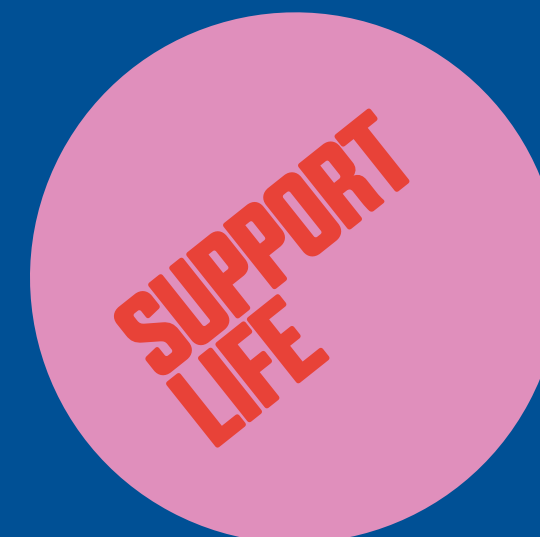


The Kirkwood

Annual Report  
2024—25

**THE  
KIRKWOOD  
SUPPORT  
LIFE<sup>®</sup>**



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# Trustees' Report

# Welcome & Foreword from the Chief Executive and Chair

If we had to sum up 2024–25 in one word, it would be: pivotal.

This year has tested The Kirkwood more than any in recent memory. Faced with growing financial pressure, rising demand, and a volatile external environment, we've had to make some of the toughest decisions in our history. But through it all, we've remained calm, clear-headed, and true to our purpose: to care for people affected by life-limiting illness, and to support those closest to them.

We didn't flinch. We didn't hide from the reality of our financial position. We faced it, we talked about it, and we acted—decisively but with compassion. The changes we made were significant, but necessary. They were made to secure the future of hospice care in Kirklees, and to ensure that the values that define The Kirkwood—dignity, integrity, and care—remain not just intact, but strengthened.

We're incredibly proud of how our people have responded. Our employees and volunteers have shown extraordinary resilience, professionalism, and empathy—even as the changes affected them directly. The atmosphere inside our charity, while understandably emotional at times, has been overwhelmingly constructive. That doesn't happen by accident. It's the result of the culture we've built over many years—and the shared belief in the importance of what we do.

Even in a year of change, our mission has continued to show up in powerful ways. Through our work in communities like Batley, Holmfirth, and Denby Dale. Through personalised care initiatives like Our Culture, Our Care. Through outreach to new communities and partnerships with local organisations. And through the continued growth of The Kirkwood Movement—supporters, volunteers, and champions who stand with us, year after year.

This year also marked the final chapter in our five-year strategic plan. A strategy that successfully helped us reach more people, grow our supporter base, and reshape how care is delivered—flexibly, digitally, and in the heart of local communities. While we've had to reduce some of that activity to ensure sustainability, we've kept hold of the learning. We've protected the progress we've made. And we've laid the foundations to build again.

We've also strengthened our voice in the wider system. Our role in the West Yorkshire Hospice Collaborative has secured vital new NHS investment. We've influenced local, regional, and national strategy — and helped lead a growing conversation about the future of hospice care.

What do we want people to take away from this report?

That The Kirkwood remains committed to the people of Kirklees. That we're still delivering care that changes lives. That we're leading responsibly, advocating bravely, and acting with integrity. And that we cannot do any of it without the continued support of our community.

To every patient, family, employee, volunteer, donor, partner, and policymaker who has stood with us this year: thank you.

We're proud of what we've come through. And we're optimistic about what comes next.

Michael

**Michael Crowther**  
Chief Executive

Lorraine

**Lorraine Chapman**  
Chair of Trustees

Objectives and Activities

The Trustees who are the directors of Kirkwood Hospice for the purpose of company law, present the trustees annual report (including strategic report) and the audited financial statements of the charity for the year ended 31 March 2025.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Kirkwood Hospice is a registered charity, number 512987 and a company limited by guarantee in England, number 01645888. The organisation was incorporated as a company limited by guarantee on 23 June 1982 and registered as a charity on 3 August 1982. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

It should be noted that during the reporting period 1 April 2024 and 31 March 2025, the charity reviewed its Articles of Association. The last review had been conducted in 2013 and the trustees felt that as part of effective governance a review was required. On the 8th August 2024 a special resolution was passed at a general meeting of the company. These revised Articles of Association were provided to Companies House and the Charity Commission and are therefore in the public domain.

Key changes to the Articles of Association passed were:

**Revised Membership** – Members are trustees only.

**Quorum** – three members are required not six for general meetings.

**Trustee Tenure** – added to the document. A trustee shall hold office for three years, at the end of which they shall be eligible for re-appointment for one or more further terms of 3 years each.

**Trustee Re-elections** – these will be managed through the Nominations Committee.

**Removal of AGM** – There is no statutory obligation for private companies to hold an AGM. An AGM will only need to be held if the company’s articles of association require it. Our new Articles do not require an AGM.

Objects

The objects for which Kirkwood Hospice (referred to as The Kirkwood in this report) is established are to promote the relief of sickness by such charitable means as are considered appropriate; the governing documents define those charitable means in furtherance of those aims. There have been no material changes to these objectives since the last Annual Report.

Mission statement

The Kirkwood provides specialist care, free of charge to adults in Kirklees with advanced progressive illnesses at any time from diagnosis to the end of life, respecting their individual needs and wishes. Care and support are also provided to their family members, friends and carers, both during the illness and after

Public benefit and eligibility criteria

death. Through education, training and partnership with others The Kirkwood improves care for everyone affected by a life limiting illness.

The Charity Commission’s general guidance on public benefit has been used for reference when compiling this report and in planning future developments and activities.

The eligibility for our services is described below; in addition, The Kirkwood has further developed eligibility criteria for accessing In-patient care at its facility in Huddersfield.

Common eligibility criteria were agreed in the year 2000 by all providers of specialist palliative care (SPC) working in Calderdale and Kirklees in order to ensure equity of access. These criteria reflect those adopted by other SPC services across Yorkshire.

The three elements of the eligibility criteria are:

- 1. That patients should have active, progressive and potentially life-threatening illness.
- 2. That patients should have unresolved, complex needs that cannot be met by their current caring team, or it is anticipated that the patient will develop such needs in the near future. These needs may be psychological, social, spiritual, or physical.
- 3. Patients must have been recently assessed by a member of a Specialist Palliative Care team.

The trustees can confirm they have referred to the guidance contained in the Charity Commissions general guidance on public benefit when reviewing the Charity’s aim and objectives and in planning future activities.

Services provided

The Kirkwood helps local people, with an illness that cannot be cured, to live well and die with dignity and where possible in a place of their choice. We provide services, free of charge, to people in Kirklees affected by life limiting illnesses that focus on their quality of life. We provide care for people affected by any life limiting illness, such as cancer, neurological conditions, advanced heart and lung diseases and dementia. We also provide services to patients’ families, carers and anyone that is important to them.

Most patients use a combination of services as their illness progresses and draw on the specialist skills of The Kirkwood’s multi-professional team, who work in collaboration with colleagues in all care settings to provide continuity of care. The Kirkwood also provide programmes of education to other professionals who are caring for people with life limiting illnesses. In this way we seek to improve the quality of care experienced by all people who have palliative care needs.

Our services are continuously monitored, evaluated and reviewed to meet the changing needs of patients and their families. All our services are delivered taking into account all current national guidance and quality statements and standards.

The Kirkwood is regulated by the Care Quality Commission ‘CQC’. The CQC suspended their routine inspection programme in March 2020 in response to

Covid-19 and do not intend to resume it for the immediate future. They continued to use a mix of onsite and off-site monitoring to ensure the public have assurance as to the safety and quality of the care they receive. At the time of writing this report the CQC have not found evidence that we need to carry out an inspection or reassess our The Kirkwood’s rating.

An inspection was carried out in September 2016 and the rating awarded was ‘Good’ overall with an ‘Outstanding’ rating for Care. More information is available on the CQC website (<http://www.cqc.org.uk/location/1-115011048>).

Overview of impact for beneficiaries

The Kirkwood exists to support anyone affected by a life-limiting illness—every step of the way. From the moment of diagnosis through to end of life and bereavement, we help people live well, stay in control, and focus on what matters most to them.

This Year at a Glance

|        |                                                                       |
|--------|-----------------------------------------------------------------------|
| 2,702  | individuals supported                                                 |
| 10,459 | Advice Line calls handled                                             |
| 2,037  | patients accessed care (+4%)                                          |
| 1,064  | people supported at end of life (87% avoided hospital death)          |
| 338    | service user surveys completed (97% rated care excellent/outstanding) |
| 709    | individuals supported by counselling                                  |
| 31,827 | local people contributed to The Movement (+1.5%)                      |

Building a Movement for Better Care

The final year of our 5-Year-Strategy (2021–25)

|                                                        |        |
|--------------------------------------------------------|--------|
| The size of The Kirkwood Movement                      | ↑ +42% |
| Increased to 31,827 people from 22,500                 |        |
| The Numbers of people cared for at the end of life     | ↑ +55% |
| Increased to 1,064 from 686                            |        |
| The total number of patients supported by The Kirkwood | ↑ +36% |
| Increased to 2,037 from 1,505                          |        |
| The Kirkwood’s spend on its charitable purpose         | ↑ +38% |
| Increased to £7.3m from £5.3m                          |        |
| The Kirkwood’s income generation contribution          | ↓ -3%  |
| Decrease to £1.7m from £1.75m                          |        |
| NHS funding contribution to The Kirkwood services      | ↑ +99% |
| Increased to £2.84m from £1.43m                        |        |

Responding to a New Reality

This year marked the conclusion of our 2020–25 strategic plan—an ambitious five-year programme that redefined the way we deliver hospice care in Kirklees. The strategy set out to achieve something bold: to reach more people with high-quality, personalised care, by growing a community of people who support and champion what we do.

We refreshed our brand. We made our services more flexible and accessible. We introduced digital tools and launched Connect with The Kirkwood to improve advice and early intervention. We expanded our work in communities, forged new partnerships, and inspired thousands to join The Movement.

And we succeeded.

Over five years, we dramatically increased the number of people we support from 1,505 to 2,037. We welcomed more volunteers, donors, and local champions; our Movement has increased from 22,500 to 31,827. We shaped a more inclusive, community-based model of care – one that reflected the lives and preferences of the people we serve.

But in the final phase of the strategy, we were met with a new challenge: the economic environment in the aftermath of the pandemic resulted in rapidly escalating costs that has meant our income could no longer keep pace with the cost of delivering our new model of care and the increased reach.

Rather than compromising on quality or allowing the situation to drift further, we acted. In 2024–25, we initiated a carefully planned programme of organisational change, reducing costs while protecting our core purpose. This meant reshaping



some services, streamlining teams, and taking difficult but necessary steps to safeguard The Kirkwood's future.

We believe this was the right course of action. The strategy worked. It helped us reach further than ever before. But to ensure that our care remains sustainable—and that we retain the capacity to rebuild – we had to act decisively.

We've now completed the five-year strategy with integrity and accountability. And we're carrying its learning, energy, and ambition into the next phase of The Kirkwood's journey.

## Our Year in Review: Progress, Learning and Impact

This has been a year of difficult decisions, but also of determined progress and meaningful impact. Despite the need to scale back certain areas of our work, The Kirkwood has continued to deliver excellent care, extend its reach, and uphold the values at the heart of our mission.

## Quality of Care and Patient Experience

Our clinical teams have continued to deliver compassionate, high-quality care—across our In-Patient Unit, in people's homes, and out in the community. A total of **2,037 patients** accessed care and support through one or more of our services this year, representing a **4% increase** from 2023–24. We also supported **1,064 people** at the very end of life, helping them to die well, where and how they wanted. **87% of those supported died outside of hospital.**

Our Specialist Advice Line handled **10,459 calls** – providing timely guidance and reassurance for patients, families, and professionals. It remains a critical first point of contact for many people navigating uncertainty and difficult decisions.

We also began the rollout of a new feedback process through the **Picker Institute**. In total, **338 people** completed service experience surveys during the year. Of those, **97% rated our care as 'excellent' or 'outstanding'**. This marks an important step in embedding continuous feedback and co-design into all our services.

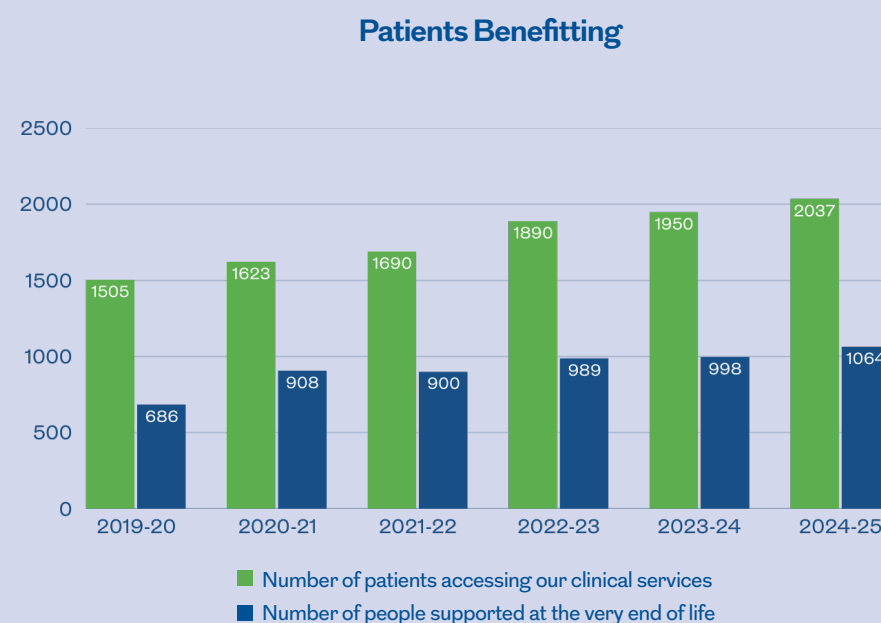
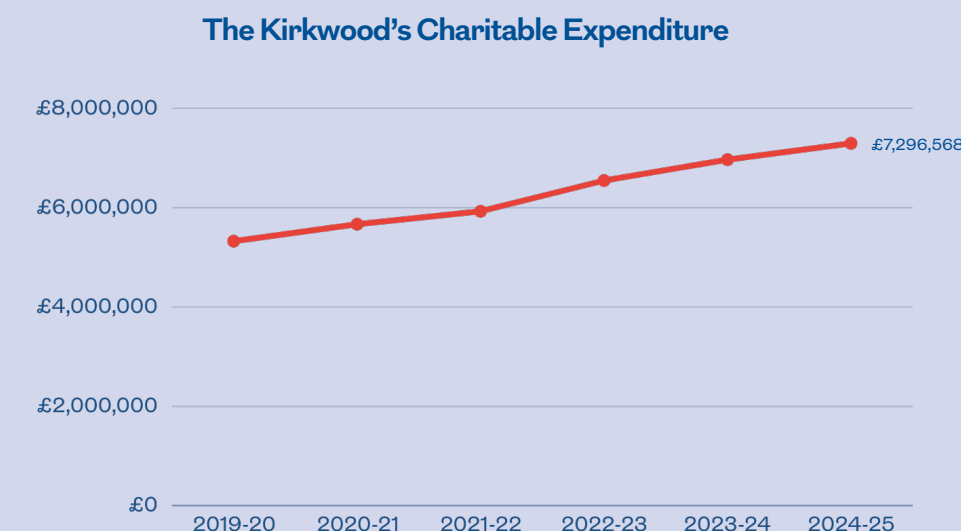


Fig 1. - Patients benefiting from The Kirkwood's services.

