

Annual Report & Consolidated Financial Statements

**For the year ended
31 December 2025**

Registered Charity Number: 298555

Company Number: 02141770

St. Luke's Hospice (Harrow & Brent) Ltd

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1. INTRODUCTION FROM CHAIR OF TRUSTEES

Every day, St Luke's Hospice helps people live as well as possible for as long as possible, while providing comfort, dignity and support at the end of life.

2025 was another important year for St Luke's Hospice as we continued to provide high-quality palliative and end of life care to the communities of Harrow and Brent. We delivered our core and developing services against a backdrop of increasing demand, while remaining focused on providing compassionate, patient-centred care and supporting patients and families at a challenging time in their lives.

During the year, St Luke's cared for 2,164 patients and carers, representing an increase of 4.7% compared with the previous year. This growth reflects both the increasing need for our services and the vital role the hospice plays within the local healthcare system. I am in awe of the dedication, kindness and professionalism shown by our colleagues and volunteers across the organisation, whose commitment enabled us to meet this growing demand while maintaining careful control of costs and delivering excellent care.

The support we received from our community was equally remarkable. Our fundraising activities achieved outstanding results, supported by exceptional events, generous donations and a strong pipeline of legacy gifts. This generosity continues to underpin our ability to provide services that are free at the point of care and available to those who need them most.

We were also grateful to receive £235,000 of government support, secured through Hospice UK, which has enabled us to begin modernising facilities within our Inpatient Unit. In addition, constructive discussions with our Integrated Care Board resulted in increased funding and a three-year commitment. These developments provide an encouraging foundation as we continue to invest in our services, our facilities and the infrastructure needed to support future growth.

While our financial and operational performance in 2025 exceeded expectations, the wider hospice sector continues to face significant challenges. Demand for specialist palliative care continues to rise, while funding pressures remain. For this reason, the Board remains vigilant and committed to prudent financial stewardship. We recognise that income streams can fluctuate and will continue to manage resources carefully while investing strategically to meet the needs of our community.

I am encouraged by the early progress being made through collaboration with fellow charitable hospices; by sharing expertise, learning from one another and exploring opportunities to work together, I believe we can strengthen the sustainability and impact of hospice care across our sector.

The year also saw a change in leadership. Following the departure of our Chief Executive, the Board appointed Jo Pearce as Interim Chief Executive to provide continuity and stability for the organisation. We are grateful for the energy, commitment and leadership she has brought to the role, and for the support provided by the Executive Team and Senior Leadership Team during this period of transition.

Reflecting on a year that brought both opportunities and unexpected challenges, I am pleased with what St Luke's has achieved. On behalf of the Board of Trustees, I would like to thank our colleagues, volunteers, supporters, partners and the wider community. Their dedication, generosity and trust make it possible for St Luke's Hospice to continue providing such valuable and valued services to local people.



Meg Lustman
Chair of Trustees

2 July 2026



2. ABOUT ST LUKE'S HOSPICE

a) Vision

A world where people experience the best possible last phase of life.

b) Values

Caring – Care of all those who deliver and need our services

Respect – Demonstrate respect and be open minded, inclusive and approachable

Excellence – Create an environment of continually achieving our goals

Inclusivity – Strive to reach all sections of our community in all areas of work

Empowerment – Empower our community to live a better life

c) Strategy 2025-28

Our work continued throughout 2025 to deliver the key elements of our three-year strategy, whilst also reflecting the diverse and increasing needs of our community for end of life support and care, and the challenging external funding landscape for charitable hospices.

The London boroughs of Harrow and Brent are two of the most ethnically and culturally diverse boroughs in London, with high rates of deprivation. Our populations in these boroughs are also ageing, and across the UK more people are dying or living with life-limiting conditions.

Our strategy focuses on adapting our care services to improve provision and accessibility for our community. We will do this by working with the NHS, other charitable hospices, local government and communities in the London boroughs of Harrow and Brent.

At the heart of our strategy is our response to the financial challenges that the charitable hospice sector is facing where funding has not kept pace with rising costs, increased demand and the changing needs of our population. Our strategy reflects the urgent need to achieve sustainable funding for St Luke's Hospice in both the short - and longer-term.

We have three strategic goals, with associated delivery priorities, and activities that form the hospice's operational plan.

i) Quality of care

We will be the best hospice we can possibly be, providing high quality and compassionate hospice care and support to all people and their families who come into St Luke's or require our care at home.

Our delivery priorities:

1. Deliver responsive, personalised, high-quality, and compassionate care and support to more people and their families.
2. Provide early support to individuals with life-limiting illnesses, helping them maintain their quality of life.
3. Improve the provision of high-quality compassionate care using our clinical quality framework.
4. Enhance our compliance with best practices and regulatory standards throughout all aspects of our operations.

To achieve this, we will:

- Implement a new model of service delivery;
Investigate opportunities for enhancing the use of our hospice ward (Inpatient unit) to match the needs of the population and improve the hospice's sustainability;
- Expand our Pall 24 Helpline as a single point of access for patients and families to expert advice, care and support 24 hours a day;
- Launch our Living Well programme to provide early support, reflecting the views of people with lived experience and other local stakeholders;
- Expand our respite care and support service for patients and carers through increased engagement with service users, local partners and improved referrals;
- Expand our bereavement support service including:
 - o Introduce home visits to ensure equity of access to bereavement support.
 - o Introduce a model of bereavement support for children and young people, supported by activities and events for children and young people, working collaboratively with stakeholders/agencies in this field.
- Design an educational programme for clinical staff that is aligned with service needs and their competency framework.
- Deliver an enhanced programme of audit, quality improvement projects and research.

ii) Serving our community

We will embed ourselves at the heart of our local community through increased engagement and by working in partnership to provide high quality and compassionate hospice care and support to our community.

Our delivery priorities:

1. Strengthen St Luke's role as a leading voice in palliative care in Harrow and Brent, by providing advice, guidance, and education, in partnership with health, social care, and community organisations.
2. Build our relationships with our local community to establish St Luke's as the charity of choice for palliative care, support, and advice in Harrow and Brent.
3. Expand our engagement with diverse communities to better understand their needs and enhance our care and support services.

To achieve this, we will:

- Engage with local NHS primary care providers to increase knowledge and understanding of St Luke's services and increase referrals, particularly in areas of the boroughs where referrals are currently low.
- Engage with local NHS Trusts/secondary care providers to ensure effective working relationships and understanding of our services, and to increase referrals.
- Establish partnerships with local authority/voluntary sector organisations to improve knowledge of St Luke's services and support for patients and families.
- Develop and sustain meaningful collaboration with local faith leaders and community groups.
- Develop opportunities to provide expert training on palliative care to external partners including local health and social care organisations and voluntary sector.

- Increase public awareness of St Luke's care and services through enhanced communications including digital marketing.

iii) Sustainability

We will deliver strong leadership, financial stability, and dependable income sources, supported by a skilled team of employees and volunteers ready to face future challenges.

Our delivery priorities:

1. Create dependable and efficient revenue sources through our fundraising campaigns, retail and other commercial activities.
2. Work with our NHS partners to secure equitable and sustainable funding for our clinical services.
3. Create an organisation culture where people are valued, included, and developed to perform to the best of their abilities to deliver St Luke's strategic goals.
4. Design our estates and infrastructure to be responsive to the current and future needs of St Luke's and our community.

To achieve this, we will:

- Focus our fundraising on activities that maximise income generation and achieve year-on-year growth.
- Implement the recommendations of our retail strategy review to maximise the profit contribution of our retail network.
- Play a leading role in the development and implementation of North West London Integrated Care Board's new Model of Care for community specialist palliative care in Harrow and Brent, making the case for sustainable funding for charitable hospices.
- Develop policies to support Equity, Diversity, Inclusion in the workplace.
- Introduce individual objectives and personal development planning for all staff through a new Appraisal Policy.
- Review our arrangements for pay, reward and recognition.
- Develop and promote wellbeing initiatives for staff and volunteers.
- Determine future opportunities for our estates including Kenton Grange, exploring commercial ventures and partnership possibilities.

Key enablers

To deliver our strategic goals, our strategy is underpinned and enabled by:

1. Sound financial management; robust finances and targets; accurate analysis; and accurate and timely management information.
2. Creative and innovative communications and marketing tailored to our target audiences and aimed at raising the profile of St Luke's as we endeavour to be the best hospice we can possibly be.

d) Main Activities

The Charity's main focus is to provide specialist palliative care to the people of Harrow and Brent facing life-limiting illnesses.

Our range of clinical services include:

- **Inpatient care:** we have a 12-bedded unit that provides symptom management and end of life care to patients and support to their families and friends 24 hours a day, 7 days a week. Many of those who are cared for in our IPU often return home again.

This is specialist care to patients who cannot be cared for in the community delivered by a multi-disciplinary team of nurses, doctors, healthcare assistants, physiotherapists and social workers.

- **Patient and Family Support and Wellbeing services:** we provide a range of outpatient services including physiotherapy, complementary therapy, exercise groups, art and gardening groups.

We provide a programme of emotional and practical support to patients and their families living with life-limiting conditions, delivered by our specialist team of palliative care social workers, family support workers, and trained volunteers. These services are intended to keep people feeling well, independent and mobile for as long as possible.

Our holistic approach to care is intended to support people's wellbeing, including emotional support through services such as social work, spiritual care, exercise groups, advice on welfare benefits and advance care planning support. In addition to caring for our patients, we also provide bereavement support to family members and carers, through our team of trained, supervised volunteers.

