198,338	1,219,489	5,847,271
Services for children and young people	601,298	26,924	165,546	793,768
	6,899,085	1,516,376	1,767,882	10,183,343

4. ANALYSIS OF GROUP EXPENDITURE (2025 Comparables)

	Direct Costs- Staff	Direct Costs- Other	Support Costs	Total 2025
	£	£	£	£
Cost of generating voluntary income	558,354	41,283	95,050	694,687
Fundraising trading:				
Charity shops	512,155	420,874	285,436	1,218,465
Trading company	76,172	21,631	14,914	112,717
Lottery company	18,905	152,793	21,487	193,185
Investment property expenses	-	51,120	-	51,120
Charitable activities:				
Services for adults	4,077,263	417,407	909,094	5,403,764
Services for children and young people	927,367	94,939	206,772	1,229,078
	6,170,216	1,200,047	1,532,753	8,903,016

5. ANALYSIS OF SUPPORT COSTS

	Support Premises £	Admin £	Finance and IT £	Governance	Total 2026 £
Raising Funds:					
Cost of generating voluntary income	-	15,037	91,184	17,483	123,704
Fundraising trading:					
Charity Shops	43,497	62,929	50,871	-	157,297
Trading company	27,982	2,746	25,483	5,801	62,012
Lottery company	-	8,150	25,883	5,801	39,834
Charitable activities:					
Services for adults	134,223	986,932	52,705	45,630	1,219,490
Services for children	18,221	133,976	7,155	6,194	165,546
	223,923	1,209,770	253,281	80,909	1,767,883

5. ANALYSIS OF SUPPORT COSTS (2025 Comparables)

	Support Premises £	Admin £	Finance and IT £	Governance	Total 2026 £
Raising Funds:					
Cost of generating voluntary income	-	16,899	34,628	43,523	95,050
Fundraising trading:					
Charity Shops	126,195	154,245	4,997	-	285,437
Trading company	146	4,053	4,997	5,718	14,914
Lottery company	-	4,207	11,014	6,266	21,487
Charitable activities:					
Services for adults	129,859	579,550	159,414	40,272	909,095
Services for children	29,536	132,313	36,258	8,664	206,771
	285,736	891,267	251,308	104,443	1,532,754

6. GOVERNANCE COSTS

	2026 £	2025 £
Staff costs	19,176	59,854
Auditor’s remuneration: Audit work	33,400	30,690
Professional fees	28,333	13,351
	80,909	103,895

7. NET INCOME FOR THE YEAR IS STATED AFTER CHARGING:

	2026	2025
	£	£
Depreciation of tangible fixed assets: owned by the charitable group	570,179	279,051
Auditor's remuneration	21,175	20,150
Auditor's remuneration- subsidiaries	12,225	10,540

8. SUBSIDIARIES

Ellenor Lions Hospices Trading Limited	2026	2025
	£	£
Turnover	405,367	285,531
Cost of Sales	(246,209)	(192,511)
Gross Profit	159,158	93,020
Administrative expenses	(61,177)	(59,740)
Operating Profit	97,981	33,280
Interest Payable and similar expenses	(575)	-
Profit before Taxation	97,406	-
Tax on profit	(6,323)	-
Profit for the financial year	91,083	33,280
Net Assets	1	1

Ellenor Lions Hospices Lottery Company Limited	2026	2025
	£	£
Turnover	568,942	602,511
Cost of Sales	(113,305)	(98,812)
Gross Profit	455,637	503,699
Administrative expenses	(114,595)	(101,780)
Operating Profit	341,042	401,919
Interest receivable and similar income	102	103
Profit before taxation	341,144	402,022
Tax on profit	(100,505)	-
Profit for the financial year	240,639	402,022
Net Assets	12,611	12,611

Taxation incurred due as subsidiaries did not gift aid profit to the charitable organisation.

Note 22 provides further details of the charity’s investment in the subsidiary undertakings.

9. STAFF COSTS AND NUMBERS (Group)

	2026	2025
	£	£
Salaries and Wages	5,484,917	4,617,123
Social Security Costs	666,004	510,700
Pension Contributions	319,933	503,659
	6,470,854	5,631,482
Charity total staff costs	6,216,778	5,569,556

The total employee salary and benefits of the key management personnel of the Group and Charity were £492,234 (2025: £633,944). These salaries include Employers National Insurance Contributions and Employers Pensions.