## Support for Families and Carers

We've maintained and grown our emotional and psychological support for families and carers—recognising their vital role in the care journey. Our Counselling Team supported 709 individuals, a 2.6% increase on the previous year. These services help people prepare for, cope with, and adapt to loss—and are a key part of our holistic model of care.

We're also proud of how we've continued to honour the memory of those who have died. This year, 31,827 individuals contributed to The Kirkwood's work—through donations, volunteering, or personal tribute. That's 1.5% more than the previous year and speaks to the depth of connection our community feels to our cause.



## A Deliberate, Values-Led Response

During 2024–25, it became clear that our income was no longer sufficient to sustain the scale of services and activity we had developed over the previous five years. Despite securing increases in NHS funding, rising costs, especially for wages, utilities, and clinical supplies, placed growing pressure on the contribution from voluntary income. Together, these factors pushed us to a point where continuing as we were was no longer financially viable.

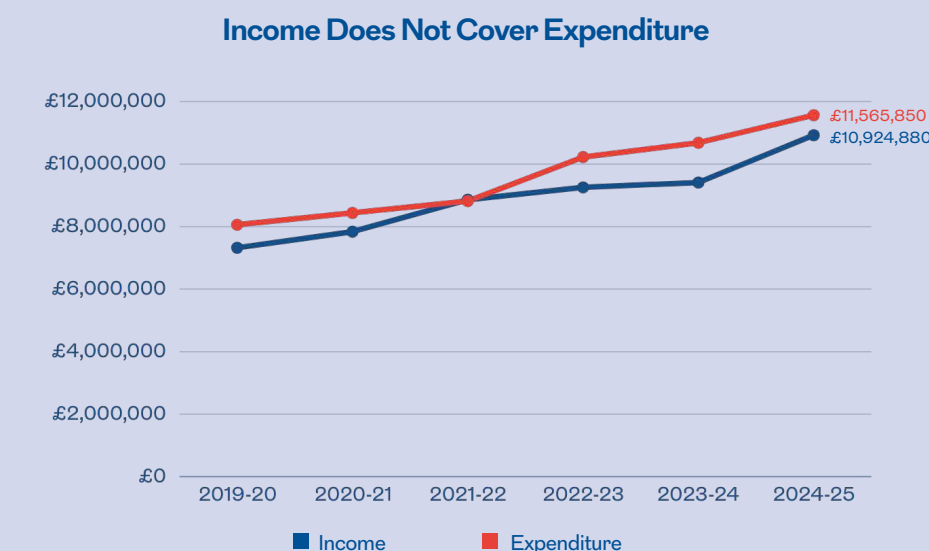


Fig 2. - Income not keeping pace with expenditure

While The Kirkwood had continued to increase the income generated through fundraising and trading activities, the rising costs over recent years meant the contribution was lower than it had been before the pandemic.

## Contribution from The Kirkwood Income Generation Activities



### The Kirkwood's Income Generation contribution

We chose not to wait for things to deteriorate further. We acted—openly, responsibly, and in line with our values.

Following extensive modelling, consultation, and governance oversight, we began the implementation a programme of organisational change. This included:

Reshaping our service model to focus on core, sustainable provision.

Reducing overall expenditure, including the closure or reconfiguration of some services.

Implementing a new corporate and leadership structure, aligned to future priorities and financial resilience.

We were transparent about the reasons. We engaged early with employees, volunteers, stakeholders, and supporters. We provided clear information, offered support through change, and focused on protecting what matters most—the quality of care and the sustainability of The Kirkwood.

### Maintaining Confidence, Staying Connected

Despite the scale of change, confidence in The Kirkwood has remained high. Supporters, partners, and the public have continued to stand with us—many expressing a deeper appreciation for the complexities we face and the clarity with which we have responded.

We believe this reflects not just the goodwill we've built, but the honesty and integrity of our communication. We've been clear: we are changing not because we've failed, but because we are choosing to lead.

The changes have been difficult, but they have also laid essential groundwork. We are now in a stronger position – leaner, more focused, and ready to build again, from a place of stability.

### Our Influence: Championing Better Care

In 2024–25, The Kirkwood stepped further into its leadership role – locally, regionally, and nationally. We have continued to influence policy, funding, and service design, not just for our own organisation but for the hospice sector across West Yorkshire and more broadly

## Securing NHS Investment

A major milestone this year was the agreement of new, recurrent NHS investment in hospice services across West Yorkshire. This success followed years of persistent advocacy, led in collaboration with our colleagues in the West Yorkshire Hospice Collaborative. Together, we made the case for fairer, more stable funding—and we were heard.

This additional investment marks a shift in recognition of the essential role that hospices play in delivering community-based care and reducing pressure on hospitals. It reflects our commitment to partnership and our belief that quality end-of-life care should be a core part of the health and care system.

This has built upon The Kirkwood's success in securing increased NHS funding since 2019-20. As a result of our strong partnerships and demonstrating our impact on the wider health and care system, we've nearly doubled our NHS funding over this period. However, the amount of funding we receive per patient remains below the average across both West Yorkshire and England.

## Increasing Statutory Funding

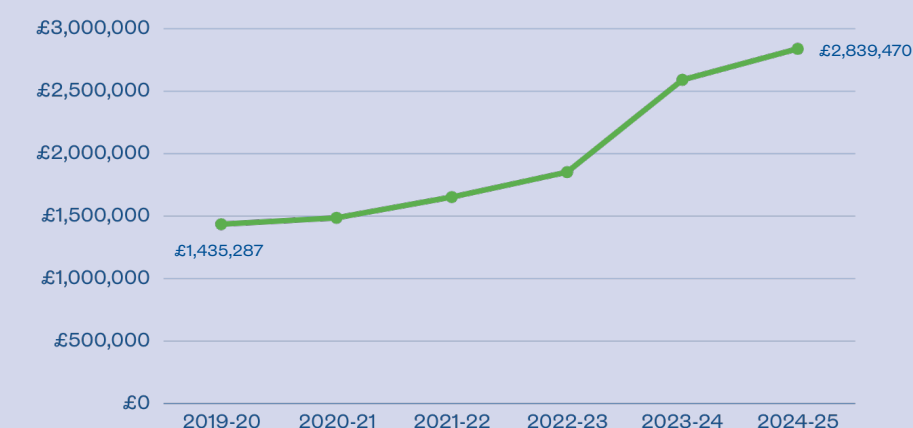


Fig 3. NHS Contribution to The Kirkwood's charitable services

## Raising Our Voice

We've continued to engage directly with local MPs, council leaders, and our health and care partners—bringing the voice of patients, families, and hospices into important discussions on system priorities, place-based planning, and long-term strategy.

We've also contributed to national policy conversations, including the ongoing debate about Voluntary Assisted Dying. While we recognise this is a complex and sensitive issue, we are committed to ensuring that hospice perspectives are included in shaping future law and policy.

## Influencing through Action

Our influence is not only through words, but through the way we work. Initiatives like our Place Based Model that we piloted in Batley, which tested new approaches to increasing access in under-served communities, are now being looked at as examples of good practice. Similarly, our work to embed Equity, Diversity and Inclusion principles into retail and community engagement is helping to shift perceptions of The Kirkwood's care and who it is for.

We will continue to lead by example, using our learning, data, and partnerships to advocate for better care for all.



Strategic Priorities  
for 2025–26

The year ahead will be a critical period of consolidation, renewal, and forward planning.

We begin this next chapter with clarity about our core purpose, a stronger financial footing, and the momentum of what has already been achieved. But we are also aware of the work ahead.

Strategic Planning  
Refresh

In 2025–26, we will lead the development of our new five-year strategic plan (2026–2031). This will be a wide-ranging, inclusive process – including engagement with employees, volunteers, trustees, partners, and our wider community.

It will build on what has worked, confront what has changed, and ask bold questions about the role we want The Kirkwood to play in the years ahead. This is not simply about replacing the last strategy but about creating something that reflects a new reality and an even deeper ambition.

Embedding  
Change, Rebuilding  
with Purpose

We will continue to embed the changes we began to implement in 2024–25 – ensuring new structures, teams, and ways of working are fully embedded and delivering impact.

This includes:

Refining our service offer with a focus on reach, quality, and equity.

Strengthening our clinical leadership and accountability framework.

Improving the use of insight and feedback in shaping services.

Rebalancing our income generation approach to strengthen long-term sustainability.

Investing in  
Infrastructure and  
Facilities

We are grateful to have secured significant capital investment from HM Government in support of hospice care. In the year ahead, we will ensure that the maximum funding available is accessed by The Kirkwood and is used wisely, to improve our buildings, estates and technical infrastructure, modernise our facilities, and create environments that are better suited to the needs and expectations of patients, families, volunteers, and employees.

This is an opportunity not just to maintain The Kirkwood, but to futureproof it—enhancing accessibility, energy efficiency, and the overall experience of those who come through our doors or interact with us across Kirklees and beyond.

Growing Income Under  
New Leadership

A refreshed approach to income generation is also a key focus for 2025–26. With new leadership in place, we are re-energising our fundraising, retail and commercial strategies, balancing ambition with pragmatism, and building on the deep trust that already exists in our community.

Our priorities include:

Strengthening supporter relationships through improved insight and stewardship.

Shaping the Future  
of Hospice Care

Exploring new income streams and partnerships that align with our values.

Growing our retail footprint and testing new concepts, including inclusive and experiential retail.

Enhancing digital fundraising capacity to reach new audiences.

Developing a more resilient mix of fundraising, trading, and philanthropic income.

We will continue to ensure that every pound raised is used to make the greatest possible difference to local people—and that our income model is fit for the future.

As part of our local, regional and national engagement, we will play an active role in shaping what hospice care should look like in the future—particularly as integrated neighbourhood models and digital transformation continue to evolve across the NHS as signalled by the government’s publication of the 10 Year Health Plan for England.

The Kirkwood remains committed to developing and being part of the solution: working with system leaders in Kirklees, academic partners, and other charities to develop models of care that are person-centred, inclusive, and financially sustainable.

Review of Financial  
Activities

The Consolidated Statement of Financial Activities for the accounting period is detailed on page 35 of the financial statements. A summary of the financial results and the work of The Kirkwood is set out below.

Summary of financial performance

Income for the accounting period increased from £9,411,103 for the year to 31 March 2024 to £10,904,028 for the year to 31 March 2025.

Expenditure for the accounting period increased from £10,682,549 for the year to 31 March 2024 to £11,550,894 for the year to 31 March 2025.

The operating deficit for the accounting period before considering gains and losses on investments amounted to £646,866 compared to last year’s deficit of £1,271,446.

The Kirkwood has faced another challenging year due to continuing to be impacted by the cost-of-living crisis. This has meant that the charity has ended the year with an operating deficit position of £646,866. It should be noted that the charity had planned an operating deficit budget for the year of £457,003 therefore the outturn position was adverse by £189,863.

Within the operating deficit figure of £646,866 were some significant one-off items, including a generous Hospice UK grant of £159,000 and an unexpected uplift in legacy gifts totalling £591,000. We also faced some exceptional costs, including £223,000 in redundancy payments, as part of necessary changes to help us shape a more sustainable future. While the year brought financial challenges, these figures reflect both the generosity of our supporters and the difficult decisions we’ve made to protect the care we provide.

After considering the gains on realised investments of £736,718 and the movement in year of unrealised investment of a loss of £593,924 the total deficit is £504,072. This is in comparison to last year’s deficit of £923,805 which included a gain on investments of £347,641. Further details are on page 43.

Income generation

Total income exceeded budget expectations by £257,635, primarily due to higher-than-anticipated income from legacies and statutory funding from the Integrated Care Board (ICB). In the final quarter of the year, the government pledged £100 million in national funding to support hospices across the UK, distributed through Hospice UK. This funding is being provided as a capital grant to help hospices invest in vital infrastructure and improvements.

The grant is being released in two phases:

£25 million in 2024–25, from which The Kirkwood was allocated £159,000

£75 million in 2025–26, of which The Kirkwood has been allocated £481,000

We can confirm that we received and fully claimed the initial £159,000. This funding is already making a difference, helping us enhance the spaces and services that matter most to the people we care for.

Donations and gifts continue to form a substantial portion of our income, and we deeply appreciate the support of individual and corporate donors, charitable trusts, and all our supporters. We are especially grateful to those who chose to remember The Kirkwood in their wills, leaving a legacy to the charity. During the year, legacy contributions amounted to £1,574,090.

Resources expended

Total expenditure for the year was £11,550,894, above our planned budget of £11,124,248. This 4% variance (£441,602) was primarily due to essential redundancy payments, made as part of our commitment to ensuring long-term financial sustainability. We also saw increased costs in key areas such as nursing, medical, and catering supplies, reflecting the broader rise in prices across the sector.

In addition, we invested more than anticipated in fundraising—particularly to revitalise our much-loved Midnight Memory Walk and expand our online retail presence. These efforts are part of our strategy to grow income and secure the future of our care for those who need us most.

In 2023/24, we commenced the work to reassess our operating models to confirm the resources required to fulfil The Kirkwood’s charitable mission. Our goal was to reduce the operating deficit for 2024/25 in comparison to the previous two financial years and align with our Finance Strategy’s primary objective of achieving surplus budgets in the future. The table on the next page demonstrates that this reduction in operating deficit was achieved.

|                           | 2022–23    | 2023–24    | 2024–25    |
|---------------------------|------------|------------|------------|
| Income                    | 9,255,475  | 9,411,103  | 10,904,028 |
| Expenditure               | 10,224,410 | 10,682,549 | 11,550,894 |
| Operating Surplus/Deficit | -968,935   | -1,271,446 | -646,866   |

Looking ahead to 2025/26 and beyond, we have reconfirmed our operating models, following some important changes to our services and reductions to our financial footprint made towards the end of 2024/25. At the heart of these changes is a clear commitment: we will never compromise on the quality of care and support we provide. Our operational approach is built around this promise—ensuring that everyone we support continues to receive the very best from us.

The costs for various services are detailed in Note 6 of the accounts

Reserves

The Executive Management Team monitors the level of reserves held monthly when reviewing the management accounts. This information is subsequently reported into Finance and Resources Committee on a quarterly basis. Forecasts of income and expenditure are made annually, the aim being to balance expenditure and income, the object being to ensure our services are sustainable into the future.

The Finance and Resources Committee reviews the reserves policy each year. In conducting the review, they take into consideration best practice and the guidance issued by the Charity Commission (CC19 Charities and Reserves). The review is reported to the Council of Management at its next meeting and recorded in the minutes.

The charity determines its reserve requirements through a risk assessment of income and expenditure, rather than setting a minimum reserve level based on months of expenditure. This calculation considers legal and statutory obligations, as well as the aims and objectives outlined in The Kirkwood’s Finance Strategy. The reserves calculation consists of four components:

**Risk** – This element addresses the impact of identified risks in income and expenditure assessments. It involves identifying, quantifying and assigning probabilities to potential performance declines in both short-term (budget) and long-term financial plans (Long Range Forecast).

**Contingency** – This covers the impact of unquantifiable risks and unforeseen or unlikely events. These are events that cannot be predicted or assessed as likely but would have a significant impact if they occurred.

**Service Development** – This accounts for known future commitments to service development.

**Capital** – This covers liquidity, statutory payments and commitments. The liquidity calculation includes statutory costs the charity would incur in the event of closure. The Kirkwood considers its moral obligation to complete all ongoing services, which applies to patients and service users already known to the charity.

