

Company number: 02000560

Charity number: 293968

Pilgrims Hospices in East Kent

Report and financial statements

For the year ended 31 March 2025

PILGRIMS HOSPICES IN EAST KENT
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 March 2025

Trustees

K Warden
S Bates LLB. (Hons.) (retired 3 October 2024)
Dr P Biggs
F Hames (appointed 3 October 2024)
R Herron (appointed 26 June 2025)
P Lepper (appointed 16 April 2024)
S Oriel MA (Cantab)
S Perks
J Richards
E Sharp MB BS, FRCS
T Stanyon (appointed 26 June 2025)
Dr R Wilson

Company registered number 02000560

Charity registered number 293968

Registered office 56 London Road
Canterbury
Kent
CT2 8JA

Independent auditor Sayer Vincent LLP
110 Golden Lane
London
EC1Y 0TG

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CHAIR & CHIEF EXECUTIVE'S STATEMENT:

CHAIR & CHIEF EXECUTIVE'S STATEMENT 2024–2025

As we reflect on 2024–25, we are proud to report another year of meaningful progress at Pilgrims Hospices. This year has seen us focus on strengthening both our organisational and clinical strategy, reaffirming our commitment to providing high-quality, accessible hospice care across east Kent. Grounded in our values and guided by our revised three year 2024-27 Strategy and vision of “Compassionate Care for Every Patient, Every Family, Every Time”, we continue to drive innovation, collaboration, and excellence across our inpatient and community services.

Our strategic goals will continue to focus on:

- **Prioritising:** Focus on patient-centred care, early identification of needs, equitable access, grief support, and reducing hospital admissions.
- **Maximising:** Expand influence and reach through community education, advocacy, and stakeholder engagement to increase awareness and accessibility of hospice services.
- **Growing:** Ensure sustainable funding through diversified income streams, fundraising, and collaboration with statutory partners.
- **Driving:** Invest in staff and volunteers, promote innovation, and create a supportive work environment to deliver high-quality care.

We remain incredibly proud to lead such a dedicated and compassionate team. The continued strength of Pilgrims Hospices is thanks to the tireless commitment of our staff and volunteers, and the generous support of our local communities. Together, we are working towards ensuring that every person facing a life-limiting illness receives the expert, empathetic care they deserve — every patient, every family, every time.

Karen Warden
Chair of Trustees

Helen Bennett
Chief Executive Officer

STRATEGIC REPORT

OBJECTS AND ACTIVITIES (Facts and figures)

Pilgrims Hospices serves a population of approximately 750,000, providing adult palliative care services across east Kent. The charity employs over 370 people and is supported by over 1,150 volunteers. Pilgrims provides support through a number of services:

Inpatient Units

Pilgrims operates three inpatient units in Ashford, Canterbury and Thanet, providing specialist palliative care delivered by a multi-disciplinary team of clinicians. Pilgrims aspires to provide a homely, welcoming environment for patients where they will feel safe, comfortable and well cared for.

Community Services

Pilgrims' dedicated community teams provide specialist palliative care assessment and advice for patients in community settings, whether in their own home, care home, or through outpatient appointments on site, via telephone or virtually. Support is also available 24 hours per day, 365 days per year through a dedicated advice line.

Therapy & Wellbeing

A multi-disciplinary team including Wellbeing Practitioners, Physio and Occupational Therapists provides therapies and wellbeing support for patients through Pilgrims Therapy Centres, as well as through home visits, provision of gym services, and specialist assessment. Therapist input is intended to ensure patients have access to the support they need to enjoy the highest possible quality of life, living as well and as comfortably as possible.

Hospice at Home

Hospice at Home provides dedicated domiciliary care for patients in the last days and hours of life. The team provides up to three visits per day, administering personal care and supporting patients to remain in their preferred place of care until they die.

In the year ended March 2025:

Pilgrims received
2,899 referrals

4,403 patients
Used our services

Pilgrims delivered
6,434
Community Contacts

1.6 million
Donated items sold through
our shops

Psychosocial and Bereavement Care

Social Workers, Counsellors and Spiritual Care professionals work to provide holistic, person-centred care to patients and their families, addressing their psychosocial needs. Our team of bereavement support volunteers deliver a range of level 2 bereavement support groups to any adult across east Kent through the Stepping Stones Bereavement services.

Cost

In the year to March 2025 it cost £13.6 million to deliver these services.

Our Vision

At Pilgrims Hospices we have a simple Vision: “of a community where people with a terminal illness and their family and friends are supported and empowered to live well in mind and body until the very last moment of their life.”

Our Mission

Our ‘Mission’ is to make a difference in the lives of individuals in east Kent who are facing the last year of life.

To do this we:

- Provide open, compassionate care and expertise for patients and their families; both in the community and in our inpatient units. We will continue this support for families through their bereavement.
- Inform, educate and enable patients and their families so they can make informed choices and participate in planning their own care.
- Form strategic partnerships throughout our community; sharing our research, knowledge and expertise to enable others to play their part in supporting families where and when they need it.

Our Values

To achieve our Vision, we have a shared set of values and behaviours that will enable us to be the people and the charity that patients and their loved ones need us to be. They form our ‘CODE’ which guides us in our daily work and decision making.

Compassionate -	We treat everyone with compassion and care.
Open -	We communicate openly, honestly and effectively.
Dynamic -	We are dynamic, improving and developing our services.
Empowered -	We empower people to achieve their outcomes.

On average, Pilgrims provided over
2,170 patient meals
per month

In excess of
11,000 Supporters
participated in events
and campaigns in 2024-
25

Pilgrims provided
1,073
Bereavement Care Sessions

Lottery entries
achieved
21,111
per week on average

STRATEGIC PROGRESS & KEY ACHIEVEMENTS

2024-25 saw the review of Pilgrims Hospices' five-year Organisational Strategy. Since the development of the five-year strategy, there has been much change across the health and social care system and the hospice sector. Our strategy was reviewed for the period 2024-27 to take account of emerging themes and Pilgrims' required strategic response.

Our four pillars continue to underpin and guide the charity's long-term strategic ambitions and inform the setting of annual objectives.



Objective One: We will put the patient at the centre of all we do, delivering the care they need, where they need it.

As a charity, Pilgrims' first priority will always be patients and the organisation is dedicated to ensuring that service users, as well as their families, receive the highest standards of care and support.

In addition to our Friends and Family Test feedback, from which we continually receive outstanding responses, we collected direct service user feedback from the Views on Care forms which are given to patients or clients at the end of a period of care (part of the OACC Outcome measures). They judge the impact the care and support received has had on their quality of life. Data is already evidencing the positive impact that the care and interventions have on our patients. Any positive or negative feedback is reviewed and, if needed, action taken.

During 2024-25, we continued to develop our documentation and our reporting on outcomes. Outcome measures are already well reported in the inpatient units (IPUs) and understood across the organisation. The Community and Allied Health Professional (AHP) data is now being reported on and the data is reviewed and analysed at the monthly Outcome Champions Meeting.

We successfully engaged with GPs in the Marshes in the early identification of patients at risk of being in the last year of life, with good feedback and learning. As part of our clinical strategy we invested in the recruitment of a Think, Talk Act Clinical Programme Manager who commenced work in September 2024 and who has developed a two year action plan to robustly test the strategy and review potential sustainable funding models.

Investment in Stepping Stones has enabled the development and implementation of an effective team structure to support the ongoing growth and sustainability of bereavement services. A three year strategy has been developed to fully enable the transition of Stepping Stones from a stand-alone project to potentially be the main bereavement service provider in east Kent.

There has been a marked increase in the number of people attending Stepping Stones groups. We have embedded a robust framework for Stepping Stones volunteer training and have successfully onboarded 7 new volunteers during 2024-25 with a total of 27 active volunteers at year end.

Collaboration with Romney Marsh community hub occurred in the year, to enhance a bereavement support group that was already in existence. Working together, we have developed a new initiative called Stepping Forward, which is a peer-led group and a pilot has been launched.

Objective Two: We will use our influence to develop our services and maximise our reach as we implement new service initiatives.

Evidence demonstrates that earlier involvement with palliative care services improves quality of life and End of Life outcomes for patients. Earlier intervention is therefore a key priority for Pilgrims now and in the future. Central to this ambition is the Think, Talk, Act (TTA) programme which, in partnership with GPs, seeks to identify and engage the 1% of patients likely to die in the next 12 months.

This programme aims to:-

- enable and empower patients and their families to participate in creating their own plans for care whilst they are well enough to participate;
- increase the percentage of people identified as likely to be in their last year of life, so that end of life care can be improved by personalising it according to their needs and preferences;
- increase the percentage of people who have died having been offered the opportunity for personalised care and support planning;
- work alongside primary care colleagues to help identify and support relevant patients, we will introduce proactive and personalised care planning for everyone identified as being in their last year of life;
- extend the time we have with a family to establish deeper connection and provide more holistic care;
- change the perception people have of Pilgrims – to move away from being seen as a place to die to being seen as an enabler of living well in the final phase of life; and
- increase support for Pilgrims from a much broader cohort of our local community.

Thanet has been identified by the ICB as an area with a high number of GP surgeries that have not begun work on the early identification and a clear plan of engagement has been agreed with the TTA Clinical Programme Manager for 2025-26.

The hospice recognises the role we have to play in achieving Ambition 6 of the Ambitions

Framework - Every community is prepared to help, and we will use our knowledge, expertise and position to influence the creation of a compassionate community across east Kent, increasing death literacy and expanding and enhancing community based assets that contribute to supporting people in times of crisis, death and loss. To implement and co-ordinate the strategy there was investment in some back-fill to allow the Head of Psychosocial and Bereavement Services and the psychosocial teams to deliver this initiative. A three year strategy was developed.

Alongside the expansion of Stepping Stones Bereavement service, and part of Compassionate Communities, the development of bereavement help points within our charity shops has commenced. This year, 8 shops have engaged with 2 managers and 26 volunteers attending grief awareness training.

Compassionate Communities web page on the Pilgrims Hospices website has been launched including an online map providing an accessible directory of compassionate activities and services across east Kent.

Pilgrims is part of two formal collaboratives across Kent and Medway. The Kent and Medway (K&M) Hospice Education Collaborative has representatives from all hospices across the regions to jointly review education, both internally and externally. They liaise with the ICB and Health Education England to bid for funding to provide End of Life care education to local Health and Social Care providers.

The Kent and Medway Nursing and Care Directors Collaborative again has representatives from all hospices across the region. This forum allows for peer support, sharing of good practice and joint working alongside a robust voice for hospice care across Kent and Medway. Pilgrims' Director of Nursing and Care is the current chair.

Both of these formal collaboratives were Pilgrims initiatives.

To maintain and enhance the quality of patient care, it is imperative to invest in the professional development of the staff. To support the development and maintenance of advanced clinical competencies and compassionate care, a Band 6 Clinical Skills Facilitator has been appointed. This role has worked across the three hospice sites to ensure equity in training across the organisation delivering bespoke HCA and Band 5 face to face training.

'The Need To Do Something' group

This multi-organisational group continued to meet bi-monthly online with varying attendees. Over the last year, the main purpose of the group is now shifting towards the sharing of experiences, of both good and less good care, with the aim to explore root causes for the concerns raised. We are planning formal multi-organisational workshops across Kent, following the model of the Medical Examiner workshops. This workstream is being led by the ICB Education Team.

The End Of Life Charter has been reworded following feedback and is now with all lead organisations in east Kent for formal approval by the third quarter of 2025-26. As a result, the Medical Director is invited to speak at various meetings in primary care to share the Charter and the integrated work with the hospice.

Pilgrims Hospices is now also represented at the Clinical Quality and Governance Group of Kent that promotes the Charter.

Single Point of Access (SPoA) at Thanet and Ashford

These services aim to review all 999 calls with a holistic view and to offer multi-disciplinary support at home to avoid unnecessary attendances in casualty of QEQM and William Harvey hospitals. The services are now well established.

The hospice continues to place itself for true end of life care in last days of life (via Hospice at Home) and for rapid support in complex situations requiring specialist palliative care advice and support. We have not noticed a significant increase specifically from paramedics or the SPoA but continue to foster mutual relationships and accept direct referrals from professionals by phone.

Equality, Diversity and Inclusion (EDI)

Pilgrims Hospices is committed to addressing health inequalities affecting the delivery of its services and established the Equality, Diversity and Inclusion (EDI) group as a means to deliver this commitment. The purpose of the group is described later in this report. During 2023-24 the group oversaw the development of Advanced Care Planning for people with learning disabilities as part of a joint venture with the KCHFT Learning Disabilities Team.