The key management personnel include the executive leadership team and clinical heads of department. It is noted that the charity was without a chief executive from August 2025 to January 2026. In July 2025 the charity also reduced its number of executive leaders from five to four.

The number of employees whose total remuneration package (including salary, employer pension contributions and employer National Insurance contributions) exceeds £60,000 includes a significant proportion of clinical staff, particularly doctors and senior nursing professionals, reflecting the specialist skills and expertise required to deliver hospice services.

The number of employees whose emoluments for the year fell within the following bands were:

	2026 Number	2025 Number
£60,001 - £70,000	9	3
£70,001 - £80,000	4	-
£80,001 - £90,000	7	2
£90,001 - £100,000	-	3
£100,001 - £110,000	-	1
£110,001 - £120,000	1	1
£120,001 - £130,000	-	-
£130,001 - £140,000	1	-
£140,001 - £150,000	-	-
£150,001 - £160,000	-	-
£160,001 - £170,000	-	1

These 22 (2025:11) above employees are accruing pension contributions totalling £105,599 (2025: £69,533).

	2026 Number	2025 Number
The average number of employees during the year was as follows:		
Charitable activities	151	137
Fundraising	27	25
Finance	5	4
The charity average number of employees	183	166

No expenses were reimbursed to Trustees in the current year ended March 2026 (2025: £nil). No Trustee received remuneration in the current or prior year.

10. TANGIBLE FIXED ASSETS

	Freehold Property	Furniture and Equipment	Motor Vehicles	Total
Group	£	£		£
Cost				
At 1 April 2025	10,784,860	1,886,657	101,486	12,773,003
Additions	15,184	774,471	27,442	817,097
Disposals	-	(1,500)	(4,500)	(6.000)
At 31 March 2026	10,800,044	2,659,628	124,428	13,584,100
Depreciation				
At 1 April 2025	1,960,970	1,410,254	81,911	3,453,135
Charge for the year	303,672	257,068	9,439	570,179
Disposals	-	(917)	(3,908)	(4,825)
At 31 March 2026	2,264,642	1,666,405	87,442	4,018,489
Net book value				
At 31 March 2026	8,535,403	993,223	36,986	9,565,611
At 31 March 2025	8,823,888	476,403	19,575	9,319,867
Charity				
Cost				
At 1 April 2025	10,784,860	1,886,657	101,486	12,773,004
Additions	15,184	774,471	27,442	817,097
Disposals	-	(1,500)	(4,500)	(6,000)
At 31 March 2026	10,800,044	2,659,628	124,428	13,584,100
Depreciation				
At 1 April 2025	1,960,971	1,410,254	81,911	3,453,136
Charge for the year	303,672	257,068	9,439	570,179
Disposals	-	(917)	(3,908)	(4,825)
At 31 March 2026	2,264,643	1,666,405	87,442	4,018,489
Net book value				
At 31 March 2026	8,535,403	993,223	36,986	9,565,611
At 31 March 2025	8,823,888	476,403	19,575	9,319,868

11. INVESTMENTS- PROPERTY AND SHARES

	Freehold Investment Property
Group	£
Valuation	
At 1 April 2025	1,360,000
Revaluations	12,500
At 31 March 2026	1,372,500
Company	
Valuation	
At 1 April 2025	1,360,000
Revaluations	12,500
At 31 March 2026	1,372,500

The Trustees consider that the value of investment properties is a fair reflection of their current value on the open market on an existing use basis as at 31 March 2026.

Barclays Bank hold a charge over two of these properties.

INVESTMENTS: Group	2026	2025
	£	£
Market value at 1 April	14,656	13,792
Revaluations	1,420	864
Market value at 31 March	16,076	14,656
Historical cost at 31 March	8,106	8,106

All the above equities are listed on the London Stock Exchange.

INVESTMENTS: Charity	Shares in listed equities	Shares in Group Undertakings	Total
	£	£	£
Market value at 1 April	14,656	2	14,658
Revaluations	1,420	-	1,420
Market value at 31 March	16,076	2	16,078

All the fixed asset investments are held in the UK. The shares in group undertakings are the charity’s shares in its wholly owned subsidiaries – Ellenor Lions Hospices Trading Limited and Ellenor Lions Hospices Lottery Company Limited.