The Charity’s reserves have been built up over the years when income exceeded expenditure. The reserves are made up of fixed assets and general funds, these general funds are invested and are available to bridge years when income does not cover costs, or to fund service developments and short-term service needs.

The total funds held by the charity as of 31 March 2025 were £9,262,839, (2023/24: £9,766,911) and included restricted funds of £71,601 and Endowment Funds of £6,593. After deducting restricted funds and endowment funds and funds held as functional assets (£4,016,518), the charity had free reserves of £5,168,125 (2023/24: £5,532,125). Free reserves are held to provide The Kirkwood with a contingency to endure unexpected events that significantly impact its financial position, at the end of the accounting period, they represented five months future expenditure.

|                                               | Actual<br>2023-24 | Actual<br>2024-25 |
|-----------------------------------------------|-------------------|-------------------|
| Balance Sheet/Total Reserves                  | 9,766,911         | 9,262,839         |
| Less Restricted                               | -61,090           | -71,603           |
| Less Endowment                                | -7,242            | -6,593            |
| <b>Total Reserves less restricted and E't</b> | <b>9,698,579</b>  | <b>9,184,643</b>  |
| Less Invested in Tangible Assets              | -4,166,454        | -4,016,518        |
| <b>Free Reserves</b>                          | <b>5,532,125</b>  | <b>5,168,125</b>  |

The statement of funds can be viewed at Note 23 page 74 and 77 of this document.

Structure, governance and management

The governing body of The Kirkwood is the Council of Management whose members are elected by the Company’s Members. As of 31 March 2025, the Council of Management comprised twelve Trustee members who meet four times per annum. There are committees dealing with Clinical Governance, Finance and Resources, Income Generation and Marketing, Nominations, Risk & Audit, Remuneration, Equity, Diversity and Inclusion (EDI) and other specific referrals from Council of Management. Day to day operational delivery and management is delegated to the Chief Executive. The salary of the Chief Executive is determined by the Trustees with advice from the Remuneration Committee on the Chief Executive appointment and by periodic reviews conducted by the Chair of Trustees. The salaries of the other members of the Executive Management Team are determined by the Chief Executive.

The Trustees are dedicated volunteers who bring a diverse range of skills, experiences and background. Individuals can join the board either by expressing their interest in serving as trustees or through The Kirkwood’s open trustee recruitment process. This process begins when a skills gap is identified, specifying the knowledge and skills the charity needs. After a successful interview and satisfactory due diligence checks, new trustees are appointed at the next scheduled Council of Management meeting.

Each new Trustee undergoes a formal induction programme to become familiar with all aspects of The Kirkwood’s governance, strategy and operations. Additionally, Trustees must complete relevant mandatory training and participate in formal annual review meetings with the Chair of Trustees. Trustees do not receive any benefits from the charity and are required to complete an annual declaration of interests.

Trustees serve a three-year term from their appointment, after which they are eligible for re-appointment for one or more additional three-year terms. The maximum term of office is nine years (or twelve years if a trustee is appointed Chair of Trustees). In exceptional circumstances, terms of office can be extended. Trustee tenure is monitored by the Nominations Committee, which makes re-appointment recommendations (including extensions to terms of office), to the Council of Management.

Kirkwood Hospice Enterprises is a registered company limited by guarantee in England, number 07368034. This is a trading subsidiary of the charity and was incorporated as a company limited by guarantee on 7th September 2010. The company was established under a Memorandum and Articles of Association. The principal activity of the company is to generate income for the parent company Kirkwood Hospice from trading activities for commercial and income generating purposes.

The trading subsidiary is a separate legal entity from the charity and therefore needs its own board of directors. This is because it has a different purpose from the charity (to carry out for profit trading), therefore it requires individuals with different skills and backgrounds from the charity trustees. The trading company operates at ‘arm’s length’ from the charity but a small overlap between the two boards is required to ensure that opportunities and risks are managed from a governance perspective.

Kirkwood Hospice Enterprises board is made up of the following:

2 Trustees of the charity (one being the Chair of the Finance and Resources Committee, the other the Chair of the Income Generation and Marketing Committee)

2 Employees of the charity (Director of Income Generation & Marketing and the Director of Finances and Resources)

Independent Individuals (minimum of 2)

The Chief Executive and the Chair of Trustees are permitted to occasionally attend trading company board meetings, but this is for observation only – they cannot be part of the decision making and do not have any voting rights at these meetings.

As a separate legal entity, the trading company is required to have separate board meetings, which are separately minuted. Systems must be established to ensure that the charity monitors the performance of the trading subsidiary. Therefore, copies of the minutes of the trading company board meetings and management accounts are made available and considered at the board meetings of the charity. A director of the trading subsidiary who is a charity trustee or employee has responsibility for reporting on the activities of the trading company at each board meeting.



Trustee  
Responsibilities

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who have served during the year were as follows:

|                      |                    |
|----------------------|--------------------|
| Mrs C Black          |                    |
| Miss L A Chapman     |                    |
| Prof J Davies        |                    |
| Mr E Johnson         |                    |
| Mrs P McSorley       |                    |
| Prof P W Roberts OBE |                    |
| Mr P R Sands         |                    |
| Mr P L Scovell       |                    |
| Dr I R Wilson        |                    |
| Mrs C Green          |                    |
| Mrs S Burchell       |                    |
| Mr Mohammed Zabed    | Appointed 31/10/24 |

The charity holds an indemnity insurance policy on behalf of its trustees, details of the cost is included in note 11 to the financial statements.

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

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 2015 (FRS 102)
  - 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 charitable company will continue in operation.

Equity, diversity  
and Inclusion

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

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

Becoming more diverse is completely aligned with why The Kirkwood exists, that is ‘to support anyone with any life limiting illness every step of the way’. The Kirkwood’s services are available to people based on need and not individual identity. Our ethos is to meet individual needs, through personalised care and the promotion of dignity for all our patients and those important to them. We cannot achieve this unless we connect with people on a human level to understand what matters to them most.

The people we exist to serve are individuals with their own unique identities. We must develop our services to meet their needs in ways that are more accessible so that people feel they belong within our movement. The time is right to address inequalities in the care that we provide and communities are more keen now to engage than ever before.

In terms of employment, The Kirkwood is committed to ensuring equity of opportunity for its employees. The Kirkwood believes that selection and promotion should be based solely on ability to meet the requirements of the post. The aim is to provide equal access to jobs and training, and to ensure that all employees enjoy fully the benefits of working for the charity. In particular, The Kirkwood does not discriminate on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sex, religion or belief.

Planning consultation  
and communication

The Executive Management Team comprises the Chief Executive, the Director of Finance and Resources, the Director of Clinical Services, the Medical Director, the Director of Fundraising and Marketing and the Associate Director of Retail. The Executive Team meet weekly and work within overall strategic objectives and policy guidelines determined by the Trustees. The Chair of Trustees meets regularly with the Chief Executive and the Executive Management Team attend Council and Committee meetings.

All management initiatives involve employees and volunteers in forward planning and there are regular meetings involving The Kirkwood Management Group, Professional Leads and all clinical and non-clinical teams. Employee views are sought when operational developments and changes to terms and conditions of employment are contemplated. Employees contribute to and regularly receive internal communications and other memoranda to inform them of developments and changes.

Fundraising  
Standards

The Kirkwood works hard to meet the requirements of the Fundraising Regulator (of which it is a paid-up member), and to follow these standards when planning or undertaking fundraising initiatives. This includes supporting donors who are

planning or undertaking their own fundraising initiatives to ensure that these are conducted ethically, and within the law. In addition, donations received are processed following the charity’s comprehensive Internal Financial Control Procedures in line with Charity Commission guidance.

All income generation activities are undertaken within charity law, Charity Commission guidelines, the Fundraising Regulator’s Codes of Practice, HMRC rules, The Gambling Act, local licensing laws, Advertising Standards Authority rules and Data Protection legislation (this list is not exhaustive). The Kirkwood never sells donor data to a third party, or engages in data swapping, and a statement to this effect is included in our fundraising literature.

However, The Kirkwood sees compliance with legislation and codes of practice as a minimum standard, not an aspiration, and we strive to ensure our supporter care is of the same high standard as the care we offer our beneficiaries. We hope our supporters enjoy and value their interactions with the charity, look forward to receiving information from us, and know we view them as partners in the care we can offer. We work towards these goals throughout all of our income generating activity.

The Kirkwood ensures our colleagues and volunteers are fully briefed about the protection of vulnerable people. We brief staff and volunteers about best practice before they undertake any fundraising, making them aware of the need to identify, respect, support and protect vulnerable people. We have safeguarding policies in place and all of our fundraising staff have undertaken safeguarding adults and children training.

Colleagues employed by The Kirkwood carry out most of our fundraising activities. For some activities, we work with other organisations or individuals to assist with our fundraising. For example, we work with lottery canvasses for lottery sign ups. All arrangements are governed by written agreements that cover the responsibilities of both parties and ensure that anyone working on our behalf adheres to our strict ethical standards, and we take all recent steps to protect vulnerable people.

When seeking to raise money from the public, we only send marketing material to those who have previously said they are happy to be contacted by us (and individuals are free to change their minds at any time). We take great care to ensure that our level of communication with our supporters is proportional and appropriate.

There was a low number of complaints received with regards to our fundraising activities. During this accounting period there was 1 complaint in relation to income generation activities. Employees and volunteers are empowered to deal positively and respectfully with any complaint. The charity has an effective, open and accessible Complaints Policy. We have systems and procedures which promote learning within the organisation and aim to maintain the excellent reputation of the charity. All complaints are audited on a quarterly basis.

The charity does not condone and never employs aggressive fundraising tactics. All contact with donors is always conducted in a caring and professional manner, in line with The Kirkwood’s values.

Support groups are branches who undertake their own fundraising initiatives in support of The Kirkwood. They have their own committees, whose accounts are incorporated into The Kirkwood’s annual accounts.

Risk  
Management

The Trustees and Executive Management Team have assessed and regularly review the major risks to which The Kirkwood is exposed, particularly those related to finances, operation and provision of The Kirkwood services. In addition, the Risk and Audit Committee has oversight of the risk management framework and meets on a quarterly basis.

The Executive Management Team has compiled a risk register, which is reviewed every month. The Trustees and Executive Management Team are satisfied that the systems are in place to mitigate exposure to these risks.

The following table details the risks that were reported in the last annual report and how the risk rating has changed within the accounting period 2024/25.

| Key Risk at the end of accounting period 2023–24                  | Change in risk rating during 2024–25                                                  | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Failure to achieve required Fundraising / non-statutory income |    | <p>The risk associated with our ability to raise sufficient non-statutory income remained high throughout 2024–25. Although income from fundraising and trading activities did increase compared to the previous year, it did not keep pace with the escalating costs of delivering services at the scale we had achieved under our five-year strategy.</p> <p>During this year, we observed continued pressure on individual giving and participation events, alongside shifts in supporter behaviour – more people engaged through digital channels and community-led fundraising, but average gift values remained modest. While areas such as online retail and in-memory giving remained comparatively strong, overall voluntary income levels contributed to the financial imbalance that prompted our organisational change programme.</p> <p>Efforts to maintain supporter confidence were prioritised, particularly through transparent communication during a difficult period of internal change. This helped to sustain engagement and mitigate reputational impact, but it did not materially reduce the financial risk. As a result, this risk remained a major factor influencing our decision to reshape services and reduce expenditure in-year.</p> |
| 2. Cost inflation consistently outstrips income growth            |  | <p>This risk materialised significantly during 2024–25. Inflationary pressures—particularly on wages, utilities, and clinical supplies—intensified and continued to outpace income growth. Despite success in securing additional NHS funding and growing income from fundraising and retail, the overall financial model remained unbalanced.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| Key Risk at the end of accounting period 2023–24                                                    | Change in risk rating during 2024–25 | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. Cost inflation consistently outstrips income growth (continued)                                  |                                      | <p>The impact of this risk was central to the decision to initiate organisational change. Cost modelling confirmed that without intervention, The Kirkwood’s reserves would come under increasing strain. In response, we implemented a financial recovery programme that included service redesign, restructured teams, and targeted changes to overheads.</p> <p>These steps have stabilised our financial trajectory for the short to medium term, the underlying environmental risk remains. During the year, we maintained robust financial controls and decision-making discipline, but the broader economic environment continues to pose a significant challenge to sustainability.</p>                                                                                                                                                                                                                                                                                        |
| 3. There is inadequate workforce numbers, skills or behaviour to ensure the success of The Kirkwood | ↔                                    | <p>The Kirkwood experienced continued workforce pressures in 2024–25, that said levels of turnover in most areas returned to normal levels with specific work on retention in clinical services. The emotional and operational impact of the organisational change process directly affected teams across the organisation, and attrition levels increased towards the end of the year</p> <p>Despite the changes employee commitment and professionalism remained strong. We sustained high-quality service delivery throughout the year, and staff engagement, though tested, was supported through honest communication and a focus on values-led leadership.</p> <p>The development of revised clinical, corporate and income generation structures has created a clearer platform for workforce planning and retention. However, recruitment challenges could remain, the risk has been mitigated to an extent by structural change but remains a key priority going forward.</p> |
| 4. Failure to develop the culture required to adapt to a rapidly changing environment               | ↔                                    | <p>This risk was actively addressed during the year. Recognising that our structure had become misaligned with financial realities, The Kirkwood initiated a significant programme of organisational change in 2024–25. This involved reshaping our operating model to focus on core priorities, simplifying decision-making structures, and implementing a more balanced and sustainable leadership and management framework.</p> <p>Although change of this scale was inevitably disruptive, it was implemented with a strong focus on communications, workforce support, and The Kirkwood Values. We maintained momentum in strategic delivery, preserved core services, and strengthened our ability to adapt in the future.</p> <p>Culturally, the year reinforced the importance of transparency,</p>                                                                                                                                                                            |

| Key Risk at the end of accounting period 2023–24                                                  | Change in risk rating during 2024–25 | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Failure to develop the culture required to adapt to a rapidly changing environment (continued) |                                      | shared purpose, and values-led leadership. Colleague feedback has been mixed but constructive, and there are early signs of renewed clarity and focus. While this risk has not been eliminated, significant mitigating action was taken during the year, and we are now better positioned to navigate future change.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5. Internal Management Resources not sufficient to meet strategic objectives                      | ↔                                    | <p>This risk remained high during 2024–25, as the demands of leading large-scale change stretched our management capacity.</p> <p>Delivering an organisational restructure while running day-to-day operations and initiating the next strategic cycle tested the resilience and capability of our leadership team.</p> <p>Interim leadership arrangements and vacancies in key roles added to the challenge. We also commissioned an external review of our strategic delivery and workforce engagement—yet, implementation of recommendations had to be phased, as immediate focus shifted to stabilisation.</p> <p>As we complete the change programme, a new leadership structure is being embedded. It is designed to align with strategic priorities, strengthen corporate functions, and increase resilience across the organisation.</p> <p>While risks around capacity remain, we have now built the conditions for a more coherent, accountable, and future-ready leadership approach.</p> |

SUPPORT LIFE

THE KIRKWOOD SUPPORT LIFE



Key Risk at the end of accounting period 2024–25

Commentary

1. Inadequate Workforce Numbers, Skills, or Behaviour – Employee vacancies and attrition

The Kirkwood, like the rest of the hospice sector, continues to face challenges in recruiting, retaining, and developing a sufficiently skilled workforce. There is a tangible risk of inadequate employee and volunteer numbers across all our key areas of delivery. The post-pandemic burnout and exhaustion was followed by the impact of the cost-of-living crisis on the charity’s financial stability, and the changes we have since had to implement.