A project was also started with the Nepalese community in 2023-4, which was continued in 2024-25, to provide support, Advanced Care Planning and end of life and bereavement care to the Nepalese community. Hospice materials have been produced in large print for service users with sight impairments. Our Therapy Centres continue to integrate celebration of inter-faith and support festivals, holidays and focussed weeks, for example, 'Time to Create' sessions have expanded to include multifaith focus, celebration of different festivals etc. We continued to increase our own knowledge and awareness of the needs of marginalised groups within our local communities – engaging with groups and services within the Nepalese community and through ongoing collaboration with Porchlight to address the end of life needs of the homeless population. The EDI group has developed a Service User diversity monitoring form, which was launched in April 2024. This form enables us to understand who we are caring for and highlights any healthcare inequalities for those accessing our services. Equality Impact Assessments are now embedded for use when developing new policies and practices to ensure that groups holding protected characteristics are not disadvantaged. New EDI training has been trialled and diversity content added to existing Clinical training programmes. EDI mandatory training currently sits at 94.8% compliance. In addition, the Training Manager completed an EDI train the trainer level 3 course, '*Inclusive leadership in healthcare*', '*Noticing and challenging microaggressions*', and '*Creating psychologically safe and inclusive workplaces*' through the NHS leadership academy.

Pilgrims representatives attended the Transgender Healthcare Conference 2023: Tackling Inequalities and Providing Support, in particular a session entitled 'Overcoming Barriers to High-Quality Trans Healthcare: The Latest Guidance and Updates'. This focussed on outlining and understanding the key factors that contribute to poor health outcomes for trans and gender-diverse patients. It included advice on improving the data collection and monitoring of gender identity to identify gaps in healthcare provision; detailing plans to improve waiting times and the service experienced for transgender patients and measuring the impact of service improvements to understand successes and failures.

Throughout 2024-25 we have continued to develop and promote a fully inclusive spiritual care service across the organisation, recognising the diversity of spiritual needs of our patients, families, staff and volunteers from all faiths and no-faith backgrounds. We have introduced a range of multi-faith and other resources in each Sanctuary space, raised staff awareness through multi-faith week celebrations, and strengthened links with community based faith leaders across east Kent.

Objective Three: We will ensure clinical and financial stability through the achievement of a break-even position and by securing consistent and equitable statutory funding as well as identifying new ways to maximise commercial revenue.

During 24-25 we continued to build on the good progress made in the previous year in working with the Kent and Medway Integrated Care Board (ICB) to understand the funding required by Kent and Medway Hospices to maintain and deliver services to their local communities. As in the previous year, this resulted in small uplifts to our base grant and some additional funding for specific projects to further develop Palliative and End of Life Care Services. Pilgrims also continued to invest in the development of its estate to ensure maximum value is realised from its existing assets. This estate

work is described later in this section.

Sustaining Voluntary Income:

As always, we are grateful for the support of our local community who have responded generously to our campaigns and appeals, who take part in our events, lottery activities, support us by purchasing items through our shops and donating pre-loved items of clothing and furniture. We are also grateful to the companies and trusts who support us and we would also like to thank everyone who leaves us a gift in their will. Without the generosity of our community we wouldn't be able to run our services.

Retail – At the end of the 2024-25 financial year, Retail achieved an income of £5.48 million, (including trading company income), against a budget of £5.774 million. Income did not meet target because of a decline in rag rates and because we were not able to secure a new site to replace income of £180k which resulted from the closure of one of our shops, due to the landlord wishing to utilise the space for their own purposes.

Individual Giving – Individual giving activities, including face-to-face In Memory events and campaigns generated £1.3 million which was £120k greater than their original budget of £1.1 million. Our *Always Caring* programme, now in its third year, has generated £120k over the year from over 600 members. During the year, we received no sizeable donations.

Lottery – The Lottery is a consistent and sustainable source of income for Pilgrims Hospices. During 2024-25 the lottery has performed well across the year, generating £6k above its original budget of £1,216k. The Christmas Superdraw performed exceptionally well, generating an income of £75k which is its strongest performance for a decade.

Legacies – Legacy income has performed better than expected, and has generated £3.5 million. During the year the team continued to streamline our legacy administration processes and define key performance indicators to allow us to monitor income more accurately in future years.

Fundraising

Pilgrims Hospices Fundraising comprises several teams: Community Fundraising, Events Fundraising and Corporate & Trusts Partnerships.

In 2024-25 the teams have performed exceptionally well, despite the current financial challenges and have raised £1.3 million, which is £175k over budget. Some of the highlights include:

Community Fundraising – The three teams based at each hospice site have made significant efforts to build relationships with and to engage with, the east Kent community, leading to an impressive year-end outcome. Community fundraising activities, including those organised by local groups, in-aid-of, on behalf-of and community-led events like the Ashford Fairs, the Thanet 5K Colour Run, and Santas on the Run!, all exceeded their set targets. Additionally, the Christmas Tree Recycling campaign saw continued growth in its fourth year, raising over £78k and recycling more than 4,200 trees, thanks to the hard work of dedicated volunteers and fundraising teams. This represents a 30% increase from the previous year.

Events Fundraising – The events programme had its most successful year to date in terms of both revenue and participant numbers. The hospices' flagship events, the Cycle Challenge and the Pilgrims Way Challenge, together raised over £270k, surpassing the previous year's totals. The Pilgrims Cycle Challenge had its best fundraising year since it began, generating more than £10k above its previous highest earnings in 2014. In addition, other challenge events, including the London Marathon, achieved their most successful fundraising years to date.

Corporate & Trusts Partnerships – The second year of the newly formed Corporate & Trusts

team saw continued growth, after a solid foundation was established in the previous year. Corporate and local business fundraising flourished, with numerous new business partnerships formed. A highlight was the corporate Golf Day, which achieved its most successful year, both in terms of attendance and funds raised. Furthermore, after a challenging year in the Trusts sector, due to industry-wide changes, Trusts fundraising met its financial goals, funding several inspiring projects that were successfully implemented within the hospice settings.

Securing Additional Statutory Funding:

Pilgrims Hospices secured a small but significant increase in statutory funding from the Kent & Medway Integrated Care Board (K&M ICB). This was achieved through joint negotiations with other hospices in the region.

The increase played a key role in supporting the charity to achieve financial breakeven during a challenging economic period and despite economic pressures, the organisation maintained financial stability.

Our strategic efforts were focused on balancing quality service delivery with fiscal responsibility, ensuring sustainability for the future.

Estates Development:

Pilgrims Hospices has a significant freehold estate, which encompasses a number of retail units arranged over multiple floors. In order to ensure Pilgrims realises the maximum value of its assets, work has been undertaken to identify excess space within the estate and to explore value-generative options to develop these areas.

During 2023-24, we started planning work on a project to convert space above the charity's Broadstairs shop into two residential units. Whilst this project has been delayed by factors outside of our control, it is anticipated that this development work will be completed during 2025-26.

During 2024-25 The Board agreed an updated Estates Strategy that will see the continued development of the hospice estate over the next three years.

Objective Four: We will implement new ways of working across clinical and non-clinical services and day to day operations, both internally and externally.

A new Clinical Workforce Strategy with focus on multi-disciplinary senior leadership was developed in 2024, approved and is currently being implemented.

We are strengthening the middle grade medical workforce as well as upskilling the nurses, especially in the community, offering a clearly defined career progression for all colleagues.

- Positive recruitment throughout 2024-25 has led to a near complete number of doctors (just under 3 posts on each site), one of which is expected to become a Specialist doctor (working at consultant level) within the next 4-5 years.
- All 9 Advanced Clinical Practitioners posts have been filled.
- The community review has led to recruitment into 9 Clinical Nurse Specialist posts (three on each site) and 9 palliative Specialist nurses, some of those have joined /will join the Community workforce from other employers.

A locum medical Specialist doctor (working at consultant level) has decided to stay and is expected to become the lead doctor at our Thanet hospice from May 2025, thus having a nominated Medical Consultant on each site.

However, we still require a medical Consultant for the Ashford hospice to release the Medical

Director from clinical work. Pending retirement in the next 1-3 years of two medical consultants necessitates pro-active recruitment of further medical senior colleagues.

We still have only one of three Nurse Consultant posts filled and are now aiming to advertise for two Associate Nurse Consultants. These colleagues should have either the necessary managerial skills but lack palliative care expertise or vice versa. A panel is now defining capacity to train and empower so that we offer the posts to colleagues whose training needs we can meet internally.

The Hospice at Home services are now based at the Canterbury hospice to allow easy travelling to any place in our catchment area and work now fully integration as part of Community Services.

Electronic prescribing and administration in the three inpatient units:

The use of electronic systems to prescribe and administer medications in the hospice inpatient units is now well established. No significant incidents have been noted by hospice employed prescribers or staff nurses, due to the safety features of Ashton's e-Works. Thanks to a changing culture that promotes learning and no blame, we see more drug related incidents reported and investigated. This frequently includes a reflection on the incident by the relevant colleague and sharing of learning outcomes at team meetings.

Most hospice employed prescribers are now equipped with the necessary smart cards to allow prompt prescribing for community patients, similar to a GP. This is particularly useful for patients whose symptom needs are complex and updated or new care plans are urgently needed (unstable Phase of Illness)

The hospice pharmacist reports quarterly to the medical prescribers to alert any unusually high usage or expensive medications to allow the development of alternative prescribing options.

Further development of clinical reporting

During 2024-25, the Outcome Measure (formerly OACC) Champions have gained more confidence and expertise to critically reflect on the data and reports.

The KPIs for the IPU outcomes have not been changed but we have explored various ways how to report on those, making use of patient and colleague feedback.

We have spent significant time and effort to improve recording and reporting for community outcomes, simplifying our Terms of Reference rather than complicating them. We are now able to define complexity at first assessment for community patients but continue to struggle with true outcome measures. In part this is due to lack of data collection when a clinical situation changes. The group decided to start reporting on outcomes for community patients once we achieved data collection in 60% of our patients. At present, the trend is increasing but we are still below 50%.

Wellbeing services are not recording data as per our Terms of Reference and reports on concerns at first encounter in the therapy centres and comparison with issues at the end of their group work or attendance still falls short of a minimum standard to allow formal reports.

These much needed outcome reports will be the focus for the group in 2025-26.

The Outcome measures group of champions also manages clinical exception reports that are shared at the monthly hospice-wide clinical meeting of the clinical leadership group. In particular, they focus on the place of death and why the preferred place of death was not achieved and other clinical KPIs, such as how long it took to implement adequate and effective care plans, both in the inpatient unit and the community.

One example of a successful root cause analysis is that hospice prescribers have started to issue new prescriptions more pro-actively for community patients, to avoid delays at their GP surgeries.

Volunteering:

Volunteers represent a significant segment of Pilgrims' workforce, providing support across all areas of the charity's operations. Volunteer roles are varied, from shop volunteers, to receptionists, to volunteers providing support directly to patients and families.

With a new Volunteering Coordinator inducted in the year, we have distributed long service awards to our volunteer workforce, recognising the extraordinary contributions they have made to supporting our services. Regular volunteer forums are held on our three main sites, to provide further opportunities for volunteers to be heard and to help shape the services we offer.

Workforce Engagement

A number of mechanisms are in place to engage with staff and volunteers, including an annual Staff and Volunteer Survey carried out in June 2024, operated by Birdsong Charity Consulting. This survey asks staff and volunteers about their views on a range of topics, provides a comparison with the wider hospice sector, and also provides an overview of how "engaged" respondents are compared to the national average. The results of this survey are summarised and shared with the Board of Trustees and wider organisation.

Pilgrims has a Local Management Team (LMT) in place at each hospice, which considers Claims, Concerns and Issues for their site, and which are in turn escalated to the Senior and Executive Management Teams. LMTs are also the primary method of cascading information across the organisation.

Following delivery of the 2024 survey, LMTs have taken responsibility for discussing the feedback with their local teams and proposing changes to our local workplaces. Key areas of focus highlighted in the survey include communications across sites and teams bringing consistency to local inductions, and providing timely support to each other during periods of high demand for our services. A further focus this year has been on local teams developing activities and space to support the health and wellbeing of their workforce. The charity has effective policies and procedures for raising and escalating concerns, including the Grievance and Whistleblowing policies.

The Board of Trustees is assured and updated regarding workforce engagement and terms and conditions of employment developments via Board Reports prepared by the organisation's Executive Management Team. Trustees are represented on various committees which oversee aspects of engagement activity, including:

- The Remuneration & Workforce Committee, which considers pay, benefits and employee health & wellbeing and all policy development relating to both our paid and volunteer workforce.
- The Central Health & Safety Committee which is responsible for ensuring that working environments are safe and appropriate for staff and volunteers.
- The Clinical Quality and Governance Committee which ensures staff have the support needed to work safely and effectively.
- The Information Governance Group which ensures staff and volunteer data is protected and used appropriately.
- The Education & Training Group which ensures staff and volunteers have the necessary training and development to fulfil their potential.

"Board Walks", where Trustees and EMT members tour Pilgrims facilities and speak with staff and volunteers have continued throughout the year, providing accessibility and visibility of the senior leadership team to the wider workforce.

The "Coffee and Cake" initiative, where staff and volunteers can meet with the Chief Executive and Chair of Trustees in an informal environment, has also continued, with slight changes to its format following feedback from staff and volunteers, to make the sessions more accessible.