	2026		2025	
	Group	Charity	Group	Charity
	£	£	£	£
Short term investments	448,358	448,358	672,515	672,515

These relate to cash deposits with a maturity date of greater than 3 months at 31/03/2026.

All investments are protected by the FSCS Guarantee. Any institutions that hold amounts greater than the guaranteed FSCS level are held in a minimum of BBB rated institutions.

12. STOCKS

	2026		2025	
	Group	Charity	Group	Charity
	£	£	£	£
Finished goods and goods for resale	14,164	385	9,483	-

13. DEBTORS

	2026		2025	
	Group	Charity	Group	Charity (Restated)
	£	£	£	£
Amounts falling due within one year				
Trade debtors	41,117	41,117	30,445	30,445
Amounts owed by group undertakings	-	766,803	-	470,177
Other debtors	61,953	61,953	71,544	71,544
Prepayments, legacies and accrued income	1,876,835	1,871,427	2,814,249	2,811,867
	1,979,905	2,741,300	2,916,238	3,384,033

2025 Charity Amounts owed by group undertakings were restated due to missing debtor balance of £435,302.

14. CREDITORS

	2026		2025	
	Group	Charity	Group	Charity
	£	£	£	£
Amounts falling due within one year				
Trade creditors	474,086	473,032	197,718	192,634
Other taxes and social security	252,145	145,317	101,807	101,807
Other creditors	54,331	54,294	81,784	52,092
Accruals	343,053	300,504	180,318	169,779
	1,123,615	973,147	561,627	516,312

15. OPERATING LEASE COMMITMENTS

	Vehicle Lease		Shop Leases	
Group	2026	2025	2026	2025
Leases which expire:	£	£	£	£
Within one year	-	-	313,186	331,269
Within two to five years	-	-	989,340	1,126,651
Greater than five years	-	-	558,925	865,859
Charity				
Leases which expire:				
Within one year	-	-	313,186	331,269
Within two to five years	-	-	989,340	1,126,651
Greater than five years	-	-	558,925	865,859

16. ANALYSIS OF GROUP NET ASSETS

	Restricted Funds	Designated Funds	General Funds	Total Funds
	£	£	£	£
Fixed assets	-	5,954,111	5,000,076	10,954,187
Current assets	-	6,710,078	917,539	7,627,617
Current liabilities	-	-	(1,123,615)	(1,123,615)
Net assets at 31 March 2026	-	12,664,189	4,794,000	17,458,189

ANALYSIS OF GROUP NET ASSETS (2025 Comparables)

Fixed assets	441,273	6,498,567	3,754,682	10,694,522
Current assets	-	7,493,036	1,600,945	9,093,981
Current liabilities	-	-	(561,627)	(561,627)
Net assets at 31 March 2025	441,273	13,991,603	4,794,000	19,226,876

17. ANALYSIS OF FUNDS	Balance 1 Apr 2025 £	Income £	Expenditure £	Investment / Transfers £	Balance 31 Mar 26 £
Unrestricted Funds:					
Designated – Priority Fund	4,442,492	7,294,810	(8,636,144)	13,920	3,115,078
Designated General Fund – 6 month reserve	4,794,000	-	-	-	4,794,000
Designated fund – Property development	3,898,036	-	-	-	3,898,036
Designated fund – Strategic investments	3,595,000	-	-	-	3,595,000
Designated fund – Fixed assets	2,056,075	-	-	-	2,056,075
Total unrestricted funds	18,785,603	7,294,810	(8,636,144)	13,920	17,458,189
Restricted funds:					
Property extension 2008 (1)	127,967	-	(127,967)	-	-
Hospice DTU extension 2010/11 (2)	288,336	-	(288,336)	-	-
NHS England Grant 2014/15 (3)	24,970		(24,970)	-	-
NHS Children's Hospice Grant	-	189,000	(189,000)	-	-
ICB – Care Home Support	-	264,000	(264,000)	-	-
ICB – Crisis Hub Funding	-	99,000	(99,000)	-	-
ICB – Night Sitting Pilot	-	25,000	(25,000)	-	-
ICB – Last Year of Life	-	56,000	(56,000)	-	-
DGS – Winter Scheme	-	428	(428)	-	-
Hospice UK – Frailty Care	-	14,811	(14,811)	-	-
Various Donated Income	-	35,383	(35,383)	-	-
Hospice UK – Gov't Capital Grant	-	529,132	(529,132)	-	-
Total restricted funds	441,273	1,212,754	(1,654,027)	-	-
Group Total	19,226,876	8,507,564	(10,290,171)	13,920	17,458,189

1) The property extension fund was a capital project relating to the extension of the Gravesend hospice in 2008.