- **Community care:** we provide a Specialist Palliative Care team in Brent, Hospice at Home services, domiciliary care service and the St Luke's Palliative Helpline (Pall-24) that offers a 24-hour single point of access and advice to patients, carers and healthcare professionals. Our experienced clinical team provide advice, and a rapid response in times of crisis to effectively co-ordinate care, from arranging prescriptions, to getting vital equipment delivered – anything people need to avoid going to hospital and to stay comfortably in their homes.

Two-thirds of our care is provided in the comfort of peoples' homes, as we respect that this is where most people would like to be looked after. Our specialist community team of nurses helps people to manage more complex needs whilst our Hospice at Home team provides care that allows people to remain in their own homes by providing practical care and support. Our consultants offer outpatient appointments in the community and also at the hospice's main building, Kenton Grange.

3. SERVICE REVIEW

Our service activity data reports for the financial period 1 April 2025 to 31 March 2026, in line with local statutory reporting requirements.

St Luke's Hospice supported **2,164** service users (2024: 2,020).

Our specialist palliative care community team (Brent) carried out **1,547** visits to patients in their homes.

Our Inpatient unit saw **185** admissions in 2025, which is slightly fewer than in 2024 but is reflective of the care of greater complexity and intensity. The Inpatient unit continues to accept admission 7 days a week which resulted in **25** weekend admissions, and total inpatient days increased to **2,373** this year reflecting longer lengths of stay and higher levels of dependency.

There was increased activity across all areas of our patient and family support services work including providing **2,492** social work sessions, compared to 2,207 in 2024.

This year on year growth reflects the increasing functional and rehabilitative needs of patients, alongside longer episodes of care and greater clinical complexity.

- Physiotherapy continues to play a key role in maintaining mobility, managing symptoms, supporting safe discharge, and enhancing quality of life for patients and sessions increased to **754** from 722
- Our bereavement sessions increased to **426** from 324 the previous year



4. STRATEGIC REPORT

a. Achievements and Performance

In the 2024 Annual Report and Statutory Accounts, the following delivery priorities were identified for 2025.

i) **Deliver a new strategy for 2025-2028**

During 2024, St Luke's developed a new strategy focused on three Strategic Goals: Quality of Care, Serving our Community and Sustainability. This strategy commenced in January 2025 and is supported by a detailed operational plan and Key Performance Indicators, as well as quarterly reporting to the Board of trustees.

ii) **We will work with the North West London ICB on the new model of service delivery**

- A major success throughout 2025 was achieving the uplift in ICB funding (+£1.4 million per year) and a new five year contract from 1st October 2025, resulting in a great degree of financial sustainability for St Luke's.
- We completed our own clinical service review, and continued working in close partnership with the ICB to explore opportunities for expansion with our services, particularly with our Pall-24 helpline across North West London.
- Implementation work commenced for the ICB new model of care delivery, and options began being explored for enhancing the use of our inpatient unit, and engaging with local NHS Trusts and secondary care providers to improve referrals. A collaborative partnership with a neighbouring hospice was formed to deliver joint clinical education programmes, and provide expert training to external partners.
- Three new Patient and Family Support Service projects were launched including our "Living Well", "I'm Not Just a Patient", and "The Power of Partnership" programmes designed to improve quality of life with a life-limiting illness. These projects were showcased by Hospice UK at their National Conference in November 2025.

iii) **We will improve the performance and contribution of our retail network**

- St Luke's Hospice Charity Shops Ltd (a trading company solely owned by St Luke's Hospice) experienced a downturn in profit in 2024 which was forecast to continue into 2025. This was a result of changes in footfall on the high street, poorer quality donations, and increased costs due to inflation across our network of 16 shops – a picture experienced nationally. Our retail network contributes a third of our total income each year.
- Throughout 2025, we began implementing recommendations of the retail strategy review including the delivery of a performance review programme for shop managers, improved weekly reporting, new Sunday trading for certain shops, and a stringent cost saving exercise on controllables.
- New corporate donors were introduced to improve the quality of stock, and stronger alignment and dedicated support from the marketing and people teams helped the overall net contribution. Analysis began on the overall shops portfolio with a view to determining the future landscape of our 16 shops and Warehouse, and in-depth work around our leases also commenced.
- The Shops Board welcomed new Non-Executive Directors to strengthen expertise around commercial, marketing and lease negotiations.

iv) We will join national campaigns that will increase awareness of hospice funding, and explore fundraising initiatives to raise additional income

- Implementation began of the 2024 fundraising review with investment and focus on activities to maximise income. This included our year two participation in the Hospice UK National Legacy Campaign with nearly 150 hospices across the UK to raise the importance of Wills, and we worked collaboratively with our neighbouring London hospices around marketing promotion of this initiative.
- We had renewed focus on In-Memory income and a strengthened collaborative working between our fundraising and clinical teams, resulting in a 48% increase for MuchLoved Tribute pages throughout the year.
- St Luke's Hospice entered into a lottery arrangement with Local Hospice Lottery partnership, and the move from in-house delivery commenced in 2025. This work coincides with the migration to a new fundraising database, Beacon, which was also agreed, in order to maximise efficiencies in our systems and ensure we are data led in our fundraising approaches.
- We continued to voice our support for greater awareness of the national hospice funding challenges, through Hospice UK, and had enhanced engagement with our charity hospice partners in North West and North Central London to prepare for the merger of the ICBs.

v) We will prioritise delivering our strategic ambitions to develop and value our people.

Progress was made in 2025 to strengthen the hospice's people infrastructure, governance arrangements, and leadership capability.

- An appraisal and personal development approach was introduced to support a renewed focus on individual development, accountability and regular performance conversations.
- An independent audit on our recruitment processes was undertaken to review recruitment governance, candidate experience and consistency of practice, helping to identify opportunities to further strengthen recruitment controls and processes.
- The Remuneration Committee met during December 2025 to review executive remuneration arrangements and provide oversight of executive pay governance.
- The internal People Policy Review Group continued its programme of policy modernisation and governance review, with approximately 90% of all People policies reviewed and updated.
- The retail manager development framework continued to be developed during 2025, with implementation and wider rollout planned for 2026. The programme was designed to strengthen operational leadership capability, people management confidence and consistency across the retail estate.
- The People Committee continued to provide strategic oversight and governance in relation to workforce priorities, organisational development and people-related risk.
- Work was undertaken during the year to respond to the key themes identified through the Investors in People staff survey, including strengthening communication and engagement arrangements, leadership visibility, wellbeing support and opportunities for learning and development.

- The hospice introduced Wellbeing Champions to help promote staff wellbeing, encourage supportive conversations, and strengthen awareness of the wellbeing support available to colleagues across the organisation.

vi) We will ensure that St Luke's estate is fit for purpose and fit for the future to deliver the services our local community needs at end of life.

- In 2025 we continued our work with a property consultancy experienced in the health and charity sector to map out the required phases of the maintenance programme for the long-term sustainability of Kenton Grange.
- The initial priority was the refurbishment of our Inpatient Unit to bring it to infection prevention and compliance standards, and this phase one was scheduled to begin in early 2026. Additionally we were very grateful for our capital grant from Hospice UK to support much needed maintenance around our estate.

b. The Year Ahead

In 2026, we will deliver a programme of activities that meet our delivery priorities set out in the Strategy 2025-2028 (see section 2.c Strategy 2025-2028). Progress will be reported in the Annual Report and Statutory Accounts for 2026.

The focus from our Board of Trustees continued around three key transformation projects for the future sustainability of the hospice.

i) St Luke's Service Model – shaping the future of our care

Determining how our services will support the needs of our local population and community.

ii) Kenton Grange Redevelopment Project

Determining how our hospice building will support our service model and meet the needs of our local community. This will be ongoing work over the next few years and will be phased accordingly.

iii) NHS Funding and ICB Model of Care for Community Specialist Palliative Care Services

Determining how we can achieve equitable and sustainable funding for our clinical services as a charity and co-commissioner of specialist palliative care services in Harrow and Brent.

c. Volunteers

Volunteers remain at the heart of St Luke's Hospice and continue to make a vital contribution to the care and support provided to patients, families, and the wider community. During 2025, more than 491 volunteers supported the hospice across clinical services, retail, fundraising, administration, and community engagement, contributing more than 100,880 hours of support throughout the year.

In December, we celebrated and recognised 13 volunteers who have worked for us for more than five years, with a handful celebrating their 15th and 20th years of service.

Throughout 2025, work continued to strengthen the volunteer experience and further embed volunteering within the wider hospice community. Volunteer recruitment and onboarding processes continued to be strengthened to support a positive and consistent volunteer experience from initial enquiry through to induction and placement. Following the recruitment process audit undertaken during the year, equal opportunities and diversity monitoring were introduced within volunteer recruitment processes to help the hospice better understand the diversity of applicants and volunteers, and to identify and respond

more effectively to any additional support needs. The hospice also continued to review opportunities to further develop volunteering roles and pathways to ensure volunteering remains accessible, meaningful, and responsive to the changing needs of the charity and community.

Volunteer contributions were recognised and celebrated throughout the year, including during Volunteers' Week and through local recognition initiatives across hospice departments and retail services. Volunteers continued to play a significant role in the hospice's retail and fundraising activities, helping generate valuable income for patient care and hospice services. The hospice also continued to review opportunities to further develop volunteering roles and pathways to ensure volunteering remains accessible, meaningful and responsive to the changing needs of the organisation and community.