Our Board Walks and Coffee and Cake initiatives with the Chair and CEO give Trustees and senior leaders an opportunity to meet a wide range of staff and volunteers, to discuss matters raised at Board Sub-Committees and the Board of Trustees' meeting and see the reality of the day to day operations on all of our sites.

In 2024-25 Pilgrims Hospices mainstreamed Equality, Diversity and Inclusion (EDI) into our existing governance structure, to ensure EDI considerations and decisions are made by those holding the relevant accountabilities (i.e. the Clinical Quality and Governance Committee will consider how our clinical services remain inclusive and accessible, the Remuneration Committee will consider EDI initiatives impacting the Workforce).

We maintained completion of our statutory and mandatory EDI training with completion of modules of over 95%. Equality Impact Assessments (EIA's) are now completed for all policy updates and new policies and actions are taken and recorded on the EIA's to remove barriers and improve inclusion. Updates to recruitment procedures were implemented to remove barriers and support candidates to participate fully in the process.

Improvements were made to terms and conditions of employment relating to Maternity, Paternity and Adoption Pay, to support parents in the workplace.

Furthermore, we have ensured EDI is considered in each employee's end of year appraisal, which asks them to outline their EDI activities in the coming financial year.

Our gender pay reports are published in line with the Equality Act 2010, and can be viewed on our website at: <https://www.pilgrimshospices.org/about-us/work-with-us/>.

Human Resources Information System ('HRIS') and Payroll Bureau

Due to the increasing cost and limited functionality of the previous HRIS, which had become a legacy product (no longer actively supported), the HR team managed a competitive procurement process to identify and select a new products. "Ciphr" was selected.

Human Resources team restructure

The HR team have taken advantage of turnover within the function this year and have redesigned the team's shape, recruiting different skills sets to meet the needs of the business. An increase in part-time roles has seen an increase in the quality of candidates applying to join the team and we have now recruited a dedicated support role and payroll specialist role, freeing up the HR specialist to focus on higher-level tasks.

Recruitment Development

Further improvement has been made to the recruitment process, with "at a glance" screen summaries added to the HRIS to aid with monitoring CQC compliance. DBS checks are now managed through a third-party supplier on-line and this has removed the need to post forms and ID documents, reducing delays in DBS checks being returned.

Community Nursing Restructure

In support of our clinical strategy, we have consulted with and restructured our Community Nursing teams. A new management structure is in place and newly created Clinical Nurse Specialist and Clinical Nurse Specialist in-training roles have been created and filled from existing members of the community nursing teams. This new structure will provide a more streamlined service to our community patients and will reduce the work load on our prescribing doctors.

FUTURE PLANS AND OBJECTIVES – Strategic Focus for 2025-26

As we move into the second year of our 2024–2027 Strategy, Pilgrims Hospices remains focused on delivering exceptional care to people across east Kent who are facing life-limiting illness. In 2025-26, our work will be shaped by four key priorities:

1. Putting Patients and Families First

We are expanding our community-based services to reach more people earlier, including those facing inequalities in access to end-of-life care.

We will develop new services and support pathways for carers, children and young people, and families experiencing bereavement.

We will continue investing in our care environments — including plans to modernise our Canterbury site and improve our facilities in Ashford and Thanet.

We are improving how we measure and share the positive outcomes of our care — to support transparency and secure future funding.

2. Engaging and Informing Our Communities

We are launching a new website and engagement strategy to ensure people understand who we are, what we do, and how to access our care.

We will continue raising awareness of hospice care locally and nationally, working with MPs and health leaders to influence policy.

Our 'This is Hospice Care' campaign will reach over 200,000 people to spark important conversations around death, dying, and support.

3. Securing Our Future Through Strong Finances

We are working to secure an uplift in NHS funding with a revised 2025-26 grant agreement, and we will continue growing income through our shops, fundraising, and events.

Every penny will be used carefully, with strict monitoring to make sure we meet our budget goals and support long-term hospice sustainability.

4. Supporting and Growing Our Workforce

We will recruit and retain skilled staff and volunteers to meet growing demand and continue delivering excellent care.

We are investing in wellbeing, learning, and leadership to ensure our teams feel supported and empowered in their roles.

Together with our supporters, staff, volunteers, and local communities, Pilgrims Hospices is proud to lead the way in compassionate care — every patient, every family, every time.

Further development of our Clinical Strategy

To support the implementation of our Clinical Strategy a business case was presented and approved by the Clinical Strategy Development Committee, Finance Committee and Board of Trustees for implementation in 2024-25. The commentary under each of the Objectives records the progress made in 2024-25 in implementing the strategy. Described below is the work we are planning for 2025-26 and beyond.

During 2025-26 we will deliver and evaluate the Think, Talk Act (TTA) programme with a group of GP practices and develop a funding model for consideration by Primary care stakeholders and the Kent & Medway ICB. We will work collaboratively and have a clear understanding of the priorities of clinical stakeholders across east Kent and the ICB to achieve better co-ordination of care for people living with frailty at end of life.

We will engage with stakeholders and produce a clear strategy for expanding our offering of psychosocial & bereavement services to children and young people. In addition we will include

engagement with children and young people through local educational establishments regarding death and bereavement. It is anticipated that we will implement bereavement help points into 50% of our shops over the coming year.

We plan to engage with patients, families and our community partners to maximise and influence our reach. In addition to being able to self-refer to our Therapy Centres, we will expand this to full service referrals.

We will look at current practice and implement changes to support people with learning disabilities/ neurodivergence to more easily access Pilgrims services and bolster support for Pilgrims staff delivering services to this group.

We will further develop outcome reporting for our Community and Allied Health Professional services and use this data to support our case for an increase in statutory funding and a sustainable hospice funding model.

We will continue with the recruitment into medical and Nurse Consultant posts whilst developing the specialist clinical workforce to ensure we have a sustainable model going forward, including succession planning.

We plan to continue to expand our expert volunteer roles to maximise the services that we offer in a sustainable way, these include community facing volunteers.

We enter 2025-26 being the lead provider for Sage and Thyme, Enhanced and Advanced Communication Skills training and plan to deliver specialist training across east Kent as a means of developing our colleagues in Health and Social Care. This financial year we plan to increase our income through our education offer.

Statutory Funding

A key objective for Pilgrims remains obtaining equitable, sustainable, statutory funding from the Kent & Medway Integrated Care Board.

Good progress towards achieving this was made in 2024-25 with the Integrated Care Board (ICB), who have acknowledged the need for a sustainable funding solution, and have committed to working with the east Kent hospices to devise an appropriate funding model. However, the ICB continues to experience significant financial challenges in funding the many health care providers across east Kent.

Work is expected to continue throughout 2025-26, with a view to a revised grant agreement being put in place early in the financial year.

Bed Appeal

In February 2024, we launched a £166k bed appeal to replace all 36 beds across all three of our hospice sites. The appeal was planned to run until Christmas 2024 and we are pleased to report that we reached our target by September 2024, and exceeded it by £11k. We would like to thank members of the community, local companies and Trusts who supported us.

Estates Strategy

During 2024-25 the Board of Trustees agreed a new Estates Strategy that will be delivered over the next three years.

Pilgrims has a varied, complex, disparate estate with a range of differing needs, depending on size, location and usage. Our estate footprint is comprised of a mix of freehold and leasehold premises.

The aim of the Estates Strategy is to create environments across our buildings, estate and facilities that are safe, well maintained and fit for the future to enable the delivery of outstanding person-centred care, an exceptional shopping experience and investment properties that realise the maximum income possible for the charity.

The Board agreed to a number of projects across the estate, that will be completed over the next three years to realise these aims. The work proposed in the new Estates Strategy is planned to be cost neutral as funding for this expenditure will be covered from the targeted sale of certain of the investment properties.

Canterbury Hospice Future

During 2020-25, after much discussion and careful consideration, the Board of Trustees made the decision to undertake a substantial modernisation of our premises in London Road, Canterbury. A few years ago, the Trustees agreed in principle to move from London Road to a brand new hospice building on the outskirts of the city at Thanington, built on a plot of land that was to be donated to us by a local developer and long term supporter of the hospice, The Tory Family Foundation. That would have enabled us to move out of London Road and sell the site. On that basis we've been putting off the major refurbishments that London Road otherwise requires. Unfortunately, progress on the new development proved to be a lot slower than originally anticipated due to a number of external factors and is currently stalled. The Trustees did not feel that we could continue with that direction of travel when there was no clear timescale about when it could be delivered.

The Board of Trustees has decided instead that we should stay at London Road and undertake a substantial modernisation of our buildings there. We believe that there are a number of positives about this decision. Most importantly it means we will stay in the heart of Canterbury at the place we've called home for over 40 years and which means so much to so many people in east Kent. It also means that we will have control of the project and we can start work on designing new facilities quickly. However, we know that this design and planning application work will take time and it is anticipated that the majority of the works will not start on site for at least two years.

Canterbury Modernisation – Capital Appeal

In support of the Canterbury modernisation, Pilgrims Hospices' Income Generation Team will be undertaking a capital appeal to raise in excess of £3 million to partly fund the modernisation project. When the capital appeal is launched, it is expected that it will run for a period of 3 years.

Thanet Hospice Refurbishment

Prior to the pandemic, Pilgrims was planning a large-scale refurbishment of our Thanet hospice. This project was put on hold due to the pandemic.

In the medium-term, the refurbishment work is still important, as the building is over 30 years old and has the layout and features of a typical NHS facility. The demand for Pilgrims' services is continuing to grow and the type of care required has continued to change. Learning has also been taken from the COVID-19 pandemic, which has resulted in radical changes in operational best practice, and which will be incorporated into a refurbishment.

Recognising that a full refurbishment may still be some way off, the charity has committed funds in the short term to improve the environment for patients, carers, visitors, staff and volunteers.

Work has been ongoing over the last three years that has transformed many patient and visitor spaces within the hospice. In the last year the projects completed were:

- The renovation of two further patient rooms and shower rooms and a patient bay to make the environment feel more homely and modern.
- The renovation of our Therapy Centre making it more welcoming and comfortable as well as giving users direct access to the garden area.

The work completed so far is already making a significant difference to the patient and visitor experience on the site and these improvement works will continue through 2025-26.

Ashford Land Acquisition

During 2024 a four acre plot of land adjacent to our Ashford hospice site was put up for sale. The landowner made us aware that rights of access to this plot of land was through the hospice's car park.

Given that there would be a risk of some service disruption to the running of our day to day hospice services, if access to the land was from our car park, the Board of Trustees decided to make an offer on the land as a defensive measure, thus protecting the right of way to the land and preventing any further development by a prospective developer. After completing a full assessment and valuation of the land an offer was accepted by the land owner and the sale has now been completed.

The hospice has no current plans to develop this land, however, it does hold the potential to expand our current hospice grounds to include a wellbeing space for both patients and their families.

STRUCTURE & GOVERNANCE

Pilgrims Hospices is governed by a Board of Trustees numbering not less than five and not more than eighteen. As at 31 March 2025 there were nine trustees, following the appointment of Peter Lepper in April 2024 and Faye Hames in October 2024, as well as the retirement of Stephanie Bates also in October 2024. The Board of Trustees governs in accordance with the Articles of Association and Trustees bring relevant experience and skill sets from a variety of sectors, as determined by a regular skills audit, from which recruitment is driven. Over the period of this report, the sectors include, for example, clinical, business, project management and workforce management experience.

New Trustees are appointed initially by the Board following a formal process which includes interviews by the Nominations and Governance Committee and by the Chair leading to a recommendation by the sub-committee to the full Board. Applicants are sought from publicly advertised vacancies. Successful applicants are subject to election by the Members at the next Board Meeting following their appointment. Procedures are in place and regularly reviewed for Trustee induction and development. Trustees are required to complete mandatory training and a full induction to the charity is given to new trustees on and shortly following their appointment.

Trustees are appointed for an initial three-year term and may be re-appointed for two further three-year terms. A Trustee who has served for nine years can only be re-elected by unanimous resolution of the members and for a term not exceeding two years.

The Board normally meets four times a year to review strategy and performance and is supported in its work by a number of trustee-led sub-committees.

The Board recognises that good governance is essential for the success of the charity and has

made good progress in developing its governance policies and practices in line with the principles set out in the Charity Governance Code for larger charities. The Nominations and Governance Committee continues to review progress with the full implementation of the Code through an action plan developed from the diagnostic tool made available from the Charity Commission.

Committees

Board committees have delegated powers of responsibility but executive authority is retained by the Board. They are chaired by a Trustee, have written terms of reference and provide linkage to the main Board and support to senior management. Trustees are selected as committee members having regard to their skills, knowledge and expertise and committees may include appropriately qualified individuals (thinking partners), who are not trustees, co-opted from outside the charity. Members of the Executive Management Team also attend committee meetings relevant to their professional area of expertise. Each Committee reports to the Board on any major issues discussed, with recommendations where decisions are required. Minutes of Committee meetings are circulated to the Board as a whole and each Committee identifies areas for consideration by other committees thus ensuring no Committee works in isolation.