While we are taking care to successfully implement changes to our organisational model, it is an unsettling time until these are completed. This has the potential to increase this risk in the short term as we work hard to build the confidence in our existing and future workforce.

We continue to review the controls we need in place, such as competitive pay and benefits, succession and workforce planning, wellbeing and support programmes, flexible working arrangements, and good internal communications. Maintaining communications through this period of change is essential, and we will be revitalising The Kirkwood Employee Voice Group this year as well as working harder on the employee journey to ensure a personalised approach to the experience for our (prospective and present) employees.

One thing we have done in the last year to improve the levels of attrition we were seeing in clinical services is to review our on-boarding process for new members of the team.

2. The Kirkwood’s Income does not cover the costs of providing services – Failure to achieve required Fundraising (voluntary/non-statutory) contribution

The economic climate continues to present challenges, with cost-of-living pressures and increased competition for charitable donations impacting our traditional income streams. While large participation events remain difficult, we’ve observed a shift in supporter behaviour towards community activity and online engagement.

This year, The Kirkwood has focused on building a strong connection with patients and families, inspiring them to stay with The Kirkwood Movement to support our work. We expect this initiative to improve engagement and donations in future years. Our largest participation event, The Kirkwood Memory Walk, returned to a high level of engagement and income this year. Additionally, we have communicated with all stakeholders regarding The Kirkwood’s current financial challenges, which has been met with a surge in support across the majority of our income streams. Our focus now is on retaining this engagement for future years.

There is a sector-wide trend regarding a slowing in growth of donor numbers, alongside an increase in the value of donations. Whilst we have not encountered this challenge as of yet, we need to concentrate more on stewardship and retention, cross-selling, embracing digital fundraising opportunities, and continuing to maximise publicity about our impact.

Our retail operations have faced significant challenges this year. Two of our shops experienced substantial gaps in income predominantly due to non-trading issues, and we have not yet identified a premises to open a superstore within our network. While our eCommerce operation has been developing, the required levels of

Key Risk at the end of accounting period 2024–25

Commentary

2. The Kirkwood’s Income does not cover the costs of providing services – Failure to achieve required Fundraising (voluntary/non-statutory) contribution (continued)

contribution were only reached towards the end of the year. The upcoming year, 2025–26, will be critical in consolidating the retail model to ensure confidence in future years.

This year, we have not achieved the income contribution that was budgeted. However, this has been mitigated by our largest legacy income year in many years, meaning that we have become more reliant on legacy income, which without long-term investment, will remain volatile. We remain committed to effective communication, strong donor stewardship, and innovative fundraising approaches to contribute to future financial sustainability.

3. The Kirkwood’s Income does not cover the costs of providing services - Reserves fall below legal and moral obligations.

This is currently our most significant risk. During 2024-25, we initiated an organisational change programme to reduce expenditure by £1.7m and return to financial balance. We have focused on protecting specialist palliative care services while reducing practical and social support elements. This includes significant reductions in the Care Coordination service, the number of locations offering support and wellbeing sessions, and the number of beds in our Inpatient Unit from 16 to 12. Additionally, we have reduced corporate and support services, including management and leadership resources, resulting in 33 whole-time equivalents being removed from our budget, with 19 redundancies, of which 3 were compulsory.

Stakeholder response has been positive, with increased donations and activity across income streams. Supporters have advocated for us, and MPs have supported us with government ministers and local health and care leaders. Our workforce remains committed to focusing on the needs of patients and families.

To ensure service quality, equity and quality impact assessments are being conducted for all changes, with input from stakeholders, including partners and employees. We continue to seek feedback from service users through verbal communication and questionnaires.

Despite financial challenges, we have maintained referral levels and ensured clear communication with stakeholders to maintain confidence and maximize impact. Feedback indicates that the quality of care and support remains high.

Key milestones for 2025-26 include completing all organisational changes by 1st July, with affected employees leaving by the end of May 2025. New service models will be in place by July, and final stakeholder communications are planned for September, inviting interested parties to help shape future priorities.

We are confident that upon completing these changes, we will remain within our reserves policy and be able to build again with confidence.

Key Risk at the end of accounting period 2023–24

Commentary

4. Loss of or Imposed Change to Strategic Direction - External influences on strategic direction – Voluntary Assisted Dying

The ongoing national debate and potential legislation on Voluntary Assisted Dying (VAD) present a significant strategic risk for The Kirkwood. As a specialist provider of palliative and end-of-life care, any legal change in this area may affect our services, workforce, and engagement with patients and families.

We are actively monitoring developments and engaging with national policymakers, healthcare partners, and relevant bodies to ensure our voice is heard and the needs of our patients are represented. Our aim, as always, is to maintain a compassionate, person-centred approach to care, regardless of changes in legislation. We will begin to engage with employees and volunteers regarding the progression of the legislation and will use our Employee Voice group as well as other mechanisms.

Mitigation measures include; Regular policy reviews to ensure legal compliance and best practice alignment; employee training and support to prepare for ethical and practical implications; Proactive communication with stakeholders to clarify our position and maintain trust.

We continue to highlight the vital role of high-quality palliative care, especially as Voluntary Assisted Dying becomes more prominent in public discourse. We believe that clear, sustainable options within any new legal framework must include strong safeguards and a commitment to patient choice and dignity.

5. The Kirkwood’s reputation is affected negatively – bad publicity in relation to the organisational changes

The organisational changes implemented during 2024–25 to reduce expenditure by £1.7 million pose a reputational risk for The Kirkwood. These changes, which included service and staffing reductions, were necessary to restore financial balance. However, they may be viewed negatively by stakeholders, including patients, families, employees, and the wider community.

Although negative feedback has been limited, concerns have been raised about the circumstances leading to this position. We have responded by reaffirming our financial stewardship, noting that we remain within our reserves policy and that resource decisions are made to maximise impact for our beneficiaries.

Our approach has enabled hundreds more patients and families to receive our support in recent years. Some specific concerns have focused on past spending decisions and the reduction of inpatient beds from 16 to 12.

To mitigate the risk, we have implemented a clear and proactive communications strategy; A dedicated FAQ section on our website and internal SharePoint; Regular engagement forums with employees and supporters to promote transparency; Ongoing monitoring of key indicators such as self-referrals, recruitment interest, donor behaviour, and patient feedback.

These measures help us assess the broader impact of publicity – both positive and negative, on our reputation. Despite the changes, stakeholder response has been broadly positive. Donations and activity across income streams have increased. Supporters have actively advocated on our behalf, and local MPs have raised our

Key Risk at the end of accounting period 2023–24

Commentary

5. The Kirkwood’s reputation is affected negatively – bad publicity in relation to the organisational changes (continued)

Special acknowledgement

case with ministers and system leaders. Our workforce remains deeply committed to delivering high-quality care to patients and families during this period of transition.

Overall, positive feedback—particularly from patients and families—has outweighed criticism. We continue to use transparent communication and direct engagement to maintain confidence in our mission and ensure that our community remains informed and reassured.

The Trustees would like to express their heartfelt gratitude to the thousands of people who make up The Kirkwood Movement—our donors, volunteers, campaigners, community fundraisers, grant-makers, and supporters of every kind. You have stood with us during a year of significant change, and your trust, encouragement and generosity have meant more than ever.

We are especially thankful to everyone who responded to our call to action earlier this calendar year, recognising the need to act decisively to protect The Kirkwood’s long-term future. Your belief in our work has given us strength, including the tangible support in terms of donations and advocacy, as we adapt to new realities and continue to serve those who need us most.

Furthermore, we are grateful to the large number of volunteers who generously give their time, skills and expertise.

We would like to give special thanks to the following individuals, families, charitable trusts, and community groups for their exceptional support in 2024–25:

The Albert Hunt Trust, Garfield Weston, Huddersfield Crematorium and the League of Friends of Holme Valley Memorial Hospital for significant donations supporting our existing services.

The brilliant Holmfirth Art Week, who raised £22,500 across the course of their week-long event for The Kirkwood

The incredible fundraising achievements and advocacy of our support groups: Batley and Birstall, Team Serenity, Meltham, Holmfirth and Sarah’s Wish

The support of all those who play The Kirkwood Lottery or give to The Kirkwood by making a recurring donation, providing vital and continued support that helps us plan for the future.

The numerous Golf Clubs throughout Kirklees who have collectively raised more than £25,000 by choosing The Kirkwood as their Charity of the Year.

The wonderful efforts of our challenge fundraisers, be they runners, walkers, zipliners, firewalkers or skydivers.

We also wish to warmly welcome all new employees and volunteers who joined The Kirkwood during the year. You are part of something special, and we’re

grateful you chose to bring your talents to our cause. This year as much as any other year before we are humbled by the commitment of our employees, past and present. Sadly, we have had to say goodbye to many committed and passionate colleagues as a result of our organisational changes. We are grateful for the commitment and professionalism, of all our employees and volunteers, shown throughout the changes and an unwavering commitment to the needs of patients and families throughout.

We extend our sincere thanks to those who moved on from the charity in 2024–25 and acknowledge the contributions they have made to improving care for people affected by life-limiting illness. In particular, we thank Yvonne Howe who has committed over 25 years of hard work to The Kirkwood, as a Health care assistant and most recently as a Clinical Administrative Assistant.

The Kirkwood continues to benefit from strong partnership working across health and care in Kirklees. We thank the many organisations who help us deliver joined-up care for local people, including:

|                                                      |
|------------------------------------------------------|
| Local GPs and Primary Care Networks                  |
| NHS West Yorkshire Integrated Care Board             |
| Kirklees Council                                     |
| Locala Community Partnerships CIC                    |
| Local Care Direct                                    |
| Calderdale and Huddersfield NHS Foundation Trust     |
| Mid Yorkshire Teaching NHS Trust                     |
| Yorkshire Ambulance Service NHS Trust                |
| Southwest Yorkshire Partnership NHS Foundation Trust |
| Age UK Calderdale and Kirklees                       |
| Carers Count                                         |
| The Kirklees Care Association                        |

We would like to thank Debbie Winder, Deputy Director of Quality, Kirklees Health and Care Partnership, for her support in assessing the impact of our organisational changes on quality and equity so that we could take the appropriate action to safeguard this. We are also grateful for our continuing partnership with the University of Huddersfield, whose support in research, education, and workforce development remains invaluable.

And finally, thank you to all the charitable trusts, foundations, corporate partners, and local businesses who have helped to fund facilities, services, and innovation at The Kirkwood this year. We also appreciate the continued support of our professional advisers, whose expert guidance has helped us navigate a complex and changing environment.

Financial Instruments

The Kirkwood’s principal financial instruments comprise bank balances, an investment portfolio, trade creditors and trade debtors. The main purpose of these instruments is to raise funds for the operations of the charity and to finance The Kirkwood’s Services.

Due to the nature of the financial instruments used by the charity, there is no exposure to price risk other than that which relates to the investment portfolio. To manage this risk, the Finance and Resources Committee (Investment Sub-Committee) meet at quarterly intervals with the investment managers to review performance in the light of the investment management policy. The Kirkwood’s approach to managing other risks applicable to the financial instruments concerned is shown below.

In respect of bank balances, the liquidity risk is managed by maintaining credit balances. The Kirkwood makes use of money market facilities when funds are available.

Trade debtors are managed by the regular monitoring of amounts outstanding for both time and credit limits.

Trade creditors liquidity risk is managed by ensuring sufficient funds are available to meet amounts falling due.

Charity References and Administrative Details

Charity Registration Number  
512987

Company Registration Number  
01645888

Trustees as of 31st March 2024

Mrs C Black  
Miss L A Chapman  
Prof J Davies  
Mr E Johnson  
Mrs P McSorley  
Prof P W Roberts OBE  
Mr P R Sands  
Mr P L Scovell  
Dr I R Wilson  
Mrs C Green  
Mrs S Burchell  
Mr Mohammed Zabed (App. 31.10.24)

Life President  
Mr D N Stocks

Chair of Trustees  
Miss L A Chapman

Company Secretary and Registered Office  
Mrs P E Wade DChA FMAAT  
21 Albany Road  
Dalton  
Huddersfield  
HD5 9UY

Chief Executive  
Mr M Crowther BA(Hons) PgDip

Director of Finance and Resources  
Mrs P E Wade DChA FMAAT

Director of Clinical Services  
Mrs L Hall-Bentley RGN/RSCN

Medical Director  
Dr S Oxberry MBChB BSc(Hons)  
FRCP PhD

Director of Fundraising and Marketing  
Mr Ryan Judson BA(Hons)

Associate Director of Retail  
Mr Paul Freethy



**Auditor**  
Azets Audit Services Limited  
12 King Street  
Leeds  
LS1 2HL

**Solicitors**  
Schofield Sweeney  
30 Market Street  
Huddersfield  
HD1 2HG

**Honorary Chartered Surveyors**  
Bramleys  
14 St George’s Square  
Huddersfield  
HD1 1JF

**Principal Bankers**  
Lloyds TSB Bank PLC  
1 Westgate  
Huddersfield  
HD1 2DN

**Investment Managers**  
Rathbones  
Quayside House  
Canal Wharf  
Leeds  
LS11 5PU

Auditors

Azets Audit Services Limited were appointed as auditor to the company and are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Disclosure of  
information to the  
auditors

**We, the Trustees, being directors of the company, who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:**

There is no relevant audit information of which the company’s auditors are unaware; and

We have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company’s auditors are aware of that information.

In approving the Trustees’ Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the board

*L A Chapman*

**Miss LA Chapman**  
Chair of Trustees

30/09/2025





# Statement of Trustees' Responsibilities in Respect of the Trustees' Report and the Financial Statements





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

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable 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 (FRS 102);

make judgments and estimates that are reasonable and prudent;

state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company and group will continue in business.

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

#### **In so far as the Trustees are aware:**

there is no relevant audit information of which the charitable company's auditor is unaware; and

the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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





# **Independent Auditor's Report to the Members of The Kirkwood**

Opinion

We have audited the financial statements of Kirkwood Hospice (the “parent charity”) and its subsidiary (the “group”) for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the company and consolidated balance sheets, the consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 the parent charitable company’s affairs as at 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor’s report thereon. 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’ report (incorporating the strategic report and the directors’ report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

the Trustees’ report (incorporating the strategic report and the directors’ report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees’ Annual Report.

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

adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;

the financial statements are not in agreement with the accounting records and returns;

certain disclosures of Trustees’ remuneration specified by law are not made; or we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the Trustees for the financial statements

As explained more fully in the Trustees’ responsibilities statement, the Trustees 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 they 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.

Our 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.

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



Extent to which the audit was considered capable of identifying irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council’s website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;

Reviewing minutes of meetings of those charged with governance;

Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the charity through enquiry and inspection;

Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias; and

Performing audit work over the timing and recognition of revenue and in particular whether it has been recorded in the correct accounting period.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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’s members as a body, for our audit work, for this report, or for the opinions we have formed.