The continued dedication, compassion and generosity shown by volunteers remain central to the success of St Luke's Hospice, and we are extremely grateful for the extraordinary contribution they make every day.

d. Relationship with stakeholders

St Luke's Hospice places great value on engagement with our stakeholders, building positive relationships across all areas of our work. We are very fortunate with the extraordinary support from our local communities of Harrow and Brent, and the relationships that have been established with a range of faith groups, schools, businesses and local organisations to raise awareness of our work and the services we provide.

This was evident with the 1,000 strong participation from supporters and volunteers alike at our re-branded Starlight Walk event in June; and through our collaborations with our Patron, The Lord Popat, the Asian Foundation for Help, Lions Club of Kingsbury and Pranasha at a very successful fundraising event in Spring 2025.

We continue to work closely with our NHS and local authority partners, including the local ICB, London North West University Hospitals NHS Foundation Trust and Brent Council Social Services. We are grateful for the interest and engagement from local trusts and foundations who fund our work, and voluntary sector partners. Our relationships with our charity hospice partners in the area remain strong, providing opportunities to share knowledge and experience, expertise and resources whenever possible, and working in partnership.

Our people matter greatly to St Luke's, and we engage with our staff across the hospice and our retail network through 'Staff Conversation' events with the CEO, and regular communications to keep staff informed and engaged. Many of our staff volunteer to help at fundraising events and we are very grateful for their engagement and support.

5. STRUCTURE, GOVERNANCE AND MANAGEMENT

Reference and administrative information set out at the end of the report form part of the formal report.

The purposes of the charity, as set out in its Articles of Association are “The relief of sickness and the preservation of health of those suffering from any life limiting illness, primarily but not exclusively, within the areas of the London Boroughs of Harrow and Brent by:

1. maintaining a Hospice providing palliative and end of life care for them in a range of settings;
2. promoting and providing services, support and care for them, their families, friends, and carers to help relieve physical, emotional, mental, or spiritual distress;
3. promoting and providing education about all aspects of palliative and end of life care;
4. carrying out research into the development and improvement of care services, in particular all aspects of palliative and end of life care; and
5. promoting and providing other services and support in such ways as the trustees shall from time to time think fit through the provision of health and social care services of all types.”

a. Public Benefit

The charity exists to provide a palliative care end of life service for the residents of Harrow and Brent. In reviewing the objectives and activities for the year, the trustees have satisfied themselves that all our charitable activities focus on that care and further our charitable purposes for the public benefit. The trustees take into account Charity Commission guidance in this regard. The charity is a local organisation providing professional and compassionate services to the community in Harrow and Brent. It receives the majority of its funding from local individuals and organisations (including local NHS commissioning), therefore beneficiaries are mainly (although not exclusively) from the London boroughs of Harrow and Brent.

b. Corporate Structure

The Articles of Association govern the charity and set out its charitable objectives and powers. In 2023, updated Articles of Association were adopted with Charity Commission consent.

The organisation is a charitable company limited by guarantee, incorporated on 22 June 1987.

St. Luke’s Hospice (Harrow & Brent) Ltd. has a wholly owned trading subsidiary, St. Luke’s Hospice (Harrow & Brent) Charity Shops Ltd (company number 02454552) through which it operates a network of charity shops and a lottery. The trading subsidiary exists to maximise income for the hospice and all profits are donated to St Luke’s Hospice using Gift Aid regulations. In 2024, a governance review was carried out for the trading company and new Articles of Association and Deed of Covenant were approved and adopted by the Board of trustees. In addition, a review of the lottery was undertaken and plans approved to move to an external lottery provider which began in 2025, and will be fully implemented in 2026.

c. Governance

St Luke's Hospice is governed by a Board of Trustees which meets four times a year. The Board of Trustees is responsible for setting the strategic direction of the hospice. Additional Board business is carried out between formal meetings in line with procedures set out in the Articles of Association, including discussion, decisions and voting by email. In addition to attending Board meetings, every trustee sits on at least one Committee.

The hospice has four sub-committees:

- Finance & Performance Committee (F&P) – overseeing the financial performance of the hospice and the delivery of strategic objectives in line with resources, including income generation, marketing, IT, and estates management. This committee also oversees compliance, quality, health and safety and risks outside clinical.
- Clinical Governance Committee (CGC) – overseeing all areas of governance and compliance in relation to clinical services and patient safety.
- People Committee (PC) – overseeing all areas of people, culture and organisational development.
- Remuneration Committee (RemCo) – overseeing the remuneration of senior management.

The Charity Shops Ltd company also has a Shops Board made up of Non-Executive Shop Directors.

The Board delegates day-to-day management of the charity to the Chief Executive Officer and the Executive Team.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in Note 9 to the Accounts.

d. Appointment of Trustees

Trustees, including the Chair of Trustees, are appointed by the Board following an open recruitment process including advertising, application and interview. The Board reviews the skills it needs in deciding selection criteria to maintain breadth of expertise. Once appointed a trustee will serve for an initial term of three years, with a maximum of three terms.

e. Trustee Induction and Training

St Luke's Hospice operates a thorough induction programme for all new trustees, including engagement with our services, and meetings with the Chief Executive Officer and members of the Executive Team. Trustees are provided with a comprehensive pack of information for reference including the Charity Governance Code. All trustees are required to complete e-learning modules via the hospice's online training portal and are also offered relevant training courses. Annual appraisal of all trustees is conducted by the Chair and Vice-Chair. In addition, the Chair has an annual appraisal which is led by the Vice-Chair.

f. Principal Risks

St Luke's Hospice continued its embedded approach to risk management during 2025. The Finance and Performance Committee met four times during the year including a meeting with the hospice's auditors to review the audited accounts. A Board Assurance Framework and Corporate Risk Register has been embedded into practice and is supported and informed by an internal clinical governance framework.

The Executive Team have agreed the organisation's principal risks which are regularly reviewed. Organisational policies and procedures are in place in relation to the principal risks.

Risk	Management / Mitigations
Clinical Services	Education and training provision Competency programmes Arrangements for clinical and consultant on-call
Financial sustainability	Finance and Performance Committee Regular monitoring of management accounts and financial position Approved budget for financial year Appointed auditors Financial plan for 2026 and beyond
Transformation	Strategic objectives Board and Executive Team away days for strategic planning Internal staff engagement and communications Staff survey
Commissioning	Regular meetings with commissioners Contract in place Provision of monthly activity and quality data
Governance and compliance	Clinical Governance Committee and Board level committees Internal governance groups Risk, incident and complaint management (Vantage) Patient feedback measures and strategy Board assurance framework and monitoring of risk register
Employment law, HR and payroll compliance	Remuneration Committee Specialist advisor support Contracts of employment
The environment	Structural surveys Planned maintenance programme Strategic plan for building upgrade

Risk	Management / Mitigations
Infection prevention and control	External expert advisors Risk assessment Audit and monitoring programmes Training and education
Infrastructure	External IT contractor Cyber security
Safeguarding	Safeguarding lead and trustee with responsibility for safeguarding Safeguarding training and compliance monitoring Freedom to Speak Up Guardian
Health and safety	Health and Safety Group Health and Safety competent advisors Various risk assessments Business Continuity Plan
Communication and engagement	Communications and marketing team Mailings, social media and engagement events
Workforce capability	People Committee Recruitment, probationary and appraisal processes Competency programmes Mandatory training and external training opportunities Education team
Workforce recruitment	People Committee Diverse recruitment methods
Data governance, security, privacy and quality	Information Governance Group Data Protection Officer, Senior Information Risk Officer, Caldicott Guardian Compliance with the Data Security and Protection Toolkit (DSPT)

g. Our People

There were, on average, 137 full-time and part-time (FT/PT) staff employed in 2025 in the hospice and the hospice's Shops company (2024: FT/PT staff 143).

Staff FT/PT	Year 2025	Year 2024
Shops Company	48	50
Hospice	89	93
Total	137	143

In 2025, a total of 491 (2024: 521) people volunteered at St Luke's Hospice; 381 in retail, and 110 in the hospice.

h. Remuneration Policy for Key Management Personnel

The Remuneration Committee consists of the Chair of trustees, Vice Chair of trustees, Chair of Finance & Performance Committee, and is chaired by a fourth trustee. It has delegated responsibility from the Board for pay and remuneration of the Chief Executive Officer and Executive Team.

i. Diversity, Equity and Inclusion

Starting in the final quarter of 2024 and continuing throughout 2025, St Luke's undertook a comprehensive review and refresh of its People Policy framework. This programme of work has modernised and updated all People Policies, with the exception of one policy currently under review, ensuring greater consistency, clarity, and alignment with current employment practice, organisational values, and legislative requirements.

As part of this work, significant revisions were made to the Dignity at Work Policy and the Equal Opportunities at Work Policy to further strengthen the hospice's approach to equality, dignity, inclusion, governance, and employee relations practice across the organisation.

Staff engagement was an important part of this work through the establishment of the People Policy Review Group, which provided colleagues with the opportunity to contribute feedback and help shape the development of policies that support a positive, fair, and inclusive working environment. Alongside the policy review programme, staff continued to be engaged in shaping the Equity, Diversity and Inclusion (EDI) agenda at St Luke's, supporting the hospice's ongoing commitment to developing an inclusive culture where colleagues, volunteers, patients, and families feel valued, respected, and supported.

j. Environmental Impact - Energy and Carbon Reporting

We continued a number of initiatives in 2025 to improve our impact on the environment.