The Finance Committee oversees the finances of the charity and its subsidiary company. It is responsible for reviewing and recommending to the Board the financial strategy along with the annual budget and monitors performance against these. The Committee also oversees the strategy for investing funds and keeps the Board informed of relevant general changes in the financial environment. It reviews risk plans and corporate risks relating to finance, investment and audit.

The Income Generation Committee supports all fundraising activities of the charity, as well as communicating the hospices' vision, mission, and services to patients, carers, healthcare professionals and the public. It reviews the fundraising plans and retail strategies before referring them to the Board for approval, as well as monitoring risks relating to Pilgrims' income generating activities.

The Clinical Quality and Governance Committee provides oversight and assurance to the Board of Trustees that the clinical compliance and regulatory standards in our contracts with the ICB and Care Quality Commission are met. It ensures that the Clinical and Nursing and Care Services delivered by Pilgrims Hospices are subject to continual and regular review and improvement, and that the safety and care of the patients is a priority for all staff. The Committee monitors and reviews matters of escalated clinical governance and quality assurance activity and processes. It explores learning outcomes and opportunities and ensures adequate assurance on the implementation of key control and action plans in response to trends and anomalies in data reporting. The Committee reports directly to the Board of Trustees on matters as appropriate.

The Major Projects Committee considers the current and future real estate requirements of Pilgrims Hospices and progresses the proposed projects in line with the strategy and budget approved by the Board of Trustees. The Committee considers the current and future operational needs of Pilgrims Hospices and how these needs could best be addressed.

The Remuneration and Workforce Committee reviews terms and conditions of employment, sets overall remuneration policy and oversees the development of workforce strategy. The Committee recommends annual pay awards to the Board of Trustees as well as monitoring risks relating to Pilgrims' workforce, recruitment and retention.

The Nominations and Governance Committee considers the corporate governance of the hospice. It reports to the Board of Trustees on any changes that may need to be made in order to comply with legal and regulatory requirements. It reviews the Board's skills mix and capabilities and makes recommendations on nominations for new membership to underpin the Board's capability and diversity and to provide robust governance and directorship of the hospice.

The Clinical Service Development Committee considers the development of clinical service

proposals and service redesigns in line with the charity's agreed clinical strategy. The Committee ensures that any service development takes place in line with Pilgrims' charitable objectives and is sustainable from both a financial and service perspective. The Committee considers the needs of all stakeholders when developing service proposals and monitors risks relating to both service development and the wider Health and Social Care environment.

The Chief Executive and the Executive Management Team have delegated authority to manage the charity's operations on a day to day basis, within the annual budget approved by the Board of Trustees. They have the specific skills and experience to enable them to fulfil their roles and report progress on this at the quarterly Board meetings and through financial reports to the trustees.

In addition, the Executive Management Team meet formally quarterly to review all activity and adherence to the overall business plan. The output of these meetings and discussion points are disseminated throughout the business at regular management meetings. There is a flow of communication throughout the organisation which is cross functional and cross site with local issues managed at Local Management Team meetings. Issues can be escalated to the Executive Management Team and, where relevant, to the Board of Trustees. In addition, there are regular functional specific meetings with reviews of critical activity. This, together with additional weekly operational meetings, ensures that there is a robust management of the day to day running of the hospices.

Remuneration

The remuneration of key personnel is reviewed on an annual basis by the Remuneration and Workforce Committee, as part of its review of salary levels across the charity. This review ensures that remuneration is competitive within the charity and healthcare sector. The Committee considers a range of factors including increases in the national cost of living and the position of comparable organisations and wider healthcare and charity sector, as well as the current financial position of Pilgrims Hospices and the affordability of any increase. Every three years Pilgrims Hospices undertakes a full review of the duties, responsibilities, level of expertise and salaries of all posts across the charity. This information is compared with the lower quartile to median salaries of comparable posts for organisations with a similar overall income in the Third sector.

2024-25 was a volatile year for the remuneration of clinical professionals in the public sector. Pilgrims Hospices remained agile and considered each change to pay as it arose, to ensure that we remain competitive and attractive to clinical talent.

A "trivial benefit" in the form of a gift voucher was awarded to all staff before the Christmas holiday period and was received very favourably again, with staff feeling valued and motivated by the gesture.

Trustee Responsibilities

The Trustees (who are also Directors of Pilgrims Hospices in East Kent for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the group financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources, including the net income or expenditure of the group for the year. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements

-
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity and the group will continue in operation.

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

Fundraising practices

The Charities (Protection and Social Investment) Act 2016 requires Pilgrims to provide extra information in its annual report about its fundraising activities. In particular, any agreements with professional fundraisers or commercial participators as well as providing information on compliance with voluntary fundraising regulations.

We are committed to following the highest ethical standards and ensuring a quality supporter experience. We have detailed policies and procedures in place that align with fundraising practices and guidance that are set by the Charity Commission, Fundraising Regulator and Gambling Commission.

This helps ensure all Pilgrims fundraisers, and those who work on our behalf are aware of, and adhere to, our high standards. Some of our fundraising activity is conducted on our behalf, by carefully selected professional fundraising agencies. We occasionally work with agencies to telephone existing supporters to talk about their donation and, on some occasions, to ask for a further donation. We monitor their work through call listening.

The charity is also mindful of the General Data Protection Regulation (GDPR) and has a Privacy Policy and a named Data Protection Lead. Pilgrims uses a Customer Relationship Management (CRM) system to record all donations to ensure appropriate levels of communication are maintained. Fundraising activities are monitored by a team of managers, the Director of Income Generation and Marketing, the Chief Executive Officer, the Income Generation Committee and the Board of Trustees.

During the year there were no incidences of non-compliance with fundraising and voluntary regulations set by the Fundraising Regulator. Pilgrims Hospices Complaints Register recorded 18 complaints from the general public, in relation to its income generation activities, all complaints were resolved satisfactorily.

Business relationships with suppliers

Having good business relationships helps to ensure the smooth running of the charity and Pilgrims is committed to establishing fair working practices with all suppliers, whilst delivering best value for the beneficiaries of the charity. The charity regularly reviews contracts with key suppliers and their performance in delivering the purchased goods and services. Payment terms are agreed with all business partners and where appropriate Service Level Agreements (SLA) are used. Pilgrims' Retail staff and volunteers are provided with training in customer service, handling complaints, and how to deal with difficult situations to assist them in providing the best service possible to customers. Refunds are provided for all goods returned within 14 days in the same condition as when sold, no matter what the reason for return. The charity recognises that sometimes things go wrong and Pilgrims Hospices has established a Complaints Policy for use by any individual about any aspects of the charity's services or work (for example staff, volunteers, patients, carers or members of the public). The policy is governed by a process which ensures all complaints are reviewed and addressed appropriately which is also published on the Pilgrims Hospices website.

ENVIRONMENT

Pilgrims Hospices recognises that the protection of the natural environment and establishing an environmentally sustainable model of operation is essential to the long-term welfare of the charity's beneficiaries and the wider community. Pilgrims is committed to minimising its impact on the environment, including through reducing energy consumption, maximising opportunities for recycling and making sustainable procurement decisions.

In addition to environmental benefits, increasingly sustainability provides direct and indirect financial benefits, primarily through reduced costs, but also through an increased and positive reputation.

In 2022-23 we introduced our first Environmental & Sustainability Strategy to support our policy.

The three main pillars of the strategy are:-

- Energy & Water Management
- Waste Management
- Travel Management

These pillars are supported by two key foundations – the culture of our staff and volunteers and the investment that may be required to deliver the strategy.

Energy

Pilgrims uses energy in the form of gas, electricity and fuel for vehicles. Much of the charity's energy consumption relates directly to activity, and therefore overall levels of energy use have historically trended up as the overall level of activity the organisation undertakes has increased. However, the charity is working to mitigate the impact of increased activity through investments in energy efficiency such as sustainable energy projects, LED lighting and insulation, flushing of heating systems and improvements to the windows in our older buildings, as well as encouraging the adoption of energy-conscious behaviours, and these approaches can be directly linked to the reduction in gas and electricity usage in 2024-25.

Audit

During 2024 we finalised and submitted our Phase Three of the Energy Saving Opportunity Scheme (ESOS) report and action plan. ESOS is an ongoing piece of UK legislation which was designed to help the UK lower its carbon emissions and comply with European legislation passed in 2010.

A number of opportunities have been identified to improve our energy efficiency and these will be prioritised and actions taken to address these in the coming months and years as part of our Estates Strategy.

Reducing Waste

Pilgrims Hospices has comprehensive waste management contracts which ensure that the charity can maximise the volume of waste material which can be recycled, limiting material that ends up in landfill or incineration.

In addition to general waste management, specific recycling programmes have been put in place for both metal and used cooking oil, which see these materials sold for re-processing. In addition to being environmentally sustainable, these programmes are also income generative, realising funds to support the charity.

The organisation's extensive network of charity shops also support sustainability locally, providing an avenue for local residents to donate their unwanted personal possessions, diverting many of these items from household waste streams.

During 2024-25 we continued to champion a number of waste reduction schemes that included:

- Recycling our kitchen waste oil which is turned into bio diesel.
- Removing all single use plastics from all areas of the organisation.
- Created stronger links with local organisations/food suppliers who donate many free food products, which reduces costs and the mileage footprint of our catering operation.
- We now have kitchen gardens on all our hospice sites. These gardens are providing the hospice with fresh, seasonal produce throughout the year.
- We have introduced paper carrier bags across our retail operation.
- We are reviewing our suppliers with the aim to use more local suppliers where practical, in order to reduce our carbon footprint.

Streamlined Energy & Carbon Reporting (SECR):

Under changes introduced by the 2018 Regulations, large unquoted companies and large LLPs are obliged to report their UK energy use and associated greenhouse gas emissions as a minimum relating to gas, electricity and transport fuel, as well as an intensity ratio and information relating to energy efficiency action, through their annual reports.

This statement serves as an overview of Pilgrims Hospice in East Kent carbon use for the relevant scoping period. The period covered by this report is Mon 1st Apr 2024 to Mon 31st Mar 2025. We have outsourced the production of our SECR reporting and this year's report is presented in a different format to previous years. However the content and methodology used have retained the same principles.

SECR Scope contents

Scope 1 emissions

Direct emissions resulting from activities owned or controlled by our organisation.

1. Natural gas
2. Other fuels
3. Refrigerant gases
4. Bioenergy
5. Company owned vehicle business travel

Scope 2 emissions

Indirect emissions resulting from our consumption of purchased electricity, heat, steam and cooling.

1. Electricity
 - o Location based
 - o Market based
2. Heat and steam

Scope 3 emissions

Other indirect emissions resulting are a consequence of your actions that occur at sources we do not own or control and are not classed as Scope 2 emissions.

1. Private vehicle business travel
2. Transmission and Distribution (associated with grid loss)
3. Well to Tank (associated with extraction, refining and transportation of raw fuels prior to the generation of electricity, combustion or manufacture of fuel)

Scope breakdown

	Current reporting period (01 Apr 24 - 31 Mar 25)
Scope 1 kWh	
Natural gas	1,637,146 kWh
Company vehicle business travel	44,049 kWh
Scope 2 kWh	
Electricity	830,035 kWh
Scope 3 kWh	
Private vehicle business travel	530,914 kWh
Total	3,042,144 kWh
Scope 1 tCO2e	
Natural Gas	299 tCO2e
Company vehicle business travel	10 tCO2e
Scope 2 tCO2e	
Electricity	157 tCO2e
Scope 3 tCO2e	
Well to tank	124 tCO2e
Transmission and distribution	15 tCO2e
Private vehicle business travel	140 tCO2e
Total	746 tCO2e

PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees regularly assess the risks and uncertainties to which the charity is exposed. The approach to risk is in accordance with a Risk Management Policy. A formal risk register is in place and the Trustees have adopted a risk management strategy whereby those risks are identified, the level of risk is assessed and systems for ameliorating them are put in place and regularly reviewed. The Board of Trustees reviews the risk register at their quarterly meetings.

The risk register is reviewed quarterly at a meeting of the Executive Management Team and each member thereof, in turn, is responsible for managing identified risks, identifying further risks and reporting these upwards to the Trustees for review. Sub-committees of the Board of Trustees, whose members comprise those with the skills and knowledge specific to the risks under review, report regularly to the Board as described above.

The risk register captures and categorises the risks across five broad areas of Pilgrims' activities namely, governance, operational, financial, external and environmental. The overriding risk to Pilgrims is the inability to deliver its mission statement, but this risk will have causal risks arising in the five areas noted above.

Financial risk includes the loss of income arising from a loss of reputation and the Trustees also recognise that the charity relies on two material amounts of funding arising from legacies and the NHS grant. Action is being taken to encourage the continued flow of legacies and Pilgrims continues to support Hospice UK in its campaign to attract more legacy income into the hospice

sector. At the time of writing, the key financial risk continues to be the securing of adequate levels of statutory income. Pilgrims maintains a strong relationship with the NHS to secure the continuance of the grant, and is in discussions with Commissioners, along with other local area hospices, to determine an appropriate level of funding apportioned to those providing end of life care, in line with Commissioning Frameworks. However, although there has been regular engagement with Commissioners during 2024-25, the funding pressures experienced by the Integrated Care Board have prevented Commissioners from being able to confirm funding arrangements for future years beyond 2025-26.