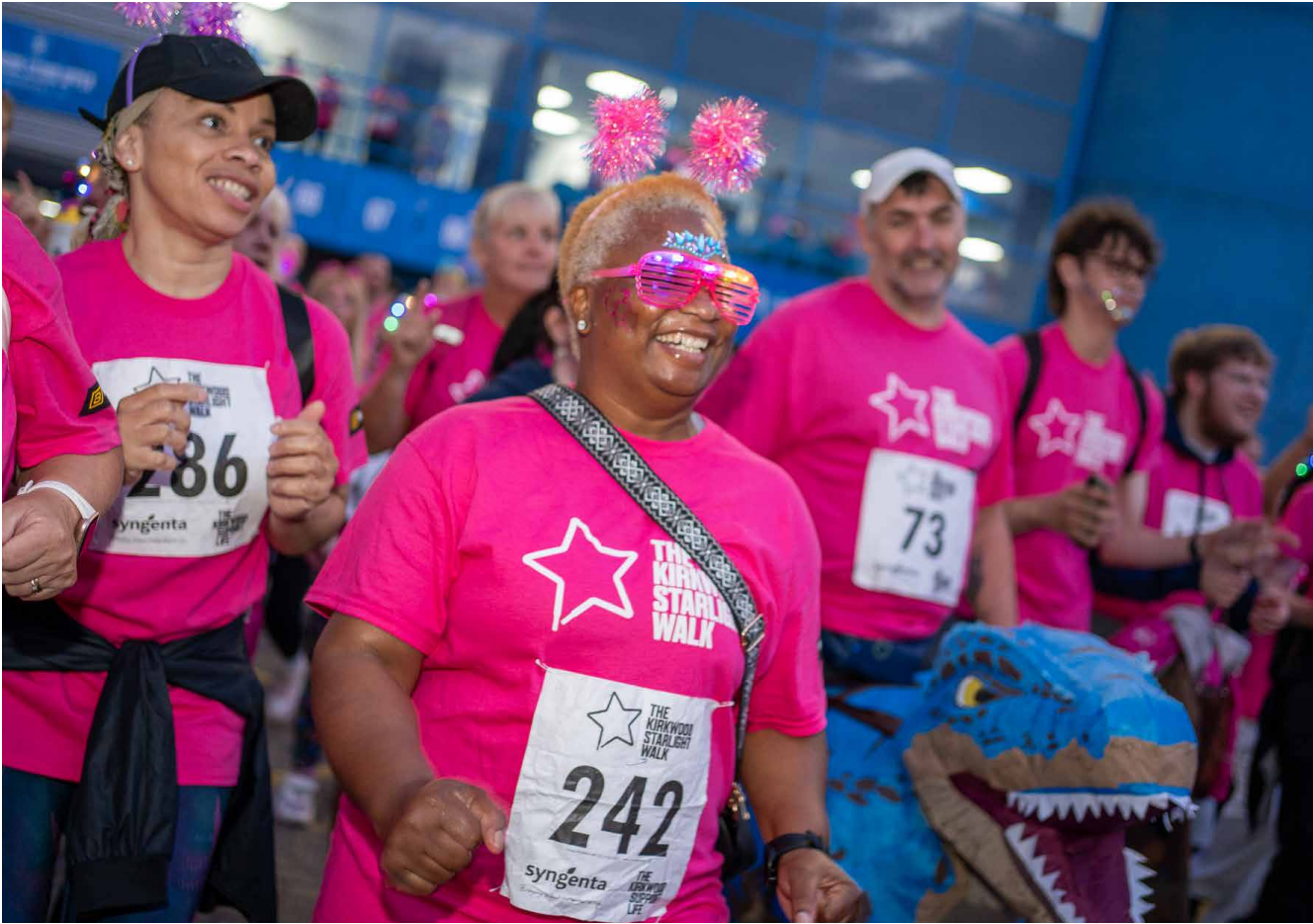
Jessica Lawrence (Senior Statutory Auditor)  
For and on behalf of Azets Audit Services Limited

Date: 30/09/2025

Chartered Accountants  
Statutory Auditor

12 King Street  
Leeds  
LS1 2HL







# Consolidated Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended  
31 March 2025





# Consolidated Statement of Financial Activities

(incorporating an income and expenditure account for the year ended 31 March 2025)

The results for the year all relate to continuing operations.

A detailed statement of financial activities for the comparative year is shown in note 29 to the financial statements.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

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



|                                    |      | 2025                         |                             |                  |                |                     | 2024                |
|------------------------------------|------|------------------------------|-----------------------------|------------------|----------------|---------------------|---------------------|
|                                    |      | Unrestricted Funds – General | Designated Fixed Asset Fund | Restricted Funds | Endowment Fund | Total Funds         | Total               |
|                                    | Note | £                            | £                           | £                | £              | £                   | £                   |
| Income and endowments from         |      |                              |                             |                  |                |                     |                     |
| Donations and legacies             | 2    | 2,246,324                    | —                           | 68,591           | —              | 2,314,915           | 1,657,418           |
| Charitable activities              | 3    | 3,255,222                    | —                           | —                | —              | 3,255,222           | 2,852,614           |
| Other trading activities           | 4    | 5,209,048                    | —                           | —                | —              | 5,209,048           | 4,777,032           |
| <b>Income from investments</b>     | 5    | 124,843                      | —                           | —                | —              | 124,843             | 124,039             |
| <b>Total income</b>                |      | <b>10,835,437</b>            | <b>—</b>                    | <b>68,591</b>    | <b>—</b>       | <b>10,904,028</b>   | <b>9,411,103</b>    |
| Expenditure on                     |      |                              |                             |                  |                |                     |                     |
| Raising funds                      | 6    | (4,254,326)                  | —                           | —                | —              | (4,254,326)         | (3,714,306)         |
| Charitable activities              | 6    | (6,935,281)                  | (309,309)                   | (51,978)         | —              | (7,296,568)         | (6,968,243)         |
| <b>Total expenditure</b>           |      | <b>(11,189,607)</b>          | <b>(309,309)</b>            | <b>(51,978)</b>  | <b>—</b>       | <b>(11,550,894)</b> | <b>(10,682,549)</b> |
| Net gains/(losses) on investments  |      | 143,443                      | —                           | —                | (649)          | 142,794             | 347,641             |
| <b>Net income/(expenditure)</b>    |      | <b>(210,727)</b>             | <b>(309,309)</b>            | <b>16,613</b>    | <b>(649)</b>   | <b>(504,072)</b>    | <b>(923,805)</b>    |
| Transfers between funds            | 23   | (153,273)                    | 159,373                     | (6,100)          | —              | —                   | —                   |
| <b>Net movement between funds</b>  |      | <b>(364,000)</b>             | <b>(149,936)</b>            | <b>10,513</b>    | <b>(649)</b>   | <b>(504,072)</b>    | <b>(923,805)</b>    |
| Reconciliation of funds            |      |                              |                             |                  |                |                     |                     |
| Total funds brought forward        | 23   | 5,532,125                    | 4,166,454                   | 61,090           | 7,242          | 9,766,911           | 10,690,716          |
| <b>Total funds carried forward</b> | 23   | <b>5,168,125</b>             | <b>4,016,518</b>            | <b>71,603</b>    | <b>6,593</b>   | <b>9,262,839</b>    | <b>9,766,911</b>    |

**Balance  
Sheet**

**Consolidated  
Cash Flow  
Statement**

for the year ended  
31 March 2025

Balance Sheet  
as at 31 March  
2025

| 2025                                            |    | Note        | Group     |             | Charity   |           |
|-------------------------------------------------|----|-------------|-----------|-------------|-----------|-----------|
|                                                 |    |             | 2025<br>£ | 2024<br>£   | 2025<br>£ | 2024<br>£ |
| Fixed assets                                    |    |             |           |             |           |           |
| Tangible assets                                 | 14 | 4,016,518   | 4,166,454 | 4,016,518   | 4,166,454 |           |
| Investments                                     | 15 | 3,539,715   | 4,933,680 | 3,539,815   | 4,933,780 |           |
| Total                                           |    | 7,556,233   | 9,100,134 | 7,556,333   | 9,100,234 |           |
| Current assets                                  |    |             |           |             |           |           |
| Stocks                                          | 16 | 55,363      | 53,851    | 10,542      | 6,048     |           |
| Debtors                                         | 17 | 1,001,863   | 760,218   | 1,025,181   | 780,243   |           |
| Cash on deposit, at bank and in hand            |    | 1,729,606   | 761,703   | 1,646,691   | 669,164   |           |
| Total                                           |    | 2,786,832   | 1,575,772 | 2,682,414   | 1,455,455 |           |
| Creditors: amounts falling due within one year  | 18 | (1,070,123) | (886,491) | (1,038,743) | (862,823) |           |
| Net current assets                              |    | 1,716,709   | 689,281   | 1,643,671   | 592,632   |           |
| Total assets less current liabilities           |    | 9,272,942   | 9,789,415 | 9,200,004   | 9,692,866 |           |
| Creditors: amounts due after more than one year | 19 | (10,103)    | (22,504)  | —           | —         |           |
| Net assets                                      |    | 9,262,839   | 9,766,911 | 9,200,004   | 9,692,866 |           |
| Charity Funds                                   |    |             |           |             |           |           |
| Endowment funds                                 |    |             |           |             |           |           |
| — Permanent endowment                           | 23 | 6,593       | 7,242     | 6,593       | 7,242     |           |
| Restricted funds                                | 23 | 71,603      | 61,090    | 71,603      | 61,090    |           |
| Unrestricted funds                              | 23 | 9,184,643   | 9,698,579 | 9,121,808   | 9,624,534 |           |
| Total charity funds                             |    | 9,262,839   | 9,766,911 | 9,200,004   | 9,692,866 |           |

These financial statements were approved by the board of Trustees on 30/09/2025 and were authorised for issue and signed on its behalf by:

L A Chapman

Miss L A Chapman  
Chair of Trustees

Company registration number: 1645888

The notes on pages 56 to 80 form part of these financial statements.

Consolidated Cash  
Flow Statement  
for the year ended  
31 March 2025

|                                                        | 2025<br>£   | £         | 2024<br>£   | £         |
|--------------------------------------------------------|-------------|-----------|-------------|-----------|
| Net cash flow used by operating activities             | —           | (524,960) | —           | (525,695) |
| Net cash flow from operating activities                | —           | (525,695) | —           | (525,695) |
| Cash flows from investing activities                   |             |           |             |           |
| Purchase of tangible fixed assets                      | (159,373)   |           | (292,174)   |           |
| Payments to acquire investments                        | (3,063,683) |           | (1,376,922) |           |
| Proceeds from the sale of investments                  | 4,600,442   |           | 2,057,517   |           |
| Interest received                                      | 5,722       |           | 4,036       |           |
| Interest Paid                                          | 505         |           | (2,179)     |           |
| Dividends received                                     | 119,121     |           | 120,003     |           |
| Proceeds on disposal of assets                         | 2,530       |           | 1,364       |           |
| Net cash flow from investing activities                | —           | 1,505,264 | —           | 511,645   |
| Cash flow from financing activities                    |             |           |             |           |
| Payment of bank loan                                   | (12,401)    | —         | (10,000)    | —         |
| Net cash flow from financing activities                | —           | (12,401)  | —           | (10,000)  |
| Change in cash and cash equivalents in the year        |             |           |             |           |
|                                                        | —           | 967,903   | —           | (24,050)  |
| Cash and cash equivalents at the beginning of the year |             |           |             |           |
|                                                        | —           | 761,703   | —           | 785,753   |
| Cash and cash equivalents at the end of the year       |             |           |             |           |
|                                                        | —           | 1,729,606 | —           | 761,703   |

| Reconciliation of net income to net cash flow from operating activities | 2025<br>£ | 2024<br>£ |
|-------------------------------------------------------------------------|-----------|-----------|
| Net expenditure for the year                                            | (504,072) | (923,805) |
| Depreciation charge                                                     | 309,309   | 293,046   |
| (Gain)/loss on investments                                              | (142,794) | (65,028)  |
| Dividends, interest and rents from investments                          | (119,121) | (120,003) |
| Interest receivable                                                     | (5,722)   | (4,036)   |
| Interest payable                                                        | (505)     | 2,179     |
| Profit on sale of fixed assets                                          | (2,530)   | (283,979) |
| Decrease/(increase) in stock                                            | (1,512)   | 21,420    |
| Decrease in debtors                                                     | (241,645) | 691,915   |
| (Decrease)/Increase in creditors                                        | 183,632   | (137,404) |
| Net cash outflow from operating activities                              | (524,960) | (525,695) |



# Notes to the Consolidated Financial Statements

for the year ended  
31 March 2025



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

Charity Information

Kirkwood Hospice is a registered charity and a company limited by guarantee, the liability of the members is limited to one pound, and a charity registered in England and Wales. The registered office is 21 Albany Road, Dalton, Huddersfield, HD5 9UY.

Accounting Convention

The financial statements have been prepared on a going concern basis in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

Kirkwood Hospice meets the definition of a public benefit entity under FRS 102.

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

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £1.

The principal accounting policies adopted in the preparation of the financial statements have remained unchanged from previous years and are set out below.

Going Concern

The charitable group meets its daily working capital requirements through its bank account which had funds of £1.73m at 31 March 2025. The charity relies heavily upon funding from voluntary donations, legacies and grants, which all contain elements of uncertainty. Given the charitable company’s favourable fundraising record and the level of free reserves available at the year end, the Trustees consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary Kirkwood Hospice Enterprises Limited on a line-by-line basis. The summarised profit and loss account for the subsidiary is shown in note 15. A separate Statement of Financial Activities, including the income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions offered by the Companies Act 2006 and the SORP 2019. The gross income of the charity was £10,661,807 (2024: £9,171,374) and the net expenditure was £11,291,657 (2024: £10,442,882) (before gains/losses on investments in each year).

Fund accounting

Unrestricted funds 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. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity, principally fixed asset investments. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund. Investment management charges and legal advice relating to the fund are charged against the fund.

Income Recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity, and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably, and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example, the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees’ Annual Report.

Where practicable, gifts in kind donated for distribution to the beneficiaries of the charity are included in stock and donations in the financial statements upon receipt. If it is impracticable to assess the fair value at receipt or if the costs to undertake such a valuation outweigh any benefits, then the fair value is recognised as a component of donations when it is distributed, and an equivalent amount recognised as charitable expenditure.

The SORP (FRS102) requires gifts in kind donated for resale to be included at fair value, being the expected proceeds from sale less the expected costs of sale. Where estimating the fair value is practicable upon receipt it is recognised in stock and ‘Income from other trading activities’. Upon sale, the value of the stock is charged against ‘Income from other trading activities’ and the proceeds are recognised as ‘Income from other trading activities’. Where it is impracticable to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold, and the income recognised within ‘Income from other trading activities’. The Trustees believe that it is impractical

to recognise the goods at fair value upon receipt and have therefore continued to include the income when the goods are sold.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Legacy income is recognised when the charity is entitled to the income. Under SORP (FRS 102) it's the earlier of the charity being notified of an impending distribution or the legacy being received or if, before receipt, there is sufficient evidence that it is probable that the legacy will be received and the value of the income can be measured with sufficient reliability. When the charity has received notification of a legacy, but it is not possible to measure the amount expected the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives grants in respect of its charitable activities. Income from grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends and interest when the amount can be measured reliably.

Interest income is recognised using the effective interest method and dividend income is recognised as the charity's right to receive payment is established.

**Expenditure and irrecoverable VAT**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

Costs of raising funds includes the cost of commercial trading and their associated support costs.

Expenditure on charitable activities includes the cost of running and maintaining the hospice along with other costs undertaken to further the purpose of the charity and their associated support costs; and

Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**Support costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure

on the objects of the charity. Where support costs cannot be directly attributed to particular headings, they have been allocated to the cost of raising funds and the expenditure on charitable activities on a basis consistent with use of the resources. Premises overheads and other overheads have been allocated pro rata to staff cost basis.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of promoting the charitable activities of the charity. The analysis of these costs is included in note 6.