- We commissioned a building survey of our Kenton Grange site to understand the general condition and remedial work required to ensure the building remains in a satisfactory operating condition. The recommendations have been built into our Kenton Grange refurbishment plan.
- We commissioned an Energy Performance Certificate Survey at the start of 2025 in order to understand the Kenton Grange site's current energy efficiency. Recommendations made by the assessor to improve the energy performance of the building have been incorporated into the buildings planned preventative maintenance programme where practically and economically feasible. This included upgrading all lighting to automatic LEDs to reduce energy consumption.
- Upgrading thermostatic blending valves in IPU to improve efficiency of hot water system.
- Installing insulation on pipework and ceilings throughout estate to improve heating efficiency.
- We worked with our waste management provider to ensure that we were prepared for the changes in guidelines for recycling for workplaces and commercial waste collections from March 2025.
- We continued our recycling programme including plastics, papers, batteries, toner cartridges and the recycling of rag across our retail operation.
- We continued the use of electric vans for our retail operation.

6. FINANCIAL PERFORMANCE

a. Financial Performance

In 2025, the Hospice Group recorded a surplus of £3,265k (2024: deficit £118k). Compared to last year, this represents increases of £1,967k in legacies, £1,226k in contract income, £293k for fundraising and a £46k fall in investment income. There was a moderate (£160k) increase in costs, which was more than offset by overall income growth, and a £195k increase in contributions from our shops.

The Charity's income arises from:

	2025 £000	2024 £000	Increase/ (decrease)
Contract income	4,258	3,032	40%
Fundraising	2,623	2,330	13%
Legacies	3,721	1,754	112%
Shops Company, including the lottery	2,291	2,324	(1%)
Interest & dividend	91	137	(34%)
Total income excluding unrealised investment gains.	12,984	9,577	35%

The Group's total income increased by 35% (£3,317k) compared to the previous year, prior to accounting for unrealised investment gains and losses. This is driven by the increase in legacy income and the 40% increase in contract income, alongside cost control across the organisation with costs remaining roughly flat versus 2024 (<2% increase).

The net profit contribution from the Shops Company saw a return to growth in 2025 as a result of stable income versus prior year and cost control across the shops portfolio reducing administrative expenses.

As a result of the growth in income and cost control, cash reserves grew from £1.3 million to £4.2 million and total reserves increased from £12.8m to £16.0m.

b. Fundraising Approach, Controls and Performance

i) Performance

St Luke's Hospice is dedicated to engaging and collaborating with its local community, whilst also maintaining high standards of fundraising and lottery activity. In a particularly challenging income generating environment for the hospice sector, St Luke's is immensely appreciative of the continued commitment of our local communities of Harrow and Brent to all our work in the past year.

36% income growth was achieved in 2025, resulting in a gross contribution from Fundraising of over £4.7m. This was made up of £1.8m from multiple fundraising income streams (Individual Giving, In-Memory, Corporate and Community, Major Donors, Trusts and Foundations and Gift Aid), as well as Legacies, Events and from the Lottery. The lottery contribution and performance are reported within the Shops company performance section below.

Our Spring appeal showed a 160% increase in donations from 2024, which was a result of data-led targeted marketing and re-engagement with lapsed donors. Our community income was up 79% from the previous year due in particular to a successful event from the Hindu/Gujarati Community, and we re-branded our flagship event, from the Midnight Walk, to the Starlight Walk, in order to appeal to a wider audience with an earlier start time. Our two flagship events, our Annual Walk in the Peak District, and our newly re-branded Starlight Walk (from the Midnight Walk) brought in over £200k combined, and attracted a healthy number of new participants, which was very encouraging for our events portfolio. Focus on embedding our regular giving ask in communications also resulted in 5% increase in income and was identified as an area for future potential growth.

In 2025, St Luke's was incredibly grateful to receive tremendous support from local businesses, charitable Trusts and Foundations and grant-giving funds of all sizes. Our huge thanks to all those listed and those who prefer to remain anonymous:

The Albert Hunt Trust; The Betty Messenger Charitable Foundation; Bloom Endows Charitable Trust; Cecil Rosen Foundation; The Childwick Trust; City Bridge Foundation ; Edward Harvist Charitable Trust ; February Foundation; Haji Omar Foundation; Hamilton Wallace Charitable Trust; Hospice UK; John Laing Charitable Trust; Kingsbury Charity; Kramer Charitable Trust; Lenore Reynell Trust; Middlesex Province Relief Fund; Middlesex Freemasons; The National Lottery Awards for All England; RUB White Charitable Trust; The Screwfix Charitable Foundation; Sharegift and The Arts Society Harrow.

Support from St Luke's Charitable Trust and Foundation partners is vital in helping St Luke's Hospice Harrow and Brent bring comfort, dignity, and compassionate care to end of life patients and their unpaid carers and families facing the most difficult time of their lives. The generosity of these important organisations enable our Hospice to meet its strategic objectives by supporting (for example) sustained specialist clinical care, expanding support for patients in their own homes and providing emotional and bereavement support for families. Funding also helps invest us in skilled staff, digital/IT enhancements to improve efficiency, welcoming facilities, and innovative services that respond to the growing local need for palliative care in Harrow and Brent. With the backing of Trusts and Foundations, St Luke's can continue to reach more people with compassionate, person-centred care when it matters most. Thank you.

ii) Controls

St Luke's is committed to operating within the Fundraising Code of Practice, employing a team of paid colleagues to deliver our fundraising and communications activities. Many of our fundraisers are also members of the Chartered Institute of Fundraising. We have a dedicated supporter care team responsible for data maintenance and record-keeping to comply with Fundraising Regulator requirements. In the period of 1 January to 31 December, we received five fundraising complaints, all of which were minor, and were investigated and resolved to the supporter's satisfaction.

St Luke's Hospice has voluntarily registered with the Fundraising Regulator, is a member of Hospice UK, the Hospice Lottery Association and the Hospice Income Generation Network (HIGN). In 2025, the Lottery continued in-house licensed by the Gambling Commission, but a move to the Local Hospice Lottery was commenced.

From time to time, St Luke's engages with professional third-party suppliers to help raise funds, particularly where we do not have the expertise in-house, including mailing houses and fundraising agencies, to undertake some direct mailings and telephone appeals. St Luke's also contracts services to Legacy Link, a legacy administration company, to administer legacy donations. The Hospice is also signed up to the Fundraising Preference Service to enable individuals to opt out of fundraising communications from us, and we received one request through this service in the past year.

The Director of Communications and Fundraising, who moved to Interim CEO in December 2025, is a member of the internal Information Governance Group and a member of the Fundraising team attends the hospice's Health and Safety Group. The team also liaise closely with, and seek guidance from, the Data Protection Officer to ensure data processing is in line with GDPR compliant procedures. All fundraising activities are reported to the Finance and Performance Committee on a quarterly basis by the Director of Communications and Fundraising.

The fundraising team will continue to build on the strategies implemented this year to steward existing donors and acquire new supporters to generate and increase income for St Luke's Hospice in the new financial year.

c. Retail and Lottery Performance

St Luke's Hospice Shops Company Ltd continued to generate profits in support of the Hospice's vital work and services. The decline in profitability for the previous two years was arrested, with shops recording roughly flat sales and realising cost reduction through efficiencies to increase the net contribution from all retail activity (including e-commerce) for 2025 was £355k up from £153k in 2024. Although quality of the donated goods remained low, our shops continued to benefit from strong community support. By the end of 2025, the Shops Company operated 16 retail outlets.

During 2025, we received no (2024: 1) complaints in relation to our retail network.

St Luke's Hospice has been operating an in-house lottery for a number of years, which is licensed by the Gambling Commission, and play income is reported within the trading company. St Luke's is a member of the Hospice Lottery Association, and provides regular weekly data and quarterly regulatory returns to the Gambling Commission. A decision to outsource our lottery activity to the Local Hospice Lottery was taken, and the move commenced in 2025 and will be fully complete in 2026. This move will enable pro-active recruitment for players but income is expected to remain stable for the immediate term.

d. Reserves Policy

The Board of Trustees Reserves Policy aims to maintain six months of total expenditure as reserves. Adequate reserves also ensures that there are sufficient liquid funds available to meet unexpected shortfalls in its funding streams, timing differences in receipt of those funds, or sudden increases in costs.

The Finance and Performance Committee of the Board of Trustees reviews the Reserves Policy in line with future anticipated financial demands of the Charity. In 2025, reserves of £5,028k (six months total expenditure of £10,057), compared to £4,948k in 2024 (six months total expenditure of £9,897k) will be considered adequate by the Board of Trustees to meet the policy.

Total free reserves excluding Fixed asset reserve and designated funds held at 31st December 2025, as per the table below, were £8,398k. This is well above the required £5,015k of six-month operational cost. Therefore, the Trustees confirm the compliance of the Charity's Reserves Policy.

The Risk Management Reserve of £1,291k was established to help the Hospice address any operational risk that could arise in the future.

Comprehensive details about the Pension Deficit Reserve can be found in Note 20 to the Accounts.



As at 31st December 2025, the Charitable Group held the following General and Designated Reserves:

Fund	£000's		Timeline for Use
	2025	2024	
Designated Fixed Asset Fund - Hospice	5,384	5,233	The designated fixed asset funds represent the net book value of the fixed assets. These funds are identified separately as they are illiquid funds and not available for use.
Designated Fixed Asset Fund - Shops	380	380	
TOTAL Designated Fixed Asset Funds	5,764	5,613	
FREE RESERVES General Unrestricted Fund	8,398	5,171	Available for general purposes and core costs
Risk Management Reserve	1,291	1,411	General Purposes – against perceived potential risks to income – see below
Pension Deficit Reserve	300	300	Held towards a potential future buy-out of the Defined Benefits Pension Scheme – see Note 20 of the Financial Statements
TOTAL LIQUID RESERVES	9,989	6,882	Total Reserves available to spend
TOTAL UNRESTRICTED FUNDS	15,753	12,495	As per Balance Sheet

e. Investment Policy

Messrs Rathbones plc were appointed as Investment Managers to the Charity in 2016 to manage the investment portfolio with an initial allocation of approximately £1.6m. An additional investment of £2.5m was made in December 2021. Before placing investments on behalf of the Charity, the trustees have asked the fund managers to screen for tobacco and health care companies. The fund managers report to the Charity on a quarterly basis.