Operational risks at this time include the difficulties in being able to recruit and retain suitably qualified staff and volunteers and this particular risk is also faced by many parts of the health and social care sector. Currently Pilgrims has a near full complement of clinical and support staff. There are however continued challenges in recruiting Consultant grade doctors and specialist registered nurses, reflecting a national problem amongst hospices providing end of life care due to the scarcity of doctors at this level in this area of specialism and the scarcity of qualified nurses. Workforce risks have a knock-on effect on other operational risks, in that they impact on the provision of appropriate, safe levels of staffing and also on health and safety practices more generally. For the time being there are no concerns over safe staffing levels but the Board and the Executive Management Team continue to monitor the situation.

The heightened threat from cyber-attacks means that cyber security and the maintenance of secure IT services is now a ubiquitous risk in the risk register.

As work progresses on the project to modernise the Canterbury hospice, risks relating to this project are now beginning to feature more prominently in the risk register.

RELATED PARTIES AND RELATIONSHIPS WITH OTHER ORGANISATIONS

None of the Trustees receive remuneration or other benefit from their work with the charity. Trustees are able to claim any reasonable out-of-pocket expenses, incurred in the course of conducting the charity's business.

Trustees and senior managers are required to declare any interests that they may have outside of the charity. Transactions and contractual relationships with related parties must be disclosed.

Pilgrims Hospices in East Kent has three wholly owned subsidiaries. All are registered in England, are limited by share capital and have as their registered office 56 London Road, Canterbury, Kent CT2 8JA. Two of the subsidiaries are now dormant and the third operates as a trading company, transferring its taxable profits to Pilgrims Hospices in East Kent.

Hospice Shops Limited (No. 1623758, director K Warden) is now a dormant company.

Pilgrims Hospice Lottery Limited (No. 3130167, director K Warden) is now a dormant company.

Pilgrims Hospices Trading Limited (No. 07993259, director K Warden) handles the taxable trading activities of the charity, other than the running of the charity shops, and, along with the charity, is registered for VAT under a group registration scheme.

The charity is registered with a number of regulatory bodies, including the Charity Commission, Care Quality Commission, Fundraising Regulator, Gambling Commission and Information Commissioner's Office.

The charity is a member of Hospice UK, an umbrella body which supports hospices throughout the UK.

FINANCIAL REVIEW

The Statement of Financial Activities for the year is set out on page 35 of the financial statements. A summary of the financial results and the work of the charity is set out below. Note 22, which supports the Statement of Financial Activities on pages 60 to 63, shows how funds have been received and applied during the year.

During the year under review, the net movement in funds was a surplus of £250k after investment losses of £84k compared to a surplus of £1.687 million, after investment gains of £891k, in the previous year.

Our income generation activities from Retail, donations, lottery and legacies raised £11.5 million which was £100k lower than in the previous year, mainly as a result of a fall in Retail income as noted below..

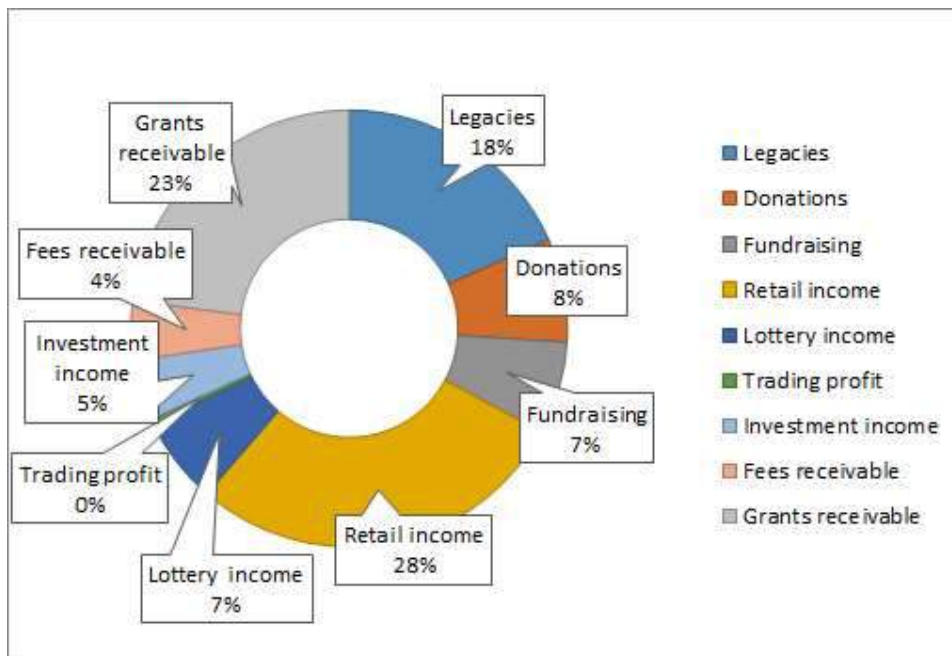
Legacy income was just under £3.5 million for the year, which was £300k less than the previous year.

The Retail operation continued to perform well, despite some challenges to certain workstreams. The Retail operation delivered a profit of £2.1 million on income of £5.38 million (excluding trading company income) compared to net profit of £2.3 million on income of £5.43 million in the previous year. Although income and profits were lower than in 2023-24, this was a good result in the face of continued difficult trading conditions in the high street and increased staffing costs as a result of the introduction of the new National Minimum Wage rates in April 2024, as well as the significant decline in rag rates and the closure of one our shops.

The Lottery remained strong with a turnover of £1.2 million and produced a net profit of just under £650k. This was similar to the results achieved in the previous year.

The grant from the local NHS Integrated Care Board (ICB) under a service funding agreement amounted to £4 million, approximately 23% of total running costs. A further grant of £291k was received from the Department of Health and Social Care, administered by Hospice UK, which was used for capital asset purchases.

Set out below is a chart showing how diverse our sources of income are, but also demonstrating that in 2024-25 retail income comprised the largest percentage.



Overall expenditure rose by 7.6%, from £17.294 million to £18.612 million. The increase was in the main the result of staffing cost increases, including the introduction of the new National Minimum Wage rates from 1 April 2024. Non-staff related costs were similar over the two years.

The investment portfolios experienced a turbulent year. They had been performing strongly up until the final quarter of the year, as it appeared that inflation was under control and the supply shocks precipitated by the COVID pandemic had been largely overcome, to the extent that the fundamentals of the global economy were positive. However, the planned enforcement by President Trump of substantial tariffs on goods from trading partners introduced substantial uncertainty on how they might affect the global economy. This alarmed markets and values fell substantially. At the end of the year, as a result of market falls, the portfolios experienced a combined loss in value of £155k.

Reserves Policy

The Trustees review their policy each year. In conducting their review they take into consideration best practice and the guidance issued by the Charity Commissioners.

In considering the reserves position, the Trustees review:

- that provision of this type of care involves ongoing running costs, currently in the region of £13.6 million per year, around two thirds of which has to be derived from voluntary sources;
- 85% of this amount is directly invested in providing these services;
- there is a requirement to provide assurance to those who give so generously that the Trustees will be able to continue to provide patient care to meet the ever more demanding needs of the community;
- the income generation activity has an annual cost to the charity of approximately £4.9 million and accordingly we need to generate approximately £18.9 million per year, in a normal year.
- During the year, the Finance Committee initiated a review of the Reserves Policy, with the intention of re-orientating the policy towards taking a risk based assessment of the charity's principal income streams as opposed to a policy based on retaining reserves to fund a certain number of months total expenditure. The revised policy will be developed in 2025-26 for approval by the Board early in that year.

The charity has the following categories of reserves:

Designated Reserves

'Fixed assets fund' holds the fixed assets used by Pilgrims to provide the facilities for the patients, their families and carers. Designated reserves include the Canterbury Hospice Fund, which was set up in 2021-22 as a fund into which was placed a donation of £4 million from Pentland Homes and the Tory Foundation. Trustees have designated this donation as funding with which to modernise the present Canterbury hospice site. Other income funds raised specifically for the project will also be allocated to this fund.

Restricted Reserves

These are reserves only available for expenditure in accordance with the donor's directions.

Revaluation Reserves

These represent the accumulated gains in revaluation of investment properties.

Free Reserves

These are retained by the Trustees to give assurance to those who use Pilgrims' services and those who give of their time and money, that the Trustees will be able to sustain their commitment to provide specialist palliative care services to patients and support to their families and carers. The reserves are set at a level to withstand any short-term setback, whether operational, in the investment markets, or in key sources of income such as legacies. Liquid free reserves at 31 March 2025 stood at £15.7 million (2024: £16 million) which includes £9,156,000 (2024: £9,275,000) invested in quoted investments but excludes designated funds and £4,500,000 (2024: £4,400,000) in investment properties. The Trustees have agreed that the total of free reserves, i.e. those that

are not used in the day to day operation of the charity, must be sufficient to cover around five to six months operating expenditure and in the light of the uncertainties experienced during the coronavirus pandemic, the Trustees consider this level of reserves to be appropriate.

The Trustees recognise that the actual level of free reserves carried to date is significantly higher than the agreed minimum. However, they consider that in the present circumstances of a difficult economic climate, with staffing and energy costs still high, together with uncertainty over the level of funding Pilgrims can expect from the Integrated Care Board, at the point the charity is about to embark on a major capital project, maintaining a sizeable level of free reserves is prudent and necessary in order to be certain that Pilgrims can maintain a high standard of patient care.

INVESTMENT POLICY AND PERFORMANCE

At the end of the year there was £7,852,000 (2024: £11,868,000) available in cash and near cash, (in the form of short terms investments). At current financial levels of expenditure the charity requires on average around £1.55 million per month to cover running costs, including fundraising costs. However, when the need arises, the charity is able to liquidate medium term investments very quickly. During the year, Pilgrims undertook a review of its investment advisors. The review was undertaken as Coutts & Co had been the charity's investment advisors since 2000 and the Finance Committee was aware that best practice guidance advised that a review of advisors should be undertaken on a regular basis. Following that review, Pilgrims appointed Rathbones as its advisors.

As at the 2024-25 year end, the balance of the reserves is held in a Core Investment Fund for Charities, managed by Rathbones. The Trustees recognise the need to spread the investment risk in managing the reserves. They also acknowledge that investments should look to take into account, where possible, social, environmental and ethical considerations. For this reason the Trustees have stipulated that there should be no direct investment in companies manufacturing tobacco or tobacco products, or companies that derive more than 10% of their revenues from the manufacture of alcoholic beverages, armaments, gambling, high-interest rate lending or pornography.

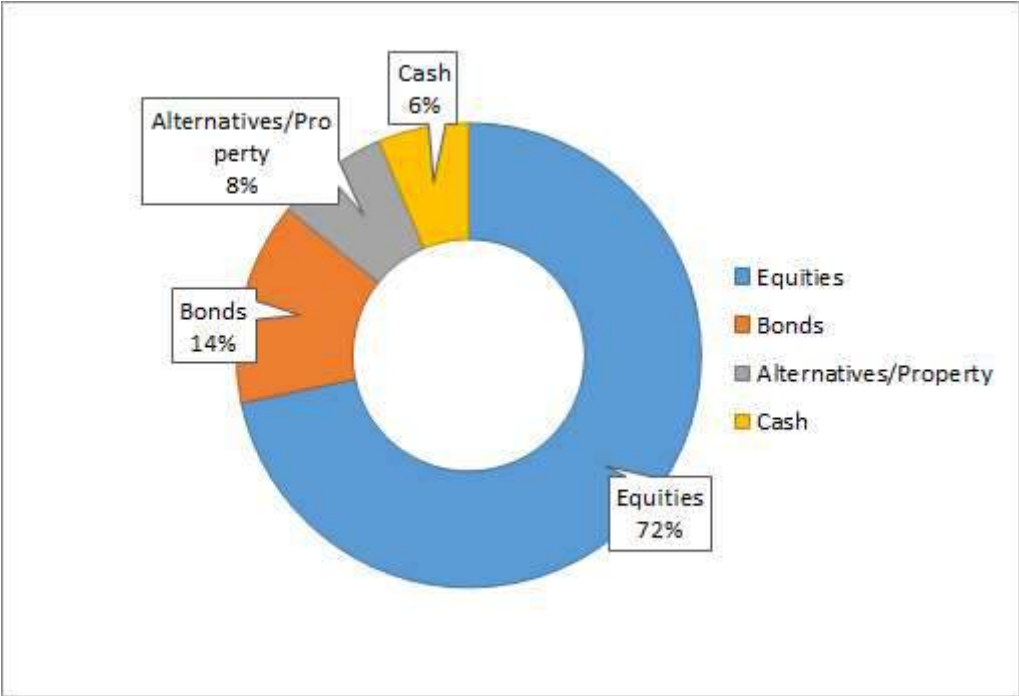
The investment properties comprise residential properties that the charity has inherited or acquired and which the Trustees retain, having taken appropriate advice, as they provide potential for capital growth and income. The Trustees are confident that, having taken advice, the carrying value of the properties at £4.5 million, a surplus of £3 million over acquisition value, is an accurate reflection of their market value as at 31 March 2025.