2) The Hospice at Gravesend had a further extension which was completed in 2011. The Department of Health funded this capital project.

3) The NHS England Grant 2014/15 is restricted to paediatric activities.

17. ANALYSIS OF FUNDS (Comparative for 2024-2025)	Balance 1 Apr 2024	Income	Expenditure	Investment / Transfers	Balance 31 Mar 25
	£	£	£	£	£
Unrestricted Funds:					
Designated – Priority Fund	7,360,112	8,145,026	(6,373,784)	(4,688,862)	4,442,492
Designated General Fund – 6 month reserve	-	-	-	4,794,000	4,794,000
Designated fund – Property development	3,898,036	-	-	-	3,898,036
Designated fund – Strategic investments	3,595,000	-	-	-	3,595,000
Designated fund – Fixed assets	2,055,349	-	-	726	2,056,075
Total unrestricted funds	16,908,497	8,145,026	(6,373,784)	105,864	18,785,603
Restricted funds:					
Property extension 2008 (1)	135,062	-	(7,095)	-	127,967
Hospice DTU extension 2010/11 (2)	303,186	-	(14,850)	-	288,336
NHS England Grant 2014/15 (3)	62,255	-	(37,285)	-	24,970
NHS Children's Hospice Grant	-	185,017	(185,017)	-	-
ICB – Care Home Support	-	258,220	(258,220)	-	-
ICB – Crisis Hub Funding	-	99,000	(99,000)	-	-
ICB – Night Sitting Pilot	-	25,000	(25,000)	-	-
ICB – Last Year of Life	-	56,000	(56,000)	-	-
Hospice UK – Frailty Care	-	34,909	(34,909)	-	-
Various – Education and Training		59,165	(59,165)		
Various Donated Income	-	36,750	(36,750)	-	-
Hospice UK – Gov't Capital Grant	-	145,940	(145,940)	-	-
Capital Appeal	570,000	1,000,000	(1,570,000)	-	-
Total restricted funds	1,070,503	1,900,001	(2,529,231)	-	441,273
Group Total	17,979,000	10,045,027	(8,903,015)	105,864	19,226,876

18. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £319,933 (2025: £232,682).

19. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

20. RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2026		2025	
	Group	Charity	Group	Charity
	£	£	£	£
Net income / (expenditure) for the year	(1,768,687)	(1,763,701)	1,247,876	812,610
Add back taxation	106,828			
Add back depreciation charge	570,179	570,179	279,051	279,051
(Gain) / loss on investments	(13,919)	(13,919)	(105,864)	(105,864)
Short term deposits interest gain minus fees	-	-	-	-
(Gain) / loss on sale of tangible fixed assets	(4,825)	(4,826)	(866)	(866)
Decrease / (increase) in stocks	(4,681)	(385)	1,684	-
Decrease / (increase) in debtors	936,333	642,733	(1,141,228)	(715,223)
Increase / (decrease) in creditors	455,160	456,834	(120,147)	(128,154)
Net cash used in operating activities	276,388	(113,085)	160,506	141,554

21. CONTROLLING PARTY

ellenor is controlled by its Board of Trustees

22. PRINCIPAL SUBSIDIARIES

Company Name	Country	Percentage Shareholding	Description
Ellenor Lions Hospices Lottery Company Limited	England	100	Operates charity lottery
Ellenor Lions Hospices Trading Limited	England	100	Sells new goods

23. RELATED PARTY TRANSACTIONS

ellenor has taken advantage of the exemption available in section 33 of FRS 102 whereby it has not disclosed transactions with any fellow wholly owned group undertaking.

There were no other outstanding balances with related parties at 31 March 2026 (2025: £nil).

The Trustees support the charity throughout the year and are regularly involved in fundraising and events. It is not possible for the charity to quantify the aggregate donations and fundraising by Trustees in the year.

OUR THANKS

We are immensely grateful to all the supporters who gave so generously in 2025 - 2026, enabling us to continue providing high quality hospice care to babies, children, young people and adults in our local community.

THANK YOU!