As at 31st December 2025 the investments were valued at £4,465k (2024 - £4,182k). Performance was in line with weighted benchmarks and long-term return targets.

Changes in the investments held are detailed in Note 11 of the Accounts.

7. STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Charity Law in England and Wales 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 income and expenditure, of the charity and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for keeping proper records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. So far as each of the trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charity and group's auditors are unaware
- the trustees have taken all reasonable steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may vary from legislations in their jurisdictions.

The Trustees' Report, which incorporates a Strategic Report, was approved by the trustees and signed on their behalf by



Meg Lustman
Chair of Trustees

2 July 2026

8. INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. LUKE'S HOSPICE (HARROW & BRENT) LTD

We have audited the financial statements of St. Luke's Hospice (Harrow & Brent) Ltd for the year ended 31 December 2025 which comprise the Consolidated Statement of Financial Activities, the Charity and Group Balance Sheets, the Statement of Consolidated Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and the message from the Chair. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require 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 for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with regulatory requirements of the Care Quality Commission, Charity Commission, employment law and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, payroll taxes and VAT.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted at the year-end or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

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

Use of our report

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



Lee Stokes (Senior statutory auditor)
for and on behalf of HaysMac LLP, Statutory Auditor
10 Queen Street Place,
London,
EC4R 1AG
2 July 2026



9. FINANCIAL STATEMENTS

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Including an Income and Expenditure Account) FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment Funds £'000	Total 2025 £'000	Total 2024 £'000
Income from:						
Donations and legacies						
• Donations	2	1,823	508	-	2,331	2,094
• Legacies	3	3,721	-	-	3,721	1,754
		<u>5,544</u>	<u>508</u>	<u>-</u>	<u>6,052</u>	<u>3,848</u>
Charitable Activities						
• NHS commissioning		3,979	-	-	3,979	3,007
• Hospice UK Capex Grant		-	235	-	235	-
• Other income		44	-	-	44	25
	5	<u>4,023</u>	<u>235</u>	<u>-</u>	<u>4,258</u>	<u>3,032</u>
Other trading activities						
• Fundraising events	2	292	-	-	292	236
• Gross income from shops and lottery	4	2,291	-	-	2,291	2,324
		<u>2,583</u>	<u>-</u>	<u>-</u>	<u>2,583</u>	<u>2,560</u>
Income from Investments						
		<u>91</u>	<u>-</u>	<u>-</u>	<u>91</u>	<u>137</u>
Total income		<u>12,241</u>	<u>743</u>	<u>-</u>	<u>12,984</u>	<u>9,577</u>
Expenditure on:						
Raising funds						
• Fundraising costs		1,312	-	-	1,312	1,380
• Fundraising events costs		273	-	-	273	279
• Shops and lottery expenditure		2,439	-	-	2,439	2,567
• Investment management costs		21	-	-	21	20
		<u>4,045</u>	<u>-</u>	<u>-</u>	<u>4,045</u>	<u>4,246</u>
Charitable activities						
• Inpatient services		2,045	176	-	2,221	2,098
• Outpatient services		567	25	-	592	671
• Community services		1,900	125	-	2,025	1,771
• General clinical support		965	182	-	1,147	1,111
		<u>5,477</u>	<u>508</u>	<u>-</u>	<u>5,985</u>	<u>5,651</u>
Total expenditure	7	<u>9,522</u>	<u>508</u>	<u>-</u>	<u>10,030</u>	<u>9,897</u>
Net income/(Expenditure) before gains/(losses) on investments						
		<u>2,719</u>	<u>235</u>	<u>-</u>	<u>2,954</u>	<u>(320)</u>
Net gains on investments	11	302	-	6	308	202
Pension revaluation gain		3	-	-	3	-
Net income/(Expenditure)	6	<u><u>3,024</u></u>	<u><u>235</u></u>	<u><u>6</u></u>	<u><u>3,265</u></u>	<u><u>(118)</u></u>

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (continued)
(Including an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment Funds £'000	Total 2025 £'000	Total 2024 £'000
Net income	6	3,024	235	6	3,265	(118)
Transfer between funds		234	(234)	-	-	-
Net movement in funds		(3,258)	1	6	3,265	(118)
Reconciliation of funds						
Total funds brought forward		12,495	26	240	12,761	12,879
Total funds carried forward		15,753	27	246	16,026	12,761

All amounts relate to continuing activities. There are no recognised gains or losses for the current or preceding financial year other than as shown above, therefore no Statement of Total Recognised Gains & Losses has been presented. Income and expenditure by fund for the year ended 31 December 2025 is given in note 19 to the accounts

The net result of the charity's own activities for 2025 was a surplus of £2.91 million (2024: £271,224).

The notes on pages 27 to 45 form part of these accounts.

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
CHARITY AND GROUP BALANCE SHEETS
AT 31 DECEMBER 2025

	Notes	Group 2025 £'000	2024 £'000	Charity 2025 £'000	2024 £'000
FIXED ASSETS					
Tangible assets	10	5,678	5,614	5,376	5,233
Investments	11	4,465	4,182	4,465	4,182
		<u>10,143</u>	<u>9,795</u>	<u>9,841</u>	<u>9,415</u>
CURRENT ASSETS					
Debtors	12	2,777	2,466	3,460	3,052
Cash at bank and in hand		4,192	1,331	3,506	983
		<u>6,969</u>	<u>3,797</u>	<u>6,966</u>	<u>4,035</u>
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	13	(1,067)	(734)	(762)	(592)
NET CURRENT ASSETS		<u>5,902</u>	<u>3,063</u>	<u>6,204</u>	<u>3,443</u>
Long term liabilities (Pension deficit)	20	(19)	(97)	(19)	(97)
NET ASSETS	14	<u>16,026</u>	<u>12,761</u>	<u>16,026</u>	<u>12,761</u>
Represented by					
Unrestricted funds					
Designated funds		7,355	7,324	7,355	7,324
General fund		8,398	5,171	8,398	5,171
		<u>15,753</u>	<u>12,495</u>	<u>15,753</u>	<u>12,495</u>
Endowment funds		246	240	246	240
Restricted funds		27	26	27	26
	15	<u>16,026</u>	<u>12,761</u>	<u>16,026</u>	<u>12,761</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 2 July 2026 and signed on their behalf by:



M Lustman
Chair of Trustees

The notes on pages 27 to 45 form part of these accounts.

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
STATEMENT OF CONSOLIDATED CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025		2024	
	£'000	£'000	£'000	£'000
Cash flows from operating activities:				
Net cash flow provided by/(used in) operating activities (note A)		3,152		(423)
Cash flows from investing activities:				
Dividends, interest and rents from investments	91		136	
Purchase of property, plant and equipment	(329)		(57)	
Disposal of investments	313		872	
Acquisition of investments	(280)		(946)	
Change in investment cash	(8)		105	
Pension creditor revaluation	(78)		(73)	
Net cash used in investing activities		(291)		37
Change in cash and cash equivalents in the reporting period		2,861		(386)
Cash and cash equivalents at the beginning of the reporting period		1,331		1,717
Cash and cash equivalents at the end of the reporting period		4,192		1,331
A) Reconciliation of net (expenditure)/income to net cash flow from operating activities				
		2025		2024
		£'000		£'000
Net income for the reporting period				
(as per the statement of financial activities)		3,265		(118)
Adjustments for:				
Depreciation charges		251		250
Losses/(gains) on investments		13		-
Gain on pension revaluation		(308)		(202)
Dividends, interest and rents from investments		(91)		(136)
Decrease/(increase) in debtors		(311)		(326)
Increase/(decrease) in creditors		333		109
Other		-		-
Net cash flow provided in/(used in) operating activities		3,152		(423)
Analysis of cash and cash equivalents				
Cash at bank and in hand		4,192		1,331
Total cash and cash equivalents		4,192		1,331
ANALYSIS OF NET DEBT				
	Balance	Cash	Other	Balance
	at 1.1.25	flows	non-cash	at
			changes	31.12.25
	£'000	£'000	£'000	£'000
Cash and bank	1,331	2,861	-	4,192

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES

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

(i) Basis of preparation

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

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

(ii) Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Judgements made by the trustees, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and accruing for legacies which have not yet been received.

In the view of the trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

(iii) Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised costs with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

(iv) Preparation of accounts on a going concern basis

The trustees consider there are no material uncertainties about the charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives trustees confidence the charity remains a going concern for the foreseeable future.

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
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FOR THE YEAR ENDED 31 DECEMBER 2025

(v) Consolidation

These accounts consolidate the results of the charity and its wholly owned subsidiary, St Luke's Hospice (Harrow & Brent) Charity Shops Limited, on a line-by-line basis. A separate Income and Expenditure Account and Statement of Financial Activities is not presented for the charity alone as permitted by the Companies Act 2006 and Charities SORP.

(vi) Income

Income from donations, legacies and grants are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Donations include related gift aid income.