The general investment policy for the investment portfolio, adopted by the Trustees and managed by Rathbones, is to grow the investments above inflation in the context of achieving these objectives in a time horizon of 5 to 8 years and within a risk category of medium to medium high. The Rathbones portfolio manager actively monitors portfolio volatility and discusses the risks with Trustees at regular portfolio meetings.

Rathbones report that since the transfer of the portfolio from Coutts & Co, it returned -2%, compared to a 1.5% return by the benchmark comparator. The underperformance against the benchmark was because the benchmark was weighted towards UK investments, whereas the Rathbones portfolio was weighted more internationally. The portfolio had been performing strongly from inception with Rathbones up to the end of the third quarter. However, this position reversed when President Trump announced a programme of swingeing tariffs on goods supplied to the US by various trading partners. The uncertainty introduced by this announcement caused markets to fall substantially and as at the end of March 2025, the portfolio had lost £119k in value compared to its value at the beginning of the financial years.

During the year, Pilgrims invested £3.8 million of its designated reserves in a sub portfolio to its main portfolio. This portfolio experienced the same market turbulence as the main portfolio and by the end of the financial year it had lost £36k in value.

The asset class distribution of the two investment portfolios as at 31 March 2025 is set out below:



STATEMENT OF DISCLOSURE TO THE AUDITORS

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- That each Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charitable Company's auditors are aware of that information.

Charity Website

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

This report, including the Strategic Report, was approved by the Trustees, in their capacity as company directors on 2 October 2025 and signed on behalf of the company by:

Karen Warden
Chair

Pilgrims Hospices In East Kent

Audit report For the year ended 31 March 2025

Independent auditor's report to the members of Pilgrims Hospices in East Kent

Opinion

We have audited the financial statements of Pilgrims Hospices in East Kent (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)*.

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 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 group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group 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 group 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 group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group 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.

Audit report continued
For the year ended 31 March 2025

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, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Audit report continued
For the year ended 31 March 2025

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)
27 October 2025
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Pilgrims Hospices In East Kent

Consolidated Statement of financial activities (incorporating income and expenditure account) For the year ended 31 March 2025

	Note	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Income from:					
Donations and legacies	3	1,675	3,247	4,922	5,024
Charitable activities	4	291	4,887	5,178	4,583
Other trading activities	5	54	7,945	7,999	7,762
Investments	6	-	847	847	721
Total income		2,020	16,926	18,946	18,090
Expenditure on:					
Charitable activities:					
Fundraising costs		-	4,921	4,921	4,530
Investment management		-	94	94	96
Charitable activities		1,548	12,049	13,597	12,668
Total expenditure		1,548	17,064	18,612	17,294
Net income/(expenditure) before net (losses)/gains on investments					
		472	(138)	334	796
Net (losses)/gains on investments		-	(84)	(84)	891
Net income/(expenditure)		472	(222)	250	1,687
Transfers between funds	22	(101)	101	-	-
Net movement in funds		371	(121)	250	1,687
Reconciliation of funds:					
Total funds brought forward		392	32,745	33,137	31,450
Net movement in funds		371	(121)	250	1,687
Total funds carried forward		763	32,624	33,387	33,137

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 37 to 68 form part of these financial statements.

Consolidated balance sheet
As at 31 March 2025

	Note	2025 £000	2024 £000
Fixed assets			
Tangible assets	14	8,469	8,323
Investments	16	12,920	9,275
Investment property	15	4,486	4,415
		25,875	22,013
Current assets			
Stocks	17	26	24
Debtors	18	1,030	760
Investments	19	4,000	8,657
Cash at bank and in hand		3,852	3,211
		8,908	12,652
Current liabilities			
Creditors: amounts falling due within one year	20	(1,396)	(1,528)
		7,512	11,124
Net current assets		7,512	11,124
Total net assets		33,387	33,137
Charity funds			
Restricted funds:			
Restricted funds	22	482	392
Restricted funds - class ii	22	281	-
		763	392
Total restricted funds	22	763	392
Unrestricted funds	22	32,624	32,745
		33,387	33,137
Total funds		33,387	33,137

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Karen Warden
Chair
Date: 2 October 2025

The notes on pages 37 to 68 form part of these financial statements.

Company balance sheet
As at 31 March 2025

	Note	2025 £000	2024 £000
Fixed assets			
Tangible assets	14	8,469	8,323
Investments	16	12,920	9,275
Investment property	15	4,486	4,415
		25,875	22,013
Current assets			
Debtors	18	1,037	798
Investments	19	4,000	8,657
Cash at bank and in hand		3,818	3,132
		8,855	12,587
Current liabilities			
Creditors: amounts falling due within one year	20	(1,332)	(1,518)
		7,523	11,069
Net current assets		7,523	11,069
Total net assets		33,398	33,082
Charity funds			
Restricted funds	22	763	392
Unrestricted funds	22	32,635	32,690
Total funds		33,398	33,082

The Company's net movement in funds for the year was £316,000 (2024 - £1,681,000).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Karen Warden
Chair
Date: 2 October 2025

The notes on pages 37 to 68 form part of these financial statements.

Pilgrims Hospices In East Kent

Consolidated statement of cash flows For the year ended 31 March 2025

	Note	2025 £000	2024 £000
Cash flows from operating activities			
Net cash used in operating activities	25	(582)	544
		<hr/>	<hr/>
Cash flows from investing activities			
Dividends, interests and rents from investments		847	721
Purchase of tangible fixed assets		(482)	(341)
Proceeds from sale of investments		9,247	4,564
Purchase of investments		(13,046)	(4,523)
		<hr/>	<hr/>
Net cash (used in)/provided by investing activities		(3,434)	421
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		(4,016)	965
Cash and cash equivalents at the beginning of the year		11,868	10,903
		<hr/>	<hr/>
Cash and cash equivalents at the end of the year	26	7,852	11,868
		<hr/> <hr/>	<hr/> <hr/>

The notes on pages 37 to 68 form part of these financial statements

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

1. General information

Pilgrims Hospices in East Kent is a charitable company limited by guarantee and is incorporated in England.

The registered office address is 56 London Road, Canterbury, Kent, CT2 8JA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

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

The financial statements are presented in sterling which is the functional currency of the Charity, and are rounded to the nearest thousand.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet.

A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

2.2 Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

Notes to the financial statements For the year ended 31 March 2025

2. Accounting policies (continued)

2.3 Going concern

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

Free reserves stand at ten months of ongoing expenditure. The cash flow forecast and current budget projections indicate that Pilgrims has sufficient funds to finance itself during the next 12 months, from the date of signature of the accounts.

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

2.4 Income

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

Legacies are reviewed on a case-by-case basis. For pecuniary legacies, entitlement is taken at the earlier of the date on which either: the charity is aware that probate has been granted, and the amount receivable can be measured reliably, and the receipt is probable; or when a distribution is received from the estate. For residuary legacies, entitlement is taken at the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made; or when a distribution is received from the estate. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

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

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

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised. However, the trustees' annual report provides information about Pilgrims' volunteers and the contribution that they make to the charity.

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

2.5 Expenditure and irrecoverable VAT

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

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

2. Accounting policies (continued)

2.5 Expenditure and irrecoverable VAT (continued)

Expenditure on charitable activities includes the costs of providing care and educational activities undertaken to further the purposes of the charity and their associated support costs

Other expenditure represents those items not falling into any other heading

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

2.6 Interest receivable

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

2.7 Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Support costs are the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function.

Fundraising support costs are the support costs directly attributed to the Lottery and Retail departments of the charity.

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

Support and governance costs are re-allocated to each of the activities according to the proportion of total direct costs attributable to each of those activities.

	Support	Governance
	%	%
In patient	66	78
Community services	12	14
Counselling	5	6
Information and education	2	2
Governance	15	

2.8 Tangible fixed assets and depreciation

Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

**Notes to the financial statements
For the year ended 31 March 2025**

2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation (continued)

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

The depreciation rates in use are as follows:

Freehold property	- 50 years
Long-term leasehold property	- 50 years
Motor vehicles	- 4 years
Fixtures and fittings	- 4-5 years
Computer equipment	- 5-10 years
Freehold land	- not depreciated

2.9 Investments

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

Investments in subsidiaries are valued at cost less provision for impairment.

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Fair value is determined annually by the Trustees based on advice received. Any change in fair value is recognised in 'net gains/(losses) on investments' in the statement of financial activities. The valuation method used to determine fair value will be stated in the notes to the accounts.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.12 Cash at bank and in hand

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

**Notes to the financial statements
For the year ended 31 March 2025**

2. Accounting policies (continued)

2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Financial instruments

The Group 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.

2.15 Operating leases

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

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

2. Accounting policies (continued)

2.16 Pensions

The Group operates a defined contribution pension scheme open to all employees. However, certain employees are already members of professional pension schemes to which Pilgrims Hospices in East Kent continues to make contributions as their employer. The pension costs charged in the financial statements represent the contributions payable by the Group during the year.

NHS Pension

Staff transferring from the NHS may continue to contribute to the NHS scheme.

Past and present employees are covered by the provisions of the NHS Pension Schemes. Details of the benefits payable and rules of the schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both the 1995/2008 and 2015 schemes are accounted for, and the scheme liability valued, as a single combined scheme. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”.

An outline of these follows:

i) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2025, is based on valuation data as at 31 March 2023, updated to 31 March 2025 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the Statement by the Actuary, which forms part of the annual NHS Pension Scheme Annual Report and Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

**Notes to the financial statements
For the year ended 31 March 2025**

2. Accounting policies (continued)

2.16 Pensions (continued)

ii) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (considering recent demographic experience), and to recommend the contribution rate payable by employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from 1 April 2024 to 23.7% of pensionable pay. The core cost cap cost of the scheme was calculated to be outside of the 3% cost cap corridor as at 31 March 2020. However, when the wider economic situation was taken into account through the economic cost cap cost of the scheme, the cost cap corridor was not similarly breached. As a result, there was no impact on the member benefit structure or contribution rates.

The 2024 actuarial valuation is currently being prepared and will be published before new contribution rates are implemented from April 2027.

2.17 Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

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

Restricted funds are to be used for specific purposes as laid down by the donor, or where donations are received in response to fundraising by the Charity for particular purposes. Expenditure which meets these criteria is charged to the fund.

Investment income, gains and losses are allocated to the appropriate fund.

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

3. Income from donations and legacies

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Donations	188	1,265	1,453
Legacies	1,487	1,982	3,469
	<u>1,675</u>	<u>3,247</u>	<u>4,922</u>
	<u><u>1,675</u></u>	<u><u>3,247</u></u>	<u><u>4,922</u></u>
	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total funds 2024 £000
Donations	130	1,103	1,233
Legacies	1,331	2,460	3,791
	<u>1,461</u>	<u>3,563</u>	<u>5,024</u>
	<u><u>1,461</u></u>	<u><u>3,563</u></u>	<u><u>5,024</u></u>

At the balance sheet date, Pilgrims had received notice of £1,236,487 (2024: £980,444) of reversionary legacies which may become receivable in the future. These legacies are gifts of money or assets which only take effect subject to the prior right of a named person or persons to receive the benefit of those monies or assets, or income produced by them, during the person or persons lifetime. The gift then passes absolutely to Pilgrims as the “reversionary beneficiary” on the death of the named person or persons.

Besides these reversionary legacies, there was potential legacy income to a value of £5,826,638 (2024: £3,371,800) from legacies that were pending confirmation of probate or awaiting receipt of the estate accounts.

4. Income from charitable activities

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Grants receivable	291	4,055	4,346
Fees receivable	-	832	832
	<u>291</u>	<u>4,887</u>	<u>5,178</u>
	<u><u>291</u></u>	<u><u>4,887</u></u>	<u><u>5,178</u></u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

4. Income from charitable activities (continued)

	Unrestricted funds 2024 £000	Total funds 2024 £000
Grants receivable	3,676	3,676
Fees receivable	907	907
	<u>4,583</u>	<u>4,583</u>

The Department for Health and Social Care awarded a grant (distributed via Hospice UK) to be used to fund capital expenditure during the year. More detail on the classes of capital assets funded from the grant is provided in Note 14 Tangible Fixed Assets.