**Pensions**

Employees who have previously worked for the NHS are entitled to continue to contribute to the NHS Pension Scheme subject to certain conditions. The NHS Scheme is an unfunded final salary scheme operated by the National Health Service. The contributions are calculated so as to spread the cost of pensions over employees' working lives, whilst they remain in qualifying employment, in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of periodic valuations, and any deficit is underwritten by the Treasury.

The scheme is not designed to be run in a way that would enable employers of eligible employees to identify their share of the underlying scheme assets and liabilities, and the scheme is unfunded. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the amount charged against profits represents the contributions payable to the scheme.

Staff not entitled to join the NHS Scheme are automatically enrolled into a defined contribution scheme, in accordance with current pension legislation. In addition, the defined contribution scheme is offered on the same terms to staff not meeting the criteria for automatic enrolment. The amount charged against profits for the scheme represents the contributions payable to the scheme in respect of the accounting period.

**Staff costs**

The costs of short-term employee benefits are recognised as a liability and an expense where settlement of obligations does not fall within the same period.

**Redundancy costs**

Redundancy costs are recognised as an expense when the charity is demonstrably committed to a formal plan to terminate the employment of one or more employees and has no realistic possibility of withdrawal. A provision is recognised when the plan has been communicated to affected employees and the amount of the obligation can be reliably estimated. Redundancy costs include statutory and contractual termination payments, related payroll taxes, and other directly attributable costs.

**Investments**

Investments (other than investments in subsidiaries) are stated at market value at the balance sheet date.

The investment portfolio, see note 15, is held to generate returns and gains for the group and accordingly is designated as fair value through profit and loss ("FVTPL"). Under this designation the portfolio is revalued at each period end to its fair value, as determined by reference to quoted market prices and values determined by independent fund managers, with any gains or losses going through the statement of financial activity.



Investments in subsidiaries are stated at cost and the Trustees review the carrying value annually for indications of impairment.

**Fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised at cost (or deemed cost). Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

|                                      |                                               |
|--------------------------------------|-----------------------------------------------|
| Freehold land                        | No depreciation provided                      |
| Freehold buildings                   | 2% Straight line                              |
| Shop fittings                        | The lower of the life of the lease or 5 years |
| Furniture, furnishings and equipment | 20% Straight line                             |
| Computer equipment                   | 33⅓% Straight line                            |
| Motor vehicles                       | 20% Straight line                             |

**Stocks**

Stocks are stated at the lower of cost and net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

Donated items of stock for resale are not included in the financial statements until they are sold. The Trustees consider it impractical to assess the amount of donated stock held as there is no system in place to record these items or value them until they are sold. The value of these goods to the charity is instead recognised when they are sold in the shops.

**Financial instruments**

The group has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments.

**Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity held for working capital.

**Debtors**

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

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the income and expenditure account.

**Creditors, loans and provisions**

Creditors, loans and provisions are recognised where the group 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, loans and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial liabilities are only derecognised when, and only when, the group’s obligations are discharged, cancelled or they expire.

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

**Tax**

Kirkwood Hospice is a registered charity and as such is a charity within the meaning of schedule 6 of the Finance Act 2010. Accordingly, the Hospice is potentially entitled to tax exemption under part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising.

The trading subsidiary is liable to corporation tax on its chargeable profits. Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantially enacted at the balance sheet date. As all profits arising in the subsidiary were gift aided to the parent charitable company in both the current and prior financial year, no corporation tax has arisen.

**Critical accounting estimates and judgements**

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

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

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

**Depreciation of tangible assets**

Depreciation policies have been set according to management’s experience of the useful lives of the assets in each category, something which is reviewed annually.

The charity incurs expenditure on creating tangible fixed assets for use in the charity with costs being incurred over a number of months. The Trustees believe it is possible to segregate these costs into identifiable projects, and as such no depreciation is charged on that project until it is brought into use.

**Legacies**

Legacies are recognised as income when probate has been granted, the charity has established its entitlement to the funds and where sufficient information is available to allow it to measure its entitlement.

| 2. Income from donations and legacies | 2025<br>£        | 2024<br>£        |
|---------------------------------------|------------------|------------------|
| Donations                             | 740,825          | 673,566          |
| Legacies                              | 1,574,090        | 983,852          |
| <b>Total</b>                          | <b>2,314,915</b> | <b>1,657,418</b> |

Included in the above is restricted donations totalling £68,591 (2024: £157,380).

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of these are in the annual report. In accordance with FRS 102 and the charity SORP (FRS 102) the economic contribution of general volunteers is not recognised in the accounts.

| 3. Income from charitable activities | 2025<br>£        | 2024<br>£        |
|--------------------------------------|------------------|------------------|
| Contractual payments                 | 3,207,272        | 2,828,014        |
| Performance related grants           | 47,950           | 24,600           |
| <b>Total</b>                         | <b>3,255,222</b> | <b>2,852,614</b> |

Income from charitable activities is all unrestricted in the current and prior year.

| 4. Income from other trading activities | 2025<br>£        | 2024<br>£        |
|-----------------------------------------|------------------|------------------|
| Fundraising events                      | 879,243          | 687,143          |
| Lottery                                 | 771,405          | 844,131          |
| Shop income                             | 3,558,400        | 3,245,758        |
| <b>Total</b>                            | <b>5,209,048</b> | <b>4,777,032</b> |

All income was unrestricted in the current and prior year.

| 5. Income from investments | 2025<br>£      | 2024<br>£      |
|----------------------------|----------------|----------------|
| Investment income          | 119,121        | 120,003        |
| Interest                   | 5,722          | 4,036          |
| <b>Total</b>               | <b>124,843</b> | <b>124,039</b> |

All income was unrestricted in the current and prior year.

| 6. Analysis expenditure          |                       |                       |                        |                         |                   |
|----------------------------------|-----------------------|-----------------------|------------------------|-------------------------|-------------------|
| —                                |                       |                       |                        |                         |                   |
| For the year ended 31 March 2025 | Staff Costs 2025<br>£ | Other Costs 2025<br>£ | Depreciation 2025<br>£ | Support Costs 2025<br>£ | Total 2025<br>£   |
| Raising Funds                    |                       |                       |                        |                         |                   |
| Merchandising                    | 1,941,292             | 1,120,457             | 76,936                 | 31,730                  | 3,170,415         |
| Lottery                          | 81,321                | 124,334               | —                      | 2,446                   | 208,101           |
| Fundraising                      | 446,046               | 235,868               | —                      | 168,896                 | 850,810           |
| Investment                       | —                     | —                     | —                      | 25,000                  | 25,000            |
| <b>Total</b>                     | <b>2,468,659</b>      | <b>1,480,659</b>      | <b>76,936</b>          | <b>228,072</b>          | <b>4,254,326</b>  |
| Charitable activities            |                       |                       |                        |                         |                   |
| In-Patient Care                  | 3,055,356             | 197,704               | 34,557                 | 1,086,162               | 4,373,779         |
| Support & Therapy Centre         | 203,560               | 10,717                | —                      | 68,758                  | 283,035           |
| Community Palliative Care        | 1,371,100             | 14,417                | —                      | 475,231                 | 1,860,748         |
| Family Care Team                 | 252,226               | 10,998                | —                      | 87,712                  | 350,936           |
| Information & Education          | 280,145               | 4,611                 | —                      | 143,314                 | 428,070           |
| <b>Total</b>                     | <b>5,162,387</b>      | <b>238,447</b>        | <b>34,557</b>          | <b>1,861,177</b>        | <b>7,296,568</b>  |
| Support costs                    |                       |                       |                        |                         |                   |
| Personnel & Volunteers           | 230,506               | 81,180                | —                      | (311,686)               | —                 |
| Finance & Information            | 284,136               | 97,406                | —                      | (381,542)               | —                 |
| Projects & Administration        | 621,645               | 421,408               | 197,816                | (1,240,869)             | —                 |
| <b>Total</b>                     | <b>1,136,287</b>      | <b>599,994</b>        | <b>197,816</b>         | <b>(1,934,097)</b>      | <b>—</b>          |
| <b>Total Resources Expended</b>  | <b>8,767,333</b>      | <b>2,319,100</b>      | <b>309,309</b>         | <b>155,152</b>          | <b>11,550,894</b> |

All expenditure on raising funds was unrestricted in current and prior year. Included within charitable activities is restricted expenditure totalling £51,978 (2024: £80,068).

6. Analysis expenditure (continued)

For the year ended 31 March 2024

|                           | Staff Costs<br>2024 | Other Costs<br>2024 | Depreciation<br>2024 | Support<br>Costs 2024 | Total<br>2024 |
|---------------------------|---------------------|---------------------|----------------------|-----------------------|---------------|
|                           | £                   | £                   | £                    | £                     | £             |
| Raising Funds             |                     |                     |                      |                       |               |
| Merchandising             | 1,638,777           | 1,013,839           | 58,721               | 28,234                | 2,739,571     |
| Lottery                   | 74,835              | 108,677             | —                    | 697                   | 184,209       |
| Fundraising               | 400,284             | 195,126             | —                    | 175,001               | 770,411       |
| Investment                | —                   | —                   | —                    | 20,115                | 20,115        |
| Total                     | 2,113,896           | 1,317,642           | 58,721               | 224,047               | 3,714,306     |
| Charitable activities     |                     |                     |                      |                       |               |
| In-Patient Care           | 3,019,395           | 206,096             | 29,696               | 1,188,982             | 4,444,169     |
| Support & Therapy Centre  | 174,048             | 16,805              | —                    | 67,917                | 258,770       |
| Community Palliative Care | 1,072,125           | 17,282              | —                    | 419,132               | 1,508,539     |
| Family Care Team          | 231,802             | 8,375               | —                    | 90,635                | 330,812       |
| Information & Education   | 271,874             | 1,351               | —                    | 152,728               | 425,953       |
| Total                     | 4,769,244           | 249,909             | 29,696               | 1,919,394             | 6,968,243     |
| Support costs             |                     |                     |                      |                       |               |
| Personnel & volunteers    | 215,434             | 82,508              | 6,573                | (304,515)             | —             |
| Finance & information     | 258,754             | 75,805              | —                    | (334,559)             | —             |
| Projects & administration | 564,004             | 609,271             | 183,959              | (1,357,234)           | —             |
| Total                     | 1,038,192           | 767,584             | 190,532              | (1,996,308)           | —             |
| Total Expenditure         | 7,921,332           | 2,335,135           | 278,949              | 147,133               | 10,682,549    |

7. Allocation of support costs

|                                | Personnel &<br>Volunteers<br>2025 | Finance &<br>information<br>2025 | Projects &<br>Administration<br>2025 | Total<br>2025 |
|--------------------------------|-----------------------------------|----------------------------------|--------------------------------------|---------------|
|                                | £                                 | £                                | £                                    | £             |
|                                |                                   |                                  |                                      |               |
| Raising Funds                  | 24,789                            | 30,345                           | 98,688                               | 153,822       |
| In-Patient Care                | 169,800                           | 207,856                          | 675,999                              | 1,053,655     |
| Support & Therapy Centre       | 11,313                            | 13,848                           | 45,038                               | 70,199        |
| Community Palliative Care Team | 76,198                            | 93,276                           | 303,357                              | 472,831       |
| Family Care Team               | 14,017                            | 17,159                           | 55,805                               | 86,981        |
| Information and Education      | 15,569                            | 19,058                           | 61,982                               | 96,609        |
| Total                          | 311,686                           | 381,542                          | 1,240,869                            | 1,934,097     |

7. Allocation of support costs (continued)

|                                | Personnel &<br>Volunteers<br>2024 | Finance &<br>information<br>2024 | Projects &<br>Administration<br>2024 | Total<br>2024 |
|--------------------------------|-----------------------------------|----------------------------------|--------------------------------------|---------------|
|                                | £                                 | £                                | £                                    | £             |
|                                |                                   |                                  |                                      |               |
| Raising Funds                  | 23,579                            | 25,905                           | 105,093                              | 154,577       |
| In-Patient Care                | 177,860                           | 195,408                          | 792,727                              | 1,165,995     |
| Support & Therapy Centre       | 10,252                            | 11,264                           | 45,696                               | 67,212        |
| Community Palliative Care Team | 63,154                            | 69,385                           | 281,481                              | 414,020       |
| Family Care Team               | 13,655                            | 15,002                           | 60,858                               | 89,515        |
| Information and Education      | 16,015                            | 17,595                           | 71,379                               | 104,989       |
| Total                          | 304,515                           | 334,559                          | 1,357,234                            | 1,996,308     |

8. Tax Charge

The Trust has charitable status, and its investment income and gains are exempt from corporation tax by virtue of the provisions of section 488, Corporation Taxes Act 2010. Furthermore, it is considered that the trading activities of the Trust are carried out as the primary purpose of the charitable company and, accordingly, any element of the operating surplus attributable to such activities is also exempt from corporation tax under the provisions of that section.

9. Investment management costs

|                         | 2025   | 2024   |
|-------------------------|--------|--------|
|                         | £      | £      |
|                         |        |        |
| Investment manager fees | 19,672 | 19,342 |
| Total                   | 19,672 | 19,342 |

All of the above costs are attributable to unrestricted funds and included within raising funds costs.