The Shops company acts as agent to sell items donated with a gift aid declaration and to pass the resulting cash donations to the Hospice rather than record them as turnover within the Shops Company. The Hospice also receives the gift aid claimed on these donations.

Legacies are included when the Hospice becomes entitled to the funds and the sum receivable can be reliably quantified. Where they rely on the sale of property or investments, and thus do not have a certain valuation, an estimate of their value is disclosed in the notes to the financial statements.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income from NHS contracts from the Harrow & Brent Clinical Commissioning Groups. They have been dealt with on a receivable basis as a contribution to running costs.

There have been no significant gifts in kind or donated goods and services during the year.

The value of services provided by volunteers is not incorporated in these financial statements. Further detail of the substantial contribution by volunteers can be found in the Report of the Trustees.

(vii) Expenditure

Expenditure is recognised when a liability is incurred. It includes VAT where this is not recoverable.

Expenditure on raising funds is the costs incurred in attracting donation income, organising and managing fundraising events, and the costs incurred in trading activities which raise funds.

Charitable activities include the Hospice care services offered to inpatients, day care patients, those receiving Hospice services in their own homes, and their carers and families. There are also a range of clinical and other services which apply to all these forms of Hospice care. These costs include both the direct costs and support costs relating to these activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, e.g., property costs by floor areas and other costs on the bases shown in Note 7.

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
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Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with compliance with constitutional and statutory requirements. These have been allocated to activity costs on the same basis as support costs.

(viii) Tangible fixed assets

All assets acquired costing more than £2,500 are capitalised.

Leasehold properties	assets acquired prior to 2016 - over the term of the lease
	assets acquired after 2016 – shorter of 5 years or the remaining term of the lease

Fixtures and equipment	20%
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Motor vehicles	20%
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IT equipment and systems	20%
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The freehold property is not depreciated as the amount of depreciation is considered to be immaterial.

Tangible fixed assets are held at cost and (except for the freehold property) depreciated on a straight line basis over their estimated useful lives as follows.

(ix) Investments

Investments are initially recognised at their transaction cost and subsequently valued at fair value at the Balance Sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. 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.

(x) Funds

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors, or which have been raised by the charity for specific purposes.

Endowment funds are restricted funds which are to be retained for the benefit of the charity as a capital fund.

The Hospice has a number of restricted income and capital funds. Details of the funds are given in the notes to the financial statements.

(xi) Pensions

The Group currently offers a qualifying defined contribution pension scheme to all staff. In addition, the Group is a Direction Employer under the NHS Scheme.

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
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National Health Service Superannuation scheme

This is a statutory superannuation scheme as defined in Section 6.12 (1) Income and Corporation taxes Act 1988, which has no invested funds. Contribution by employers (currently 14.3%) and members are accounted for to the Treasury and benefits are paid from the consolidated fund. This scheme is only open to staff who have been members of the NHS scheme in previous employment under the dispensation rules. The accounting charge represents the employer's contributions for the period.

Defined Contribution Scheme (Pensions Trust)

With effect from 1 May 2015 the group also operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the group. There is no liability under the scheme other than the payment of those contributions.

(xii) Taxation

No tax is payable due to the charitable status of the parent company. Taxable profits generated by the trading subsidiary are transferred to the parent company under gift aid.

(xiii) Leases

Operating lease rentals are charged to the Statement of Financial Activities over the period of the lease.

(xiv) Legal status

The charitable company is limited by Guarantee and does not have any share capital.

(xv) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

(xvi) Debtors

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

(xvii) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments.

(xiii) Creditors and provisions

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

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

2. DONATIONS – 2025	Unrestricted funds £'000	Restricted funds £'000	Total 2025 £'000	Total 2024 £'000
Individual donations	192	42	234	239
In memoriam donations	195	1	196	205
Community groups	121	65	186	102
Trust fund donations	159	370	529	367
Corporate donations	133	13	146	123
Major Donors	117	17	134	144
Gift aid	101	-	101	146
Donations & gift aid from sale of goods in our shops	805	-	805	768
	<u>1,823</u>	<u>508</u>	<u>2,331</u>	<u>2,094</u>

Fundraising events in 2025 raised £292,269 (2024: £236,052).

DONATIONS – 2024	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000
Individual donations	215	24	239
In memoriam donations	202	3	205
Community groups	101	1	102
Trust fund donations	34	333	367
Corporate donations	115	8	123
Major Donors	131	13	144
Gift aid	146	-	146
Donations & gift aid from sale of goods in our shops	768	-	768
	<u>1,712</u>	<u>382</u>	<u>2,094</u>

3. LEGACIES

£3,720,893 has been recognised from legacies for 2025 (2024: £1,753,661) using the Hospice's accounting policy and principles of (i) Entitlement exists; (ii) receipt is probable; and (iii) the amount is measurable. Where there is any uncertainty regarding any of those principles, or the legacy could be contested, these have not been included in our accounts.

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

4. INCOME AND EXPENDITURE FROM SHOPS AND LOTTERY

The Charity owns the entire share capital of St Luke's Hospice (Harrow & Brent) Charity Shops Limited, a company registered in England and Wales, which operates charity shops in support of the Hospice funding. The subsidiary transfers to the Hospice under gift aid an amount not less than its taxable profits.

A summary of the trading results of the subsidiary is shown below. Audited accounts have been prepared in respect of the trading period for the year ended 31 December 2025.

INCOME & EXPENDITURE FROM SHOPS & LOTTERY	Total 2025 £'000	Total 2024 £'000
Turnover	2,056	2,060
Income from lottery	223	249
Government grants	-	15
Other income	12	-
	<u>2,291</u>	<u>2,324</u>
Cost of sale of purchased goods	3	-
Administration expenses	1,845	2,081
Lottery expenditure and prizes	88	90
	<u>1,936</u>	<u>2,171</u>
Gross direct expenditure of shops and lottery		
Net direct income from shops and lottery	355	153
Lease costs relating to shops owned by Charity	(66)	(66)
Donations of goods under gift aid	653	659
Lottery Prizes donated by Players	9	10
	<u>951</u>	<u>756</u>
Contribution generated by Charity Shops Ltd	<u><u>951</u></u>	<u><u>756</u></u>

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

5. CHARITABLE ACTIVITIES - 2025	Unrestricted funds £'000	Restricted funds £'000	Total 2025 £'000	Total 2024 £'000
NHS commissioning income	3,979	-	3,979	3,007
	<u>3,979</u>	<u>-</u>	<u>3,979</u>	<u>3,007</u>
Hospice UK Capital Expenditure Grant	-	235	235	-
Other funding	44	-	44	25
	<u>4,023</u>	<u>235</u>	<u>4,258</u>	<u>3,032</u>

CHARITABLE ACTIVITIES - 2024	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000
NHS commissioning income	3,007	-	3,007
Other funding	25	-	25
	<u>3,032</u>	<u>-</u>	<u>3,032</u>

6. NET (EXPENDITURE)/INCOME	Total 2025 £'000	Total 2024 £'000
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Net income is stated after charging:

Depreciation	251	250
Auditor's remuneration	26	27
Other fees payable to auditors	6	15
Operating lease rental	623	616
	<u>623</u>	<u>616</u>

**ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025**

7. EXPENDITURE – 2025										
	Basis of Allocation	Fundraising costs £'000	Fundraising event costs £'000	Shops & Lottery expenses £'000	Investment Management costs £'000	Inpatient services £'000	Out Patient services £'000	Community services £'000	General clinical support £'000	2025 Total £'000
Staff costs	Direct	406	73	1,351	-	1,250	281	1,812	438	5,611
Drugs and medical	Direct	-	-	-	-	116	-	-	-	116
Catering and housekeeping	Direct	-	-	-	-	302	-	-	-	302
Fundraising and community	Direct	748	82	-	-	-	-	-	-	830
Other direct costs	Direct	-	-	585	21	48	67	28	349	1,098
		1,154	155	1,936	21	1,716	348	1,840	787	7,957
Support costs										
Management	Staff time	40	40	106	-	20	20	20	20	266
Quality	Staff time	10	-	46	-	55	36	39	55	241
Finance	Staff time	40	40	121	-	48	24	40	89	402
HR	Headcount	21	12	145	-	98	15	33	71	395
Premises	Floor area	35	19	-	-	227	140	34	83	538
Communication	Headcount	12	7	85	-	57	9	19	42	231
Shops Lease	Amortisation	-	-	-	-	-	-	-	-	-
		158	118	503	-	505	244	185	360	2,073
Total expenditure	2025	1,312	273	2,439	21	2,221	592	2,025	1,147	10,030
Total expenditure	2024	1,380	279	2,567	20	2,098	671	1,771	1,111	9,897

• The lease rentals relating to two shops are allocated wholly to Shops and Lottery Expenses.

**ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025**

7. EXPENDITURE – 2024

	Basis of Allocation	Fundraising costs £'000	Fundraising event costs £'000	Shops & Lottery expenses £'000	Investment Management costs £'000	Inpatient services £'000	Out Patient services £'000	Community services £'000	General clinical support £'000	2024 Total £'000
Staff costs	Direct	443	65	1,418	-	1,102	315	1,556	339	5,238
Drugs and medical	Direct	-	-	-	-	106	-	-	-	106
Catering and housekeeping	Direct	-	-	-	-	227	-	-	-	227
Fundraising and community	Direct	777	107	-	-	-	-	-	-	884
Other direct costs	Direct	-	-	753	20	104	80	21	394	1,372
		1,220	172	2,171	20	1,539	395	1,577	733	7,827
Support costs										
Management	Staff time	29	29	77	-	14	14	14	14	191
Quality	Staff time	13	0	60	-	72	48	50	72	315
Finance	Staff time	38	38	111	-	45	24	38	80	374
HR	Headcount	25	12	148	-	102	14	35	74	410
Premises	Floor area	42	22	-	-	272	168	40	102	646
Gen overheads	Headcount	13	6	-	-	54	8	17	36	134
Shops Lease	Amortisation	-	-	-	-	-	-	-	-	-
		160	107	396	-	559	276	194	378	2,070
Total expenditure	2024	1,380	279	2,567	20	2,098	671	1,771	1,111	9,897
Total expenditure	2023	1,417	230	2,390	19	1,867	593	1,855	1,313	9,683

• The lease rentals relating to two shops are allocated wholly to Shops and Lottery Expenses.

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

8. STAFF COSTS AND NUMBERS	Total 2025 £'000	Total 2024 £'000
Salaries and wages	5,119	5,052
Social security costs	599	486
Pension costs	372	324
Total	6,090	5,862
Average number of employees (full time equivalents)		
Hospice	77	79
Shops	40	43
	117	122

There were on average 137 people employed (2024 – 143) full and part time. The employees were supported by 491 unpaid volunteers during the year (2024: 521).

Pension costs include an amount of £33,878 (2024 - £31,849) paid in respect of death in service cover for employees in the company.

Ex Gratia payment made during the year were £16,572 (2024 - £13,108)

The total remuneration for Key Management Personnel included in staff costs above is £614,983 (2024: £540,569).

The number of staff with remuneration in excess of £60,000 were as follows:

£	2025	2024
£60,000 - £70,000	3	1
£70,000 - £80,000	1	2
£80,000 - £90,000	2	3
£90,000 - £100,000	2	-
£100,000 - £110,000	1	1

9. TRUSTEES

None of the trustees received any remuneration or benefits in kind from the charitable company (2024: Nil). Trustees did not claim any expenses on behalf of the charity during the year (2024: Nil).

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

10. TANGIBLE FIXED ASSETS GROUP	Freehold properties £'000	Leasehold properties £'000	Fixtures & equipment £'000	Hospice UK Capital Grant £'000	Total £'000
Group					
Cost					
Opening balance	4,932	799	617	-	6,349
Additions	(12)	41	48	252	329
Disposals	-	(229)	(113)	-	(343)
Closing balance	4,920	612	552	252	6,335
Depreciation					
Opening balance	-	419	317	-	736
Charge for the year	-	126	101	25	251
Disposals	-	(216)	(113)	-	(330)
Closing balance	-	328	304	25	657
Net Book Value					
At 31 December 2025	4,920	283	248	227	5,678
At 31 December 2024	4,932	381	301	-	5,614

10. TANGIBLE FIXED ASSETS CHARITY	Freehold properties £'000	Leasehold properties £'000	Fixtures & equipment £'000	Hospice UK Capital Grant £'000	Total £'000
Charity					
Cost					
Opening balance	4,932	-	617	-	5,549
Additions	(12)	-	44	234	266
Disposals	-	-	(113)	-	(113)
Closing balance	4,920	-	548	234	5,703
Depreciation					
Opening balance	-	-	316	-	316
Charge for the year	-	-	101	22	123
Disposals	-	-	(113)	-	(113)
Closing balance	-	-	304	22	326
Net Book Value					
At 31 December 2025	4,920	-	244	212	5,376
At 31 December 2024	4,932	-	301	-	5,233

Freehold properties otherwise represents the acquisition and conversion costs of Kenton Grange between 1992 and 2002 shown at historic cost and the costs of building the Woodgrange Centre completed in 2015.

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

11. INVESTMENTS	Total 2025	Total 2024
Market value at 1 January 2025	4,182	4,011
Additions	280	946
Disposals	(313)	(872)
Realised and unrealised gains	308	202
Movement in investment cash	8	(105)
	<u>4,465</u>	<u>4,182</u>
Market value at 31 December 2025	<u><u>4,465</u></u>	<u><u>4,182</u></u>

The investments are held in a collective investment fund by Rathbones Investment Management Limited.
The historic value as at 31st December 2025 was £4,465,212 (2024 £4,182,286).

12. DEBTORS: amounts falling due with one year	Group 2025 £'000	2024 £'000	Charity 2025 £'000	2024 £'000
Trade debtors	261	179	225	179
Other debtors	312	141	71	40
Prepayments and accrued income	2,204	2,146	2,024	1,931
Amounts owed by subsidiary undertaking	-	-	1,140	902
	<u>2,777</u>	<u>2,466</u>	<u>3,460</u>	<u>3,052</u>
	<u><u>2,777</u></u>	<u><u>2,466</u></u>	<u><u>3,460</u></u>	<u><u>3,052</u></u>

13. CREDITORS: amounts falling due within one year	Group 2025 £'000	2024 £'000	Charity 2025 £'000	2024 £'000
Trade creditors	520	209	325	156
Taxation and social security	217	170	182	139
Accruals and deferred income	330	355	255	297
	<u>1,067</u>	<u>734</u>	<u>762</u>	<u>592</u>
	<u><u>1,067</u></u>	<u><u>734</u></u>	<u><u>762</u></u>	<u><u>592</u></u>

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

14. ANALYSIS OF NET ASSETS SETS BETWEEN FUNDS - GROUP – 2025	Unrestricted funds General £'000	Designated £'000	Endowment Funds £'000	Restricted Funds £'000	Total 2025 £'000
Tangible fixed assets	-	5,678	-	-	5,678
Investments	2,717	1,502	246	-	4,465
Net current assets	5,700	175	-	27	5,902
Long term liabilities	(19)	-	-	-	(19)
Net assets	8,398	7,355	246	27	16,026

ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP – 2024	Unrestricted funds General £'000	Designated £'000	Endowment Funds £'000	Restricted Funds £'000	Total 2024 £'000
Tangible fixed assets	-	5,613	-	-	5,613
Investments	2,531	1,411	240	-	4,182
Net current assets	2,737	300	-	26	3,063
Long term liabilities	(97)	-	-	-	(97)
Net assets	5,171	7,324	240	26	12,761

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CHARITY – 2025	Unrestricted funds General £'000	Designated £'000	Endowment Funds £'000	Restricted Funds £'000	Total 2025 £'000
Tangible fixed assets	-	5,376	-	-	5,376
Investments	2,717	1,502	246	-	4,465
Net current assets	5,701	477	-	27	6,204
Long term liabilities	(19)	-	-	-	(19)
Net assets	8,398	7,355	246	27	16,026

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS - CHARITY – 2024	Unrestricted funds General £'000	Designated £'000	Endowment Funds £'000	Restricted Funds £'000	Total 2024 £'000
Tangible fixed assets	-	5,233	-	-	5,233
Investments	2,531	1,411	240	-	4,182
Net current assets/ (liabilities)	2,737	680	-	26	3,443
Long term liabilities	(97)	-	-	-	(97)
Net assets	5,171	7,324	240	26	12,761

15. FUNDS – 2025	Opening Balance £'000	Income £'000	Expenditure £'000	Investment Gains/ Losses £'000	Transfer/ Pension Surplus £'000	Closing Balance £'000
Restricted funds						
Inpatient care funds	-	176	(176)	-	-	-
Outpatient care funds	-	25	(25)	-	-	-
Community care funds	20	125	(125)	-	-	20
General Clinical funds	-	182	(182)	-	-	-
Capital funds	6	235	-	-	(234)	7
Total restricted funds	26	743	(508)	-	(234)	27
Endowment funds						
Alice Wisbey Capital Fund	26	-	-	1	-	27
D D McPhail	214	-	-	5	-	219
Total endowment funds	240	-	-	6	-	246
Unrestricted funds						
Designated fixed asset fund	5,233	-	-	147	4	5,384
Designated shops assets fund	380	-	-	-	-	380
Designated risk management fund	1,411	-	-	66	(186)	1,291
Pension liability reserve	300	-	-	-	-	300
Total designated funds	7,324	-	-	213	(182)	7,355
Unrestricted funds						
General charitable funds	5,171	9,953	(7,062)	89	248	8,398
General non-charitable trading funds	-	2,291	(2,460)	-	169	-
Total general funds	5,171	12,244	(9,522)	89	417	8,398
Total unrestricted funds	12,495	12,244	(9,522)	302	234	15,753
Total funds	12,761	12,987	(10,030)	308	-	16,026

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

15. FUNDS – 2025						
	Opening Balance £'000	Income £'000	Expenditure £'000	Investment Gains/ £'000	Transfer/ £'000	Closing Balance £'000
Restricted funds						
Inpatient care funds	-	196	(196)	-	-	-
Outpatient care funds	-	63	(63)	-	-	-
Community care funds	-	112	(92)	-	-	20
General Clinical funds	-	5	(5)	-	-	-
Capital funds	-	-	-	-	(76)	-
Fundraising Programme	-	6	-	-	-	-
Total restricted funds	-	382	(356)	-	-	26
Endowment funds						
Alice Wisbey Capital Fund	25	-	-	1	-	26
D D McPhail	203	-	-	11	-	214
Total endowment funds	228	-	-	12	-	240
Unrestricted funds						
Designated fixed asset fund	5,294	-	-	-	(61)	5,233
Designated shops assets fund	512	-	-	-	(132)	380
Designated risk management fund	1,372	-	-	39	-	1,411
Pension liability reserve	300	-	-	-	-	300
Total designated funds	7,478	-	-	39	(193)	7,324
Unrestricted funds						
General charitable funds	5,173	6,872	(7,371)	151	346	5,171
General non-charitable trading funds	-	2,324	(2,171)	-	(153)	-
Total general funds	5,173	9,196	(9,542)	151	193	5,171
Total unrestricted funds	12,651	9,196	(9,542)	190	-	12,495
Total funds	12,879	9,578	(9,898)	202	-	12,761

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

15. FUNDS (continued)

A Pension Liability Reserve was set up in 2016 to reflect potential increases in the pension liability. When it was provided in full in 2017, the reserve was reduced. The balance in this fund will be used towards the cost of any future buy-out of the liability.