5. Income from other trading activities

Income from fundraising events

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
General fundraising	9	97	106
Proceeds of events	45	1,148	1,193
Income from Retail	-	5,383	5,383
Income from Lottery	-	1,222	1,222
	<u>54</u>	<u>7,850</u>	<u>7,904</u>

	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total funds 2024 £000
General fundraising	10	102	112
Proceeds of events	9	936	945
Income from Retail	-	5,432	5,432
Income from Lottery	-	1,179	1,179
	<u>19</u>	<u>7,649</u>	<u>7,668</u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

5. Income from other trading activities (continued)

Income from non charitable trading activities

	Unrestricted funds 2025 £000	Total funds 2025 £000
Trading sales	95	95

	Unrestricted funds 2024 £000	Total funds 2024 £000
Trading sales	94	94

6. Investment income

	Unrestricted funds 2025 £000	Total funds 2025 £000
Investment properties	224	224
Listed investments	209	209
Interest receivable on cash deposits	414	414
	<u>847</u>	<u>847</u>

	Unrestricted funds 2024 £000	Total funds 2024 £000
Investment properties	220	220
Listed investments	229	229
Interest receivable on cash deposits	272	272
	<u>721</u>	<u>721</u>

Pilgrims Hospices in East Kent

**Notes to the financial statements
For the year ended 31 March 2025**

7a Analysis of expenditure (current year)

	Charitable activities						2025 Total £'000	2024	Total £'000
	Fundraising costs £'000	Investment management £'000	In-patient £'000	Community services £'000	Counselling £'000	Information and education £'000			
Direct costs									
Staff costs (note 11)	685	-	7,316	1,357	687	90	10,135	9,196	
Staff agency costs	-	-	216	-	-	-	216	308	
Food	-	-	139	-	-	-	139	129	
Medical supplies	-	-	129	-	-	-	129	108	
Laundry and cleaning	-	-	98	-	-	-	98	86	
Heat, light and water	-	-	208	-	-	-	208	271	
Repairs and maintenance	-	-	366	-	-	-	366	450	
Postage, printing and stationery	137	-	16	-	-	-	153	157	
Telephone	-	-	41	7	-	-	48	53	
Travel	-	-	132	-	-	3	135	154	
Course fees and expenses	-	-	-	-	-	65	65	92	
Costs of education centre	-	-	-	-	-	31	31	32	
Prizes	214	-	-	-	-	-	214	213	
Other costs	310	-	181	-	-	-	491	362	
Trading company costs of sales	17	-	-	-	-	-	17	14	
Publicity	15	-	-	-	-	-	15	9	
Investment property costs	-	79	-	-	-	-	79	60	
Investment management fees	-	15	-	-	-	-	15	36	
Depreciation	-	-	333	-	-	-	333	337	
	1,378	94	9,175	1,364	687	189	12,887	12,067	
Support costs (note 8a)	3,543	-	1,474	218	110	30	5,375	4,930	
Governance costs (note 8a)	-	-	281	42	21	6	350	297	
Total charity expenditure 2025	4,921	94	10,930	1,624	818	225	18,612		
Total charity expenditure 2024	4,530	96	9,914	1,738	760	256		17,294	

Of the total figure of £4,928k for Fundraising costs in 2024-25, £3,331k related to total Retail costs and £576k to total Lottery costs.

Pilgrims Hospices in East Kent

**Notes to the financial statements
For the year ended 31 March 2025**

7b Analysis of expenditure (prior year)

	Charitable activities						2024 Total £'000
	Fundraising costs £'000	Investment management £'000	In-patient £'000	Community services £'000	Counselling £'000	Information and education £'000	
Direct costs							
Staff costs (note 11)	632	-	6,383	1,449	644	88	9,196
Staff agency costs	-	-	308	-	-	-	308
Food	-	-	129	-	-	-	129
Medical supplies	-	-	108	-	-	-	108
Laundry and cleaning	-	-	86	-	-	-	86
Heat, light and water	-	-	271	-	-	-	271
Repairs and maintenance	-	-	450	-	-	-	450
Postage, printing and stationery	140	-	17	-	-	-	157
Telephone	-	-	37	16	-	-	53
Travel	-	-	149	-	-	5	154
Course fees and expenses	-	-	-	-	-	92	92
Costs of education centre	-	-	-	-	-	32	32
Prizes	213	-	-	-	-	-	213
Other costs	234	-	120	8	-	-	362
Trading company costs of sales	14	-	-	-	-	-	14
Publicity	9	-	-	-	-	-	9
Investment property costs	-	60	-	-	-	-	60
Investment management fees	-	36	-	-	-	-	36
Depreciation	-	-	337	-	-	-	337
	1,242	96	8,395	1,473	644	217	12,067
Support costs (note 8b)	3,288	-	1,287	224	98	33	4,930
Governance costs (note 8b)	-	-	232	41	18	6	297
Total charity expenditure 2024	4,530	96	9,914	1,738	760	256	17,294

Pilgrims Hospices in East Kent

**Notes to the financial statements
For the year ended 31 March 2025**

8a Support and governance costs (current year)

	Charitable activities						2025 Total £'000	2024	Total £'000
	Fundraising costs £'000	In-patient £'000	Community services £'000	Counselling £'000	Information and education £'000	Governance £'000			
Staff costs	1,924	978	145	73	20	232	3,372	3,124	
Staff agency costs	205	15	2	1	-	3	226	189	
Repairs and maintenance	112	-	-	-	-	-	112	103	
Postage, print and stationery	-	7	1	1	-	2	11	14	
Travel	-	4	1	-	-	1	6	-	
Life assurance	-	18	2	1	1	4	26	33	
Computer costs	-	168	25	13	3	40	249	203	
Bank charges	-	28	4	2	1	7	42	36	
Auditors' remuneration	31	-	-	-	-	-	31	32	
Professional and consultancy fees	-	81	12	6	2	19	120	63	
Other shops and lottery costs	714	-	-	-	-	-	714	730	
Rent and rates	556	-	-	-	-	-	556	495	
Partial exemption adjustment	-	18	3	1	-	5	27	16	
Sundry	-	157	23	12	3	37	232	188	
Depreciation	1	-	-	-	-	-	1	1	
	3,543	1,474	218	110	30	350	5,725	5,227	
Allocation of governance	-	281	42	21	6	(350)			
Total support and governance expenditure 2025	3,543	1,755	260	131	36	-			

Pilgrims Hospices in East Kent

**Notes to the financial statements
For the year ended 31 March 2025**

8b Support and governance costs (prior year)

	Charitable activities						2024 Total £'000
	Fundraising costs £'000	In-patient £'000	Community services £'000	Counselling £'000	Information and education £'000	Governance £'000	
Staff costs	1,753	909	159	70	23	210	3,124
Staff agency costs	174	10	2	1	-	2	189
Repairs and maintenance	103	-	-	-	-	-	103
Postage, print and stationery	-	9	2	1	-	2	14
Travel	-	-	-	-	-	-	-
Life assurance	-	21	4	2	1	5	33
Computer costs	-	135	24	10	3	31	203
Bank charges	-	24	4	2	1	5	36
Auditors' remuneration	32	-	-	-	-	-	32
Professional and consultancy fees	-	42	7	3	1	10	63
Other shops and lottery costs	730	-	-	-	-	-	730
Rent and rates	495	-	-	-	-	-	495
Partial exemption adjustment	-	11	2	1	-	2	16
Sundry	-	126	20	8	4	30	188
Depreciation	1	-	-	-	-	-	1
	3,288	1,287	224	98	33	297	5,227
Allocation of governance	-	232	41	18	6	(297)	
Total support and governance expenditure 2024	3,288	1,519	265	116	39	-	

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

9. Auditors' remuneration

	2025 £000	2024 £000
Audit of the charity - current year	31	29
Fees payable to the charity's auditor and its associates in respect of:		
Taxation compliance services	2	2
Audit of the trading subsidiary	3	2
	<u><u>36</u></u>	<u><u>33</u></u>

10. Net income for the year

This is stated after charging / (crediting):

	2025 £000	2024 £000
Depreciation	334	337
Operating lease rentals - property	523	466
Operating lease rentals - other	100	108
Operating lease rentals receivable - property	(224)	(220)
	<u><u>733</u></u>	<u><u>731</u></u>

11. Staff costs

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Wages and salaries	11,466	10,475	11,466	10,475
Social security costs	1,078	963	1,078	963
Contribution to pension schemes	963	882	963	882
	<u><u>13,507</u></u>	<u><u>12,320</u></u>	<u><u>13,507</u></u>	<u><u>12,320</u></u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

11. Staff costs (continued)

The average number of employees (head count based on number of staff employed) during the year was 379 (2024: 366).

The average number of persons employed by the Company during the year was as follows:

	Group 2025 No.	Group 2024 No.
Fundraising	23	22
Trading	75	71
In-patients	196	174
Community Services	24	28
Counselling	23	21
Information and education	5	6
Administration and support	33	44
	<u>379</u>	<u>366</u>

The average headcount expressed as full-time equivalents based on the activities of the charity was:

	Group 2025 No.	Group 2024 No.
Fundraising	19	18
Trading	66	63
In-patient	153	137
Community services	21	25
Counselling	17	16
Information and education	4	5
Administration and support	30	37
	<u>310</u>	<u>301</u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

11. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs and employer's national insurance) exceeded £60,000 was:

	Group 2025 No.	Group 2024 No.
In the band £60,001 - £70,000	4	3
In the band £70,001 - £80,000	2	2
In the band £80,001 - £90,000	2	3
In the band £110,001 - £120,000	1	-
In the band £120,001 - £130,000	2	2
In the band £160,001 - £170,000	1	-

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £816,958 (2024: £764,385).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, expenses totalling £610 were reimbursed or paid directly to 1 Trustee (2024 - £365). This was for travel and subsistence and catering for a Board development session.

13. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Pilgrims Hospices Trading Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax at 21.19% in the year was £Nil (2024: £Nil).

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

14. Tangible fixed assets

Group and Company

	Freehold property £000	Long-term leasehold property £000	Motor vehicles £000	Fixtures and fittings £000	Computers and other equipment £000	Total £000
Cost or valuation						
At 1 April 2024	10,525	2,705	84	318	1,191	14,823
Additions	145	98	-	42	197	482
Disposals	-	-	(1)	-	(20)	(21)
At 31 March 2025	<u>10,670</u>	<u>2,803</u>	<u>83</u>	<u>360</u>	<u>1,368</u>	<u>15,284</u>
Depreciation						
At 1 April 2024	3,771	1,506	58	313	852	6,500
Charge for the year	160	52	14	10	98	334
On disposals	-	-	-	-	(19)	(19)
At 31 March 2025	<u>3,931</u>	<u>1,558</u>	<u>72</u>	<u>323</u>	<u>931</u>	<u>6,815</u>
Net book value						
At 31 March 2025	<u>6,739</u>	<u>1,245</u>	<u>11</u>	<u>37</u>	<u>437</u>	<u>8,469</u>
At 31 March 2024	<u>6,754</u>	<u>1,199</u>	<u>26</u>	<u>5</u>	<u>339</u>	<u>8,323</u>

Land with a value of £2 million (2024: £2 million) is included within freehold property and not depreciated, of which £57,000 is treated as a restricted asset, funded from the DHSC/HUK grant. A further £61,000 of freehold additions were funded by the DHSC/HUK grant.

Of the Leasehold additions purchased in the year, £80,000 were funded by the DHSC/HUK grant.

Of the Fixtures and Fittings additions purchased in the year, £29,000 were funded from the DHSC/HUK grant.

Of the Computers and other equipment additions purchased in the year, £65,000 were funded by the DHSC/HUK grant.

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

15. Investment property

Group and Company

	Freehold investment property £000
Valuation	
At 1 April 2024	4,415
Surplus on revaluation	71
	<hr/>
At 31 March 2025	4,486
	<hr/> <hr/>

The properties were last valued, as at 31 March 2025, in April 2025 by Rob Bryer, MARLA MNAEA from The Good Estate Agent.

Management undertakes regular reviews of the condition of the investment properties and regular maintenance is undertaken in order to maintain values.

16. Fixed asset investments

Group and Company	Listed investments £000	Other investments £000	Total £000
Cost or valuation			
At 1 April 2024	8,977	298	9,275
Additions	10,560	2,486	13,046
Disposals	(6,469)	(2,777)	(9,246)
Revaluations	(155)	-	(155)
	<hr/>	<hr/>	<hr/>
At 31 March 2025	12,913	7	12,920
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

	2025	2024
	£000	£000
Investments comprise:		
Fixed interest	-	3,059
Managed funds (equity based)	-	5,687
Alternative investment funds	-	231
Rathbones Core Investment Fund for Charities	12,913	-
Cash	7	298
	<hr/> 12,920 <hr/>	<hr/> 9,275 <hr/>

All fixed asset investments are held in the UK.

Principal subsidiaries

The following were subsidiary undertakings of the Company:

Names	Company number	Registered office or principal place of business	Principal activity
Pilgrims Hospices Trading Limited	07993259	56 London Road, Canterbury, Kent, CT2 8JA	Non-primary purpose trading activities
Hospice Shops Limited	01623758	56 London Road, Canterbury, Kent, CT2 8JA	Dormant
Pilgrims Hospice Lottery Limited	03130167	56 London Road, Canterbury, Kent, CT2 8JA	Dormant

Class of shares	Holding
Ordinary	100%
Ordinary	100%
Ordinary	100%

The charity owns 2 ordinary shares of £1 each in Pilgrims Hospices Trading Limited.

The charity owns 3 ordinary shares of £1 each in Hospice Shops Limited.

The charity owns 2 ordinary shares of £1 each in Pilgrims Hospice Lottery Limited.