10. Audit Fees

|                                                          | 2025   | 2024   |
|----------------------------------------------------------|--------|--------|
|                                                          | £      | £      |
|                                                          |        |        |
| Fees payable to the charity's auditor for audit          | 17,400 | 15,000 |
| Fees payable to the charity's auditor for other services | 6,925  | 4,550  |
| Total                                                    | 24,325 | 19,550 |

Included within the audit fee is £5,400 (2024: £4,000) for the audit of the subsidiary.



| 11 Net income/<br>(expenditure) for<br>the year                  | Net income/(expenditure) is stated after charging/(crediting): |          |
|------------------------------------------------------------------|----------------------------------------------------------------|----------|
|                                                                  | 2024                                                           | 2023     |
| Net income/(expenditure) is stated after charging / (crediting): | £                                                              | £        |
| Depreciation of tangible fixed assets                            | 309,309                                                        | 293,046  |
| Operating lease rentals                                          | 348,083                                                        | 354,276  |
| Trustees indemnity insurance                                     | 1,605                                                          | 1,605    |
| Net losses/(gains) on fair value movement of investments         | 599,728                                                        | (65,298) |

|                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12. Trustees’ and key management personnel remuneration and expenses | <p>The Trustees neither received nor waived any remuneration during the year (2024: £Nil).</p> <p>The Trustees did not have any expenses reimbursed during the year (2024: £Nil).</p> <p>The total amount of employee benefits received by key management personnel is £508,671 (2024: £601,465). The charity considers its key management personnel comprises the Chief Executive, the Director of Finance and Resources, the Director of Clinical Services, the Medical Director, the Director of Income Generation &amp; Marketing and the Director of Programmes and Support Services.</p> |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| 13. Staff costs and employee benefits | The average monthly number of employees and the full time equivalent (FTE) during the year was as follows: |     |         |     |
|---------------------------------------|------------------------------------------------------------------------------------------------------------|-----|---------|-----|
|                                       | 2025                                                                                                       |     | 2024    |     |
|                                       | Average                                                                                                    | FTE | Average | FTE |
| Nursing & Medical                     | 120                                                                                                        | 74  | 114     | 81  |
| Education                             | 4                                                                                                          | 3   | 4       | 2   |
| Catering & Domestic                   | 22                                                                                                         | 16  | 20      | 16  |
| Administration                        | 39                                                                                                         | 30  | 34      | 30  |
| Fundraising & Marketing               | 115                                                                                                        | 75  | 97      | 69  |
| Total                                 | 300                                                                                                        | 198 | 269     | 198 |

| The aggregate payroll costs of these persons were as follows: |           |           |
|---------------------------------------------------------------|-----------|-----------|
|                                                               | 2025      | 2024      |
|                                                               | £         | £         |
| Wages and salaries                                            | 7,249,149 | 6,527,098 |
| Social security costs                                         | 632,206   | 576,277   |
| Pension costs                                                 | 520,816   | 505,051   |
| Consultancy and temporary staff fees                          | 365,162   | 312,906   |
| Total                                                         | 8,767,333 | 7,921,332 |

| 13. Staff costs and employee benefits (continued) | <p>Redundancy costs in the year totalled £223,573 (2024 - £nil) including social security costs and pension costs. These amounts are included in the figures above.</p> <p>The number of higher paid employees is disclosed below.</p> |                |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
|                                                   | 2025<br>Number                                                                                                                                                                                                                         | 2024<br>Number |
| £60,001 – £70,000                                 | 1                                                                                                                                                                                                                                      | –              |
| £70,001 – £80,000                                 | –                                                                                                                                                                                                                                      | –              |
| £80,001 – £90,000                                 | 1                                                                                                                                                                                                                                      | 2              |
| £90,001 – £100,000                                | –                                                                                                                                                                                                                                      | –              |
| £100,001 – £110,000                               | 2                                                                                                                                                                                                                                      | 3              |
| £110,001 – £120,000                               | 1                                                                                                                                                                                                                                      | –              |
| £120,001 – £130,000                               | 1                                                                                                                                                                                                                                      | 1              |
| Total                                             | 6                                                                                                                                                                                                                                      | 6              |

|                           |                             |                        |           |
|---------------------------|-----------------------------|------------------------|-----------|
| 14. Tangible fixed assets | Freehold land and buildings | Furniture and fittings | Total     |
|                           | £                           | £                      | £         |
| Cost                      |                             |                        |           |
| At April 1 2024           | 5,650,446                   | 2,813,558              | 8,464,004 |
| Additions                 | –                           | 159,373                | 159,373   |
| Disposals                 | –                           | (17,916)               | (17,916)  |
| At 31 March 2025          | 5,650,446                   | 2,955,015              | 8,605,461 |
| Depreciation              |                             |                        |           |
| At 1 April 2024           | 1,895,632                   | 2,401,918              | 4,297,550 |
| Charge for year           | 112,593                     | 196,716                | 309,309   |
| On disposals              | –                           | (17,916)               | (17,916)  |
| At 31 March 2024          | 2,008,225                   | 2,580,718              | 4,588,943 |
| Net book value            |                             |                        |           |
| At 31 March 2025          | 3,642,221                   | 374,297                | 4,016,518 |
| At 31 March 2024          | 3,754,814                   | 411,640                | 4,166,454 |

The cost of freehold land and buildings includes £21,000 (2024: £21,000) of land which is not depreciated.

## 15. Fixed asset investments

|                                        | Unrestricted Investments<br>£ | Endowment funds<br>£ | Total 2025<br>£ | Total 2024<br>£ |
|----------------------------------------|-------------------------------|----------------------|-----------------|-----------------|
| Group                                  |                               |                      |                 |                 |
| Opening Balance                        | 4,926,438                     | 7,242                | 4,933,680       | 5,266,634       |
| Additions                              | 3,063,683                     | —                    | 3,063,683       | 1,376,922       |
| Disposals                              | (4,600,442)                   | —                    | (4,600,442)     | (2,057,517)     |
| Realised and unrealised gains/(losses) | 143,443                       | (649)                | 142,794         | 347,641         |
|                                        | 3,533,122                     | 6,593                | 3,539,715       | 4,933,680       |

|                 | Unrestricted Investments<br>£ | Endowment funds<br>£ | Equity investment in subsidiary undertaking<br>£ | Total 2025<br>£ | Total 2024<br>£ |
|-----------------|-------------------------------|----------------------|--------------------------------------------------|-----------------|-----------------|
| Charity         |                               |                      |                                                  |                 |                 |
| Opening Balance | 4,926,438                     | 7,242                | 100                                              | 4,933,780       | 5,266,734       |
| Additions       | 3,063,683                     | —                    | —                                                | 3,063,683       | 1,376,922       |
| Disposals       | (4,600,442)                   | —                    | —                                                | (4,600,442)     | (2,057,517)     |
| Revaluation     | 143,443                       | (649)                | —                                                | 142,794         | 347,641         |
|                 | 3,533,122                     | 6,593                | 100                                              | 3,539,815       | 4,933,780       |

The fair value of investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

The historical cost of financial assets measured at fair value through income and expenditure for both the group and charity is £3,091,214 (2024: £3,885,613).

Investments in group undertakings are measured at cost less impairment on the basis that they represent shares in entities that are not publicly traded and the fair value cannot otherwise be measured reliably.

The charity's equity investment in subsidiary undertaking is a 100% holding in the ordinary share capital of Kirkwood Hospice Enterprises Limited, a company incorporated in England & Wales (company number 7368034), with its registered office at the same address as its parent. The charity holds 100 shares of £1 each, these are only shares allotted, called up and fully paid.

It pays all of its profits to the charity under the gift aid scheme. Kirkwood Hospice Enterprises Limited operates all commercial trading activity as fundraising in support of the charity. The results and aggregate amount of capital and reserves are disclosed below:

## 15. Fixed asset investments (cont.)

|                                        | 2025<br>£ | 2024<br>£ |
|----------------------------------------|-----------|-----------|
| Turnover                               | 265,604   | 261,685   |
| Cost of sales and administration costs | (276,722) | (260,579) |
| Other operating income                 | —         | —         |
| (Loss)/profit before tax               | (11,118)  | 1,106     |
| Tax on (loss)/profit                   | —         | —         |
| (Loss)/profit after tax                | (11,118)  | 1,106     |
| Amount gift aided to charity           | —         | (1,106)   |
| Retained in subsidiary                 | —         | —         |

The assets and liabilities of the subsidiary were:

|                                                         |          |          |
|---------------------------------------------------------|----------|----------|
| Current assets                                          | 133,985  | 170,363  |
| Current liabilities                                     | (60,948) | (73,806) |
| Creditors: amounts falling due after more than one year | (10,102) | (22,504) |

|                  |        |        |
|------------------|--------|--------|
| Total net assets | 62,935 | 74,053 |
|------------------|--------|--------|

|                                      |        |        |
|--------------------------------------|--------|--------|
| Aggregate share capital and reserves | 62,935 | 74,053 |
|--------------------------------------|--------|--------|

## 16. Stock

|                          | Group     |           | Charity   |           |
|--------------------------|-----------|-----------|-----------|-----------|
|                          | 2025<br>£ | 2024<br>£ | 2025<br>£ | 2024<br>£ |
| Catering & Housekeeping  | 4,115     | 2,981     | 4,115     | 2,981     |
| Medical Supplies         | 6,428     | 3,067     | 6,428     | 3,067     |
| Shop & Fundraising Goods | 44,820    | 47,803    | —         | —         |
| Total                    | 55,363    | 53,851    | 10,543    | 6,048     |

## 17. Debtors

|                                    | Group     |           | Charity   |           |
|------------------------------------|-----------|-----------|-----------|-----------|
|                                    | 2025<br>£ | 2024<br>£ | 2025<br>£ | 2024<br>£ |
| Trade debtors                      | 22,807    | 86,315    | 22,807    | 86,428    |
| Other taxes and social security    | 12,278    | 43,695    | 6,028     | 39,519    |
| Amounts owed by group undertakings | —         | —         | 29,698    | 26,146    |
| Prepayments and accrued income     | 286,265   | 368,471   | 286,265   | 366,485   |
| Other Debtors                      | 2,934     | 1,736     | 2,834     | 1,664     |
| Legacies notified in advance       | 677,549   | 260,001   | 677,549   | 260,001   |
| Total                              | 1,001,833 | 760,218   | 1,025,181 | 780,243   |

18. Creditors: amounts falling due within one year

|                                       | Group     |           | Charity   |           |
|---------------------------------------|-----------|-----------|-----------|-----------|
|                                       | 2025<br>£ | 2024<br>£ | 2025<br>£ | 2024<br>£ |
| Trade creditors                       | 313,136   | 263,103   | 298,785   | 254,991   |
| Other taxes and social security costs | 141,832   | 135,579   | 141,832   | 135,726   |
| Accruals                              | 433,465   | 301,624   | 426,465   | 296,426   |
| Deferred income – note 21             | 64,901    | 100,543   | 64,901    | 100,543   |
| Bank loan                             | 10,000    | 10,000    | —         | —         |
| Other creditors                       | 106,789   | 75,642    | 106,760   | 75,137    |
| Total                                 | 1,070,123 | 886,491   | 1,038,743 | 862,823   |

19. Creditors: amounts falling after more than one year

|           | Group     |           | Charity   |           |
|-----------|-----------|-----------|-----------|-----------|
|           | 2025<br>£ | 2024<br>£ | 2025<br>£ | 2024<br>£ |
| Bank Loan | 10,103    | 22,504    | —         | —         |
| Total     | 10,103    | 22,504    | —         | —         |

The bank loan was taken out in July 2022 and will be repaid by monthly instalments over a term of 6 years. The amount repayable in instalments which falls due after more than 5 years from the balance sheet date is £nil (2024: £nil). Interest at 2.5% is due on the amount outstanding.

20. Loans

|                         | Group     |           | Charity   |           |
|-------------------------|-----------|-----------|-----------|-----------|
|                         | 2025<br>£ | 2024<br>£ | 2025<br>£ | 2024<br>£ |
| Payable within one year | 10,000    | 10,000    | —         | —         |
| Payable after one year  | 10,103    | 22,504    | —         | —         |
|                         | 20,103    | 32,504    | —         | —         |



21. Deferred income – Group and Charity

|                           | Total<br>2025 | Total<br>2024 |
|---------------------------|---------------|---------------|
| At 1 April 2024           | 100,543       | 261,561       |
| Deferred in the year      | 2,956,549     | 2,112,819     |
| Amounts release to income | (2,992,191)   | (2,273,837)   |
| At 31 March 2025          | 64,901        | 100,543       |

Income has been deferred which has been received in advance for future lottery draws of £63,071 (2024: £59,581) and for funding relating to future periods of £1,830 (2024: £40,926).

22. Leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

|                                 | Group     |           | Charity   |           |
|---------------------------------|-----------|-----------|-----------|-----------|
|                                 | 2025<br>£ | 2024<br>£ | 2025<br>£ | 2024<br>£ |
| Less than one year              | 318,692   | 350,911   | 312,859   | 343,161   |
| Between one year and five years | 325,998   | 650,952   | 325,998   | 645,139   |
| Later than five years           | —         | 3,083     | —         | 3,083     |
| Total                           | 644,690   | 1,004,946 | 638,857   | 991,383   |





23. Statement of funds

| For the year ended<br>31 March 2025 | Balance at<br>1 April<br>2024<br>£ | Income<br>£ | Expenditure<br>£ | Gain on<br>Investment<br>£ | Transfers<br>£ | As at<br>31 March<br>2024<br>£ |
|-------------------------------------|------------------------------------|-------------|------------------|----------------------------|----------------|--------------------------------|
| Group                               |                                    |             |                  |                            |                |                                |
| Unrestricted funds                  |                                    |             |                  |                            |                |                                |
| General funds                       | 5,532,125                          | 10,835,437  | (11,189,607)     | 143,443                    | (153,273)      | 5,168,125                      |
| Designated funds                    |                                    |             |                  |                            |                |                                |
| Fixed asset fund                    | 4,166,454                          | —           | (309,309)        | —                          | 159,373        | 4,016,518                      |
| Total designated funds              | 4,166,454                          | —           | (309,309)        | —                          | 159,373        | 4,016,518                      |
|                                     |                                    |             |                  |                            |                |                                |
| Total unrestricted funds            | 9,698,579                          | 10,835,437  | (11,498,916)     | 143,443                    | 6,100          | 9,184,643                      |

Charity

|                          |           |            |              |         |           |           |
|--------------------------|-----------|------------|--------------|---------|-----------|-----------|
| Unrestricted funds       |           |            |              |         |           |           |
| General funds            | 5,458,080 | 10,569,833 | (10,912,793) | 143,443 | (153,273) | 5,105,290 |
| Designated funds         |           |            |              |         |           |           |
| Fixed asset fund         | 4,166,454 | —          | (309,309)    | —       | 159,373   | 4,016,518 |
| Total designated funds   | 4,166,454 | —          | (309,309)    | —       | 159,373   | 4,016,518 |
|                          |           |            |              |         |           |           |
| Total unrestricted funds | 9,624,534 | 10,569,833 | (11,222,102) | 143,443 | 6,100     | 9,121,808 |

Group and Charity

|                         |        |        |          |       |         |        |
|-------------------------|--------|--------|----------|-------|---------|--------|
| Restricted funds        |        |        |          |       |         |        |
| Fixed Asset Fund        | 1,023  | —      | —        | —     | —       | 1,023  |
| Capital Works           | 45,162 | —      | —        | —     | —       | 45,162 |
| The Kirkwood Chorus     | —      | 1,200  | (1,200)  | —     | —       | —      |
| Support Life Delivery   | —      | 25,000 | (25,000) | —     | —       | —      |
| Clinical Educator       | —      | 10,000 | (10,000) | —     | —       | —      |
| Rise Recliner Chairs    | —      | 13,377 | —        | —     | —       | 13,377 |
| Wheelchair              | 4,457  | —      | —        | —     | —       | 4,457  |
| Gardening               | —      | 5,250  | (5,250)  | —     | —       | —      |
| Cuddle Bed              | 6,009  | —      | —        | —     | —       | 6,009  |
| Batley & Spen – Care Co | —      | 7,000  | (7,000)  | —     | —       | —      |
| Other                   | 4,439  | 6,764  | (3,528)  | —     | (6,100) | 1,575  |
|                         | 61,090 | 68,591 | (51,978) | —     | (6,100) | 71,603 |
|                         |        |        |          |       |         |        |
| Endowment               | 7,242  | —      | —        | (649) | —       | 6,593  |
|                         |        |        |          |       |         |        |
| Total                   | 68,332 | 68,591 | (51,978) | (649) | (6,100) | 78,196 |

23. Statement of funds (continued)

| For the year ended<br>31 March 2024 | Balance at<br>1 April<br>2023<br>As Restated<br>£ | Income<br>£ | Expenditure<br>£ | Gain on<br>Investment<br>£ | Transfers<br>£ | As at<br>31 March<br>2024<br>£ |
|-------------------------------------|---------------------------------------------------|-------------|------------------|----------------------------|----------------|--------------------------------|
| Group                               |                                                   |             |                  |                            |                |                                |
| Unrestricted funds                  |                                                   |             |                  |                            |                |                                |
| General funds                       | 6,380,396                                         | 9,253,723   | (10,303,436)     | 346,814                    | (145,372)      | 5,532,125                      |
| Designated funds                    |                                                   |             |                  |                            |                |                                |
| Fixed asset fund                    | 4,167,326                                         | —           | (293,045)        | —                          | 292,173        | 4,166,454                      |
| Total designated funds              | 4,167,326                                         | —           | (293,045)        | —                          | 292,173        | 4,166,454                      |
|                                     |                                                   |             |                  |                            |                |                                |
| Total unrestricted funds            | 10,547,722                                        | 9,253,723   | (10,596,481)     | 346,814                    | 146,801        | 9,698,579                      |