The late Mrs Alice Wisbey made a bequest to the Hospice with the instruction that the income therefrom should be applied for the comfort of the nursing staff. This is split between Income and Capital funds.

The restricted funds represent grants and donations received, from Trusts and individuals, where the use of the funds was restricted to a specific purpose by the donor. These funds have included contributions towards the cost of our Inpatient unit, Day care services, Community and Homecare services, to the provision of complementary therapies and a number of other items.

The D D McPhail Charitable Settlement originally gave £150,000 as an endowment fund. No instructions were given about income so this is applied for the general purposes of the charity. The difference between the original fund value and the current fund value arises through revaluation of the underlying investment.

The designated fixed asset fund represents the net book value of the Hospice's fixed assets. It has been set up to assist in identifying funds which are not free funds. Similarly, the designated shops asset fund has been set up to identify fixed assets of the shops company not covered by their working capital.

The designated risk management fund is intended to cover unexpected costs or income shortfalls, ensuring the long-term sustainability of the Hospice. The balance in this fund as at 31 December 2025 was £1,291k (2024 - £1,411k) most of which is managed by Rathbones, our investment manager.

The surplus arising out of the operating activities during the year resulted in the increase in unrestricted general charitable funds of £3.2m (2024 - decrease £700k).

The general funds represent the unrestricted funds of the group and are therefore "free reserves".

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

16. OPERATING LEASE COMMITMENTS	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Amounts due:				
Within 1 year	622	434	142	66
Within two to five years	1,148	1,191	260	158
After five years	435	666	-	10
	<u>2,205</u>	<u>2,291</u>	<u>402</u>	<u>234</u>
	<u><u>2,205</u></u>	<u><u>2,291</u></u>	<u><u>402</u></u>	<u><u>234</u></u>

17. CAPITAL COMMITMENTS

The group has committed to a cost of £235k of capital investment on the premises of Kenton Grange. Based on the prior year's feasibility report capital refurbishment will take place in the year 2026. (2024: £60k feasibility study on the premises of Kenton Grange which took place in 2025).

18. RELATED PARTY TRANSACTIONS

During the year, Trustees, Executive Team members and their close family members contributed a total of £409 through donations and purchases of lottery tickets during the year (2024: £533). There were no other transactions with related parties during the year (2024: none).

19. STATEMENT OF FINANCIAL ACTIVITIES IN THE PREVIOUS YEAR (2024)

	Unrestricted	Restricted	Endowment	Total
	funds	Funds	Funds	2024
	£'000	£'000	£'000	£'000
Income from:				
<i>Donations and legacies</i>				
• Donations	1,712	382	-	2,094
• Legacies	1,754	-	-	1,754
	<u>3,466</u>	<u>382</u>	<u>-</u>	<u>3,848</u>
<i>Charitable Activities</i>				
• NHS commissioning	3,007	-	-	3,007
• Other income	25	-	-	25
	<u>3,032</u>	<u>-</u>	<u>-</u>	<u>3,032</u>
<i>Other trading activities</i>				
• Fundraising events	236	-	-	236
• Gross income from shops and lottery	2,324	-	-	2,324
	<u>2,560</u>	<u>-</u>	<u>-</u>	<u>2,560</u>
<i>Investments</i>	137	-	-	137
Total income	<u><u>9,195</u></u>	<u><u>382</u></u>	<u><u>-</u></u>	<u><u>9,577</u></u>

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

19. STATEMENT OF FINANCIAL ACTIVITIES IN THE PREVIOUS YEAR (continued)	Unrestricted funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2024 £'000
Expenditure on:				
<i>Raising funds</i>				
- Fundraising costs	1,380	-	-	1,380
• Fundraising events costs	279	-	-	279
• Shops and lottery expenditure	2,567	-	-	2,567
• Investment management costs	20	-	-	20
	<u>4,246</u>	<u>-</u>	<u>-</u>	<u>4,246</u>
<i>Charitable activities</i>				
• Inpatient services	1,901	197	-	2,098
• Day care services	628	43	-	671
• Homecare services	1,660	111	-	1,771
• Overall clinical support	1,106	5	-	1,111
	<u>5,295</u>	<u>356</u>	<u>-</u>	<u>5,651</u>
Total expenditure	<u>9,541</u>	<u>356</u>	<u>-</u>	<u>9,897</u>
<i>Net Income before gains on investments</i>	(346)	26	-	(320)
Net (losses)/gains on investments	190	-	12	202
Pension revaluation gain	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Income	<u>(156)</u>	<u>26</u>	<u>12</u>	<u>(118)</u>

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

20. THE CAREER AVERAGE REVALUED EARNING SCHEME (THE PENSIONS TRUST)

Up until 1st May 2015, the group offered a multi-employer pension scheme providing a defined benefit (career average) pension for members.

The company participated in the scheme, a multi-employer scheme which provides benefits to some 36 non-associated employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2022. This valuation showed assets of £49.6m, liabilities of £57.1m and a deficit of £7.5m. To eliminate this funding shortfall, the Pension Trustee asked the participating employers to pay additional contributions to fund the scheme deficit of £1.67m. The recovery plan contributions are allocated to each participating employer in line with their estimated share of the scheme liabilities and increase by 3% per annum on 1st April each year. It was anticipated that the deficit would be cleared by 31st March 2027.

During 2025, St Luke's contributed £74,690 towards the deficit (2024 - £72,229).

Note that the previous valuation was carried out with an effective date of 30th September 2019. This valuation showed assets of £79m, liabilities of £93.9m and a deficit of £14.9m. To eliminate this funding shortfall, the Pension Trustee asked the participating employers to pay additional contributions to fund the scheme deficit. Annual deficit contributions by participating employers then total £1.53m pa due to the annual 3% increases, and the deficit to be cleared by 30th September 2027.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

PRESENT VALUES OF PROVISION	31 December 2025 (£000s)	31 December 2024 (£000s)
Present value of provision	94 =====	162 =====

ST. LUKE'S HOSPICE (HARROW & BRENT) LTD.
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2025

20. THE CAREER AVERAGE REVALUED EARNING SCHEME (PENSIONS TRUST) (continued)	2025 £'000	2024 £'000
RECONCILIATION OF OPENING AND CLOSING PROVISIONS		
Provision at start of period	162	226
Unwinding of the discount factor (interest expense)	6	9
Deficit contribution paid	(75)	(73)
Remeasurements - impact of any change in assumptions	1	-
	<u>94</u>	<u>162</u>
Provision at end of period	<u>94</u>	<u>162</u>
	2025 £'000	2024 £'000
Amounts due within one year	77	74
Amounts due after one year	19	97
	<u>96</u>	<u>171</u>

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes.

ASSUMPTIONS	31 December 2025 % per annum	31 December 2024 % per annum
Rate of discount	3.92	4.96

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

10. REFERENCE AND ADMINISTRATIVE INFORMATION

Company Number	02141770
Charity Number	298555
Registered Office	Kenton Grange, Kenton Road, Harrow, Middlesex HA3 0YG
Trustees	The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: Margaret Lustman (Chair of Trustees) Natalie Butler Sarah Gigg Christine Glenn (Chair of Remuneration Committee) Paul Hill (Chair of Finance & Performance Committee) Sarah Livingston (Chair of Clinical Governance Committee) Jatin Patel Claire Melia-Tompkins (Chair of People Committee) Chandia Radia Neel Radia Professor Stephen Spiro (Vice Chair) Elizabeth Jewitt-Cross (resigned 13/03/2025) Raj Thakrar Sarah Muir (appointed 01/05/2026) Tracy Routledge (appointed 18/09/2025, resigned 02/03/2026)
Key management personnel	
Interim Chief Executive Officer	Joanna Pearce (appointed 08/12/25)
Chief Executive Officer	Lindsey Bennister (resigned 21/11/25)
Director of Clinical Services	Claire Porter
Director of Operations	Fran Deane (resigned 31/03/26)
Director of Finance & Commercial	Stewart Sether (appointed 23/03/2026)
Director of Finance	Geethanjali Umaasuthan (resigned 11/10/25)
Director of People & Organisational Development	Lorna Campbell (resigned 19/03/25) Renee Bullock (appointed 1/10/25, resigned 15/04/26)
Director of Fundraising & Communications	Joanna Pearce (until 07/12/25)
Principal Bankers	Barclays Bank plc, Leicester LE87 2BB
Auditors	HaysMac LLP, 10 Queen Street Place, London EC4R 1AG
Investment Managers	Rathbone Investment Management 8 Finsbury Circus, London EC2M 7AZ
Solicitors	Curry Popeck, Devonshire House, 582 Honeypot Lane, Middlesex HA7 1JS BDB Pitmans LLP, One Bartholomew Close, London EC1A 7BL
Website	www.stlukes-hospice.org



St. Luke's Hospice (Harrow & Brent) Ltd

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Registered Charity Number: 298555 Company Number: 02141770.