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

A summary of the results of Pilgrims Hospices Trading Limited is shown below:

	2025 £'000	2024 £'000
Turnover	95	94
Cost of sales	<u>(18)</u>	<u>(14)</u>
Gross profit/(loss)	77	80
Administrative expenses	(3)	(5)
Management charge payable to parent undertaking	<u>(3)</u>	<u>(3)</u>
Profit on ordinary activities	71	72
Taxation on ordinary activities	<u>-</u>	<u>-</u>
Profit for the financial year	<u>71</u>	<u>72</u>
Retained earnings		
Total retained earnings brought forward	48	48
Profit for the financial year	71	72
Distribution under Gift Aid to parent charity	(71)	(72)
Total retained earnings carried forward	<u>48</u>	<u>48</u>
The aggregate of the assets, liabilities and reserves was:		
Assets	60	104
Liabilities	<u>(12)</u>	<u>(56)</u>
Reserves	<u>48</u>	<u>48</u>

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

	2025 £'000	2024 £'000
Gross income	18,851	17,996
Result for the year	<u>180</u>	<u>1,615</u>

17. Stocks

	Group 2025 £000	Group 2024 £000
Finished goods and goods for resale	<u>26</u>	<u>24</u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

18. Debtors

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Due within one year				
Trade debtors	130	75	130	75
Amounts owed by group undertakings	-	3	7	46
Other debtors	550	340	550	335
Prepayments and accrued income	253	339	253	339
Accrued legacy income	97	3	97	3
	<u>1,030</u>	<u>760</u>	<u>1,037</u>	<u>798</u>

19. Current asset investments

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Short term deposits	4,000	8,657	4,000	8,657
	<u>4,000</u>	<u>8,657</u>	<u>4,000</u>	<u>8,657</u>

20. Creditors: Amounts falling due within one year

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Trade creditors	421	562	421	557
Other taxation and social security	458	347	458	347
Other creditors	77	1	16	1
Accruals and deferred income	440	618	437	613
	<u>1,396</u>	<u>1,528</u>	<u>1,332</u>	<u>1,518</u>

Deferred income comprises lottery subscriptions, course fees and fundraising activities taking place in the following year.

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Deferred income at 1 April 2024	432	3,480	432	3,480
Resources deferred during the year	273	432	273	432
Amounts released from previous periods	(432)	(3,480)	(432)	(3,480)
	<u>273</u>	<u>432</u>	<u>273</u>	<u>432</u>

21. Financial instruments

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Financial assets measured at fair value through profit and loss				
Investment properties	4,486	4,415	4,486	4,415
Listed investments	12,920	9,275	12,920	9,275
	<u>17,406</u>	<u>13,690</u>	<u>17,406</u>	<u>13,690</u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

22. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2025 £000
Unrestricted funds						
Designated funds						
Fixed asset fund	8,323	-	(323)	188	-	8,188
Canterbury Hospice	3,999	91	(43)	-	(36)	4,011
	<u>12,322</u>	<u>91</u>	<u>(366)</u>	<u>188</u>	<u>(36)</u>	<u>12,199</u>
General funds						
General Funds	16,725	16,835	(16,698)	(87)	-	16,775
Revaluation reserve	3,698	-	-	-	(48)	3,650
	<u>20,423</u>	<u>16,835</u>	<u>(16,698)</u>	<u>(87)</u>	<u>(48)</u>	<u>20,425</u>
Total Unrestricted funds	<u>32,745</u>	<u>16,926</u>	<u>(17,064)</u>	<u>101</u>	<u>(84)</u>	<u>32,624</u>
Restricted funds						
Ashford Hospice	87	276	(259)	(12)	-	92
Bedside funds	12	4	(3)	-	-	13
Canterbury Hospice	30	359	(356)	-	-	33
Thanet Hospice	6	963	(909)	(33)	-	27
Hospice at Home	-	6	(6)	-	-	-
Sundry projects	257	5	(5)	-	-	257
Bed Appeal fund	-	116	-	(56)	-	60
	<u>392</u>	<u>1,729</u>	<u>(1,538)</u>	<u>(101)</u>	<u>-</u>	<u>482</u>
Restricted fixed asset funds						

Pilgrims Hospices In East Kent

**Notes to the financial statements
For the year ended 31 March 2025**

22. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2025 £000
DHSC/HUK Capital fund	-	291	-	-	-	291
Fixed asset DHSC/HUK capital fund	-	-	(10)	-	-	(10)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	-	291	(10)	-	-	281
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Restricted funds	392	2,020	(1,548)	(101)	-	763
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total of funds	33,137	18,946	(18,612)	-	(84)	33,387
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

22. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2024 £000
Unrestricted funds						
Designated funds						
Fixed asset fund	8,315	-	(337)	345	-	8,323
Canterbury Hospice	3,837	162	-	-	-	3,999
	<u>12,152</u>	<u>162</u>	<u>(337)</u>	<u>345</u>	<u>-</u>	<u>12,322</u>
General funds						
General Funds	16,115	16,448	(15,574)	(264)	-	16,725
Revaluation reserve	2,807	-	-	-	891	3,698
	<u>18,922</u>	<u>16,448</u>	<u>(15,574)</u>	<u>(264)</u>	<u>891</u>	<u>20,423</u>
Total Unrestricted funds	<u>31,074</u>	<u>16,610</u>	<u>(15,911)</u>	<u>81</u>	<u>891</u>	<u>32,745</u>
Restricted funds						
Ashford Hospice	84	729	(726)	-	-	87
Bedside funds	8	9	(5)	-	-	12
Canterbury Hospice	21	382	(372)	(1)	-	30
Thanet Hospice	-	298	(267)	(25)	-	6
Sundry projects	263	7	(13)	-	-	257
Bed Appeal fund	-	55	-	(55)	-	-
	<u>376</u>	<u>1,480</u>	<u>(1,383)</u>	<u>(81)</u>	<u>-</u>	<u>392</u>
Total of funds	<u>31,450</u>	<u>18,090</u>	<u>(17,294)</u>	<u>-</u>	<u>891</u>	<u>33,137</u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

22. Statement of funds (continued)

Purposes of restricted funds

These represent donations, legacies and grants received for specific purposes. Those funds associated with the three hospice sites and Hospice at Home are for contributions towards the running of those sites and services, as well as to fund projects to be undertaken for the improvement of patient care at the three hospice sites.

DHSC/HUK capital fund - The Department for Health and Social Care awarded a grant (distributed via Hospice UK) to be used to fund capital expenditure during the year.

Transfers includes a donation of £33k for the refurbishment of patient rooms at the Thanet hospice and £12k for the patient lounge at the Ashford hospice. The sum also includes £55.7k of restricted donations which have been used for the purchase of replacement beds across the three hospice sites.

The **Fixed asset DHSC/HUK capital fund** represents the NBV of capital expenditure purchased using the grant awarded.

The **Bedside Fund** provides funding for the upgrade or replacement of items of equipment needed 'at the bedside' across the three hospice sites.

Included in **Sundry projects** is a legacy specifically for the funding of training for health and social care professionals, with a revised programme planned for future years, as well as a grant for a pilot scheme with certain east Kent GP practices to help identify patients that would benefit from early referral to Pilgrims' services and expertise. The projects also include a fund for the employment of a Specialist Nurse who will recruit and train expert volunteers to provide bereavement support to bereaved families across east Kent.

The **Bed Appeal** includes the funds arising from a campaign to raise funds for the upgrading and replacement of patient beds on all three sites. The replacement project is ongoing.

Purposes of designated funds

The fixed asset fund has been set up to identify those funds that are not free funds and it represents the net book value of tangible fixed assets. The transfer between the unrestricted general fund and the fixed asset fund represents the net movement in the net book value of fixed assets in the year.

The **Canterbury Hospice Fund** has been set up as a fund into which has been placed a donation of £4 million from the Pentland Homes and the Tory Foundation which trustees have designated as funding with which to build a new hospice in Thanington. Other income funds raised specifically for the project will also be allocated to this fund.

Revaluation reserve

The revaluation reserves represents the increase in valuation of investment properties above the cost price paid.

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

23. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2025 £000
Designated funds	12,322	91	(366)	188	(36)	12,199
General funds	20,423	16,835	(16,698)	(87)	(48)	20,425
Restricted funds	392	1,729	(1,538)	(101)	-	482
Restricted funds - Class II	-	291	(10)	-	-	281
	<u>33,137</u>	<u>18,946</u>	<u>(18,612)</u>	<u>-</u>	<u>(84)</u>	<u>33,387</u>

Summary of funds - prior year

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2024 £000
Designated funds	12,152	162	(337)	345	-	12,322
General funds	18,922	16,448	(15,574)	(264)	891	20,423
Restricted funds	376	1,480	(1,383)	(81)	-	392
	<u>31,450</u>	<u>18,090</u>	<u>(17,294)</u>	<u>-</u>	<u>891</u>	<u>33,137</u>

24. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2025 £000	Restricted funds - class ii 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Tangible fixed assets	-	281	8,188	8,469
Fixed asset investments	-	-	12,920	12,920
Investment property	-	-	4,486	4,486
Current assets	482	-	8,426	8,908
Creditors due within one year	-	-	(1,396)	(1,396)
Total	<u>482</u>	<u>281</u>	<u>32,624</u>	<u>33,387</u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

24. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total funds 2024 £000
Tangible fixed assets	-	8,323	8,323
Fixed asset investments	-	9,275	9,275
Investment property	-	4,415	4,415
Current assets	392	12,260	12,652
Creditors due within one year	-	(1,528)	(1,528)
Total	392	32,745	33,137

25. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2025 £000	Group 2024 £000
Net income for the year (as per Statement of Financial Activities)	250	1,687
Adjustments for:		
Depreciation charges	334	337
Gains/(losses) on investments	84	(891)
Dividends, interests and rents from investments	(847)	(721)
Loss/(profit) on the sale of fixed assets	2	(4)
Increase in stocks	(2)	(8)
Decrease/(increase) in debtors	(270)	3,108
Increase in creditors	(133)	(2,964)
Net cash provided by/(used in) operating activities	(582)	544

26. Analysis of cash and cash equivalents

	Group 2025 £000	Group 2024 £000
Cash in hand	7,852	11,868
Total cash and cash equivalents	7,852	11,868

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

27. Analysis of changes in net debt

	At 1 April 2024 £000	Cash flows £000	At 31 March 2025 £000
Cash at bank and in hand	3,211	641	3,852
Liquid investments	8,657	(4,657)	4,000
	<u>11,868</u>	<u>(4,016)</u>	<u>7,852</u>

28. Operating lease commitments payable as a lessee

At 31 March 2025 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Land and buildings				
Not later than 1 year	488	434	488	434
Later than 1 year and not later than 5 years	899	1,189	899	1,189
	<u>1,387</u>	<u>1,623</u>	<u>1,387</u>	<u>1,623</u>
	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Equipment and vehicles				
Not later than 1 year	70	75	70	75
Later than 1 year and not later than 5 years	47	121	47	121
Later than 5 years	-	-	-	-
	<u>117</u>	<u>196</u>	<u>117</u>	<u>196</u>

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

29. Operating lease commitments receivable as a lessor

The group leases out the investment property under non-cancellable operating leases for the following future minimum lease payments. There are no contingent rents. The rents we have budgeted to earn from our investment property estate in 25-26 sum to £246k.

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Property				
Less than one year	246	237	246	237
One to five years	-	-	-	-
Over five years	-	-	-	-
	246	237	246	237

30. Related party transactions

During the year, donations amounting to £2,128 (2024: £2,080) were made by trustees to the charity. No donations (2024: £867) were received from other related parties, which were outside the normal course of business. There were no restricted donations arising from related parties.

Pilgrims Hospices Trading Limited incurred management charges payable to the Charity of £3,412 (2024: £3,175). In addition, the Charity purchased goods from Pilgrims Hospices Trading of £nil (2024: £nil). Pilgrims Hospices Trading covenanted its profit of £70,589 (2024: £72,077) to the Charity.

31. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Pilgrims Hospices In East Kent

Notes to the financial statements For the year ended 31 March 2025

32. Prior Year Consolidated Statement of Financial Activities

	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Income from:				
Donations and legacies	1,461	3,563	5,024	4,745
Charitable activities	-	4,583	4,583	4,122
Other trading activities	19	7,743	7,762	7,477
Investments	-	721	721	396
Total income	1,480	16,610	18,090	16,740
Expenditure on:				
Charitable activities:				
Fundraising costs	-	4,530	4,530	4,094
Investment management	-	96	96	52
Charitable activities	1,383	11,285	12,668	11,369
Total expenditure	1,383	15,911	17,294	15,515
Net income before net gains/(losses) on investments	97	699	796	1,225
Net gains/(losses) on investments	-	891	891	(313)
Net income	97	1,590	1,687	912
Transfers between funds	(81)	81	-	-
Net movement in funds	16	1,671	1,687	912
Reconciliation of funds:				
Total funds brought forward	376	31,074	31,450	30,538
Net movement in funds	16	1,671	1,687	912
Total funds carried forward	392	32,745	33,137	31,450