Charity

|                          |            |           |              |         |           |           |
|--------------------------|------------|-----------|--------------|---------|-----------|-----------|
| Unrestricted funds       |            |           |              |         |           |           |
| General funds            | 6,306,443  | 9,012,888 | (10,062,693) | 346,814 | (145,372) | 5,458,080 |
| Designated funds         |            |           |              |         |           |           |
| Fixed asset fund         | 4,167,326  | —         | (293,045)    | —       | 292,173   | 4,166,454 |
| Total designated funds   | 4,167,326  | —         | (293,045)    | —       | 292,173   | 4,166,454 |
|                          |            |           |              |         |           |           |
| Total unrestricted funds | 10,473,769 | 9,012,888 | (10,355,738) | 346,814 | 146,801   | 9,624,534 |

Group and Charity

|                    |         |         |          |     |           |        |
|--------------------|---------|---------|----------|-----|-----------|--------|
| Restricted funds   |         |         |          |     |           |        |
| Fixed asset fund   | 6,228   | 2,900   | (2,310)  | —   | (5,795)   | 1,023  |
| Capital works      | 100,000 | —       | —        | —   | (54,838)  | 45,162 |
| Estates move       | —       | 20,025  | (20,025) | —   | —         | —      |
| Decking & planters | —       | 60,000  | —        | —   | (60,000)  | —      |
| Music therapy      | 1,000   | 2,495   | (3,495)  | —   | —         | —      |
| Wheelchair         | —       | 13,938  | —        | —   | (9,481)   | 4,457  |
| Cuddle bed         | —       | 21,004  | —        | —   | (14,995)  | 6,009  |
| CNS Development    | 25,583  | 31,974  | (57,557) | —   | —         | —      |
| Other              | 3,768   | 5,044   | (2,681)  | —   | (1,692)   | 4,439  |
|                    | 136,579 | 157,380 | (86,068) | —   | (146,801) | 61,090 |
|                    |         |         |          |     |           |        |
| Endowment          | 6,415   | —       | —        | 827 | —         | 7,242  |
|                    |         |         |          |     |           |        |
| Total              | 142,994 | 157,380 | (86,068) | 827 | (146,801) | 68,332 |

Fund descriptions

a) Unrestricted funds

The general funds are available for the use at the discretion of the charity in furtherance of the general objectives as detailed in the Trustees report.

## b) Designated funds

Kirkwood Hospice has clear policy and procedures to guide its management of reserves. The policy clarifies in more detail that the charity will hold designated funds to provide for specific future projects that are unlikely to be met by future income alone.

A review of the financial position as at 31 March 2017 confirmed that the general reserve was 20 months of charitable expenditure, which equated to the charity holding £1.5 million in excess of their reserves policy at the time. As a result of this position the £1.5 million was transferred to the designated project fund. It should be noted that £950,000 was transferred to this fund during 2016 and 350,000 was transferred to this fund during 2020/21.

The fixed asset designated fund comprises assets which were purchased to further the aims of the charity and are not considered to be restricted assets.

## c) Restricted funds

The restricted fixed asset fund includes restricted income which has been received for equipment for the charity, of which this balance remains unchanged for the year ended 31 March 2025.

The capital works fund are grants received for large projects of a capital nature, of which this balance remains unchanged for the year ended 31 March 2025.

The Kirkwood chorus fund relates to the Kirkwood Chorus initiative, which aims to bring people together through music and community. In the year, £1,200 was donated by Music for All to facilitate the continuation of the chorus and other musical events.

The support life delivery fund relates to restricted income which has been received for medical equipment for the continued support of the patients of the Hospice. In the year, £10,000 was received by the Hodge Foundation and £15,000 by Garfield Weston to support this fund.

The Clinical Educator fund received £10,000 from The James Tudor Foundation, which contributes towards the training, development and education of clinical and healthcare professionals.

The Rise Recliner Chairs fund is a newly established fund to acquire specialist recliner chairs for patients of the hospice. In the year, £10,000 was received by the Francis Winham Foundation and £3,377 from Huddersfield Common Good Trust for this fund.

The wheelchair fund relates to specific funds allocated to acquire wheelchairs to continue to support patients of the hospice. As of 31 March 2024, a brought forward balance of £4,457 related to this fund, in which at the end of the financial year ended 31 March 2025, this remains unchanged.

In the year, £5,250 was donated from the Morrison Foundation Trust for the Potager Garden Creation project at the hospice, in which this project aims to create a garden space to supply a mix of fresh herbs, salads and vegetables.

The cuddle bed fund receives donations to fund cuddle beds, a recent innovation to provide further comfort and support for palliative care patients. The fund stands at £6,009 from donations received in previous periods, in which this fund remains unchanged for the year ended 31 March 2025.

## 23. Statement of funds (continued)

The Batley & Spen – Care Co fund is newly established in the year, set up to support the rejuvenation and revival of the Batley area. In the year, £5,000 was received by The Charles & Elthe Sykes Trust and £2,000 was received by The Hospital Fund.

Other funds relate to smaller scale projects including funding and support for nursing education and prescription training, of which £6,764 was received in the year towards these initiatives. Restricted expenditure of £3,528 arose in the year for spend relating to the continuation of the fund, and £6,100 was transferred out of the fund and into unrestricted due to the funds being fulfilled in the year.

## d) Endowment funds

The endowment fund is made up of investments transferred to the charity on condition that the capital should be retained and the income generated either retained or used to support the charities general activities, income generated by the endowment fund is considered to be unrestricted income.

## 24. Analysis of net assets between funds

| As at 31 March 2025 | Tangible fixed assets<br>£ | Investments<br>£ | Cash<br>£ | Other current assets<br>£ | Liabilities<br>£ | Total<br>£ |
|---------------------|----------------------------|------------------|-----------|---------------------------|------------------|------------|
| Group               |                            |                  |           |                           |                  |            |
| Restricted funds    | —                          | —                | 71,603    | —                         | —                | 71,603     |
| Unrestricted funds  |                            |                  |           |                           |                  |            |
| — Designated        | 4,016,518                  | —                | —         | —                         | —                | 4,016,518  |
| — Unrestricted      | —                          | 3,533,122        | 1,658,003 | 1,047,123                 | (1,070,123)      | 5,168,125  |
| Endowment           | —                          | 6,593            | —         | —                         | —                | 6,593      |
|                     | 4,016,518                  | 3,539,715        | 1,729,606 | 1,047,123                 | (1,070,123)      | 9,262,839  |
| Charity             |                            |                  |           |                           |                  |            |
| Restricted funds    | —                          | —                | 71,603    | —                         | —                | 71,603     |
| Unrestricted funds  |                            |                  |           |                           |                  |            |
| — Designated        | 4,016,518                  | —                | —         | —                         | —                | 4,016,518  |
| — Unrestricted      | —                          | 3,533,222        | 1,575,088 | 1,035,723                 | (1,038,743)      | 5,105,290  |
| Endowment           | —                          | 6,593            | —         | —                         | —                | 6,593      |
|                     | 4,016,518                  | 3,539,815        | 1,646,691 | 1,035,723                 | (1,038,743)      | 9,200,004  |

24. Analysis of net assets between funds (continued)

| As at 31 March 2024 | Tangible fixed assets | Investments | Cash    | Other current assets | Liabilities | Total     |
|---------------------|-----------------------|-------------|---------|----------------------|-------------|-----------|
| Group               | £                     | £           | £       | £                    | £           | £         |
| Restricted funds    | —                     | —           | 61,090  | —                    | —           | 61,090    |
| Unrestricted funds  |                       |             |         |                      |             |           |
| — Designated        | 4,166,454             | —           | —       | —                    | —           | 4,166,454 |
| — Other             | —                     | 4,926,438   | 700,613 | 814,069              | (908,995)   | 5,532,125 |
| Endowment           | —                     | 7,242       | —       | —                    | —           | 7,242     |
|                     | 4,166,454             | 4,933,680   | 761,703 | 814,069              | (908,995)   | 9,766,911 |
| Charity             |                       |             |         |                      |             |           |
| Restricted funds    | —                     | —           | 61,090  | —                    | —           | 61,090    |
| Unrestricted funds  |                       |             |         |                      |             |           |
| — Designated        | 4,166,454             | —           | —       | —                    | —           | 4,166,454 |
| — Other             | —                     | 4,926,538   | 608,074 | 786,291              | (862,823)   | 5,458,080 |
| Endowment           | —                     | 7,242       | —       | —                    | —           | 7,242     |
|                     | 4,166,454             | 4,933,780   | 669,164 | 786,291              | (862,823)   | 9,692,866 |

25. Pensions and other post-retirement benefits

Employees of the charity are entitled to join either the NHS Pensions Scheme (eligible employees only), or the Kirkwood Hospice Stakeholder Pension Plan.

NHS Pension Scheme

Eligible employees are able to remain in the NHS Pensions Scheme as if they were still in the employment of an employing authority. The NHS Pension Scheme is an unfunded occupational pension scheme backed by the Exchequer, which is open to all NHS employees and employees of approved organisations. The scheme provides pensions, in varying circumstances for employees of participating employers. The scheme receives contributions from employers and employees to defray the costs of pensions and other benefits. The scheme is subject to a full actuarial valuation every four years and an accounting valuation every year. Details of benefits payable, and the basis for valuations under these provisions can be found on the NHS Pensions website at [www.nhsbsa.nhs/pensions](http://www.nhsbsa.nhs/pensions). The scheme is accounted for as a multi-employer scheme under the Charity SORP (FRS102) and, as no surplus or deficit is able to be identified and allocated to the separate employer, the contributions have been accounted for as a defined contribution scheme and no share of the surplus or deficit included in these financial statements.

In the year ended 31 March 2025, the charity made contributions to the NHS Pension Scheme totalling £300,766 (2024: £323,749). Employer contributions were 14.38% and employee contributions were in the range of 5.6% to 13.5% of pensionable pay.

Other Pension Schemes

Other employees are entitled to join the AEGON - Kirkwood Hospice Stakeholder Pension Plan, which is a defined contribution scheme. The contribution rates for this scheme are 7.5% of pensionable pay for the employer and 6% of pensionable pay for the employee. New employees are auto enrolled if eligible into this scheme, the contribution rates being 5% for the employer and 5% for the employee. The employee then has the option to increase their contributions to 6% if they so wish. In the year ending 31 March 2025, the charity paid contributions to the schemes totalling £220,049 (2024: £181,302).

The contributions are allocated to unrestricted funds.

26. Contingent asset

At the year end the charity had 32 legacies (2024: 27) confirmed, which the Trustees believe are unable to be measured reliably as the solicitors at present are unable to quantify the value of the proposed estate.

27. Financial commitments

There were no contractual commitments for the acquisition of tangible fixed assets in the current or preceding year.

28. Related party transactions

During the year donations totalling £1,391 (2024: £4,988), excluding the value of donated goods, were received from Trustees, none of these had conditions attached. There were no other related party transactions.





**29. Consolidated  
Statement of Financial  
Activities (incorporating  
an income and  
expenditure account)  
for the year ended 31  
March 2024**

|                                    | 2024<br>Unrestricted<br>Funds –<br>General<br>£ | 2024<br>Designated<br>Fixed Asset<br>Fund<br>£ | 2024<br>Restricted<br>Funds<br>£ | 2024<br>Endowment<br>Fund<br>£ | 2024<br>Total<br>Funds<br>£ | 2023<br>Total<br>Funds<br>£ |
|------------------------------------|-------------------------------------------------|------------------------------------------------|----------------------------------|--------------------------------|-----------------------------|-----------------------------|
| <b>Income and endowments from:</b> |                                                 |                                                |                                  |                                |                             |                             |
| Donations and legacies             | 1,500,038                                       | —                                              | 157,380                          | —                              | 1,657,418                   | 1,797,646                   |
| Charitable activities              | 2,852,614                                       | —                                              | —                                | —                              | 2,852,614                   | 2,655,901                   |
| Other trading activities           | 4,777,032                                       | —                                              | —                                | —                              | 4,777,032                   | 4,668,399                   |
| <b>Income from investments</b>     | 124,039                                         | —                                              | —                                | —                              | 124,039                     | 133,529                     |
|                                    | <b>9,253,723</b>                                | <b>—</b>                                       | <b>157,380</b>                   | <b>—</b>                       | <b>9,411,103</b>            | <b>9,255,475</b>            |
| <b>Expenditure on:</b>             |                                                 |                                                |                                  |                                |                             |                             |
| Raising Funds                      | (3,714,306)                                     | —                                              | —                                | —                              | (3,714,306)                 | (3,677,500)                 |
| Charitable activities              | (6,589,130)                                     | (293,045)                                      | (86,068)                         | —                              | (6,968,243)                 | (6,546,910)                 |
| <b>Total Expenditure</b>           | <b>(10,303,436)</b>                             | <b>(293,045)</b>                               | <b>(86,068)</b>                  | <b>—</b>                       | <b>(10,682,549)</b>         | <b>(10,224,410)</b>         |
| Net gain on investments            | 346,814                                         | —                                              | —                                | 827                            | 347,641                     | (418,643)                   |
| <b>Net income/(expenditure)</b>    | <b>(702,899)</b>                                | <b>(293,045)</b>                               | <b>71,312</b>                    | <b>827</b>                     | <b>(923,805)</b>            | <b>(1,387,578)</b>          |
| <b>Transfers between funds</b>     | <b>(145,372)</b>                                | <b>292,173</b>                                 | <b>(146,801)</b>                 | <b>—</b>                       | <b>—</b>                    | <b>—</b>                    |
| <b>Net movement between funds</b>  | <b>(848,271)</b>                                | <b>(872)</b>                                   | <b>(75,489)</b>                  | <b>827</b>                     | <b>(923,805)</b>            | <b>(1,387,578)</b>          |
| <b>Reconciliation of funds:</b>    |                                                 |                                                |                                  |                                |                             |                             |
| Total funds brought forward        | 6,380,396                                       | 4,167,326                                      | 136,579                          | 6,415                          | 10,690,716                  | 12,078,294                  |
| <b>Total funds carried forward</b> | <b>5,532,125</b>                                | <b>4,166,454</b>                               | <b>61,090</b>                    | <b>7,242</b>                   | <b>9,766,911</b>            | <b>10,690,716</b>           |



# Getting in touch

**Connect with The Kirkwood  
& 24/7 Advice Line**  
01484 557 910

**The Kirkwood Main Reception**  
01484 557 900

**Fundraising**  
01484 557 911

**Website**  
[thekirkwood.org.uk](http://thekirkwood.org.uk)

**Email**  
[info@thekirkwood.org.uk](mailto:info@thekirkwood.org.uk)

**Address**  
The Kirkwood  
21 Albany Road  
Dalton, Huddersfield  
HD5 9UY

Kirkwood Hospice is a Company Limited  
by Guarantee in England (No. 1645888)  
and a Registered Charity (No. 512987)



Our support began as a hospice, but today it is a promise: to support the life and legacy of all of those affected by a life limiting illness.

We help those in our care to live well and to make the most of every single day. We make the complex simple by focussing on what's important. And we support families and loved ones to live on – and live well.

We're here for local people across our community whenever and wherever they need us, helping to improve their quality of life – in the ways that matter most to them.

Through thick and thin, giant hugs and bottomless mugs, we support life for anyone affected by a life limiting illness here in Kirklees.