

Annual Report

2025/2026




Helen & Douglas House
your local children's hospice

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About us

Helen & Douglas House is the world's first children's hospice, supporting children with life-shortening and life-threatening conditions and their families across Oxfordshire and surrounding counties. We help children live their lives to the full, even when those lives are short.

With your support, we help families create lasting memories and ensure every child and family can access exceptional hospice care when and where they need it.

As a local charity, we rely on your support to raise £6.5 million each year to fund our vital services.

How we are funded

Children's hospices are facing a growing funding gap. Demand is rising, care is becoming more complex, and costs continue to increase. While our fundraising, retail and trading income has grown, it is not enough to offset these pressures.

Across the UK, children's hospices are delivering more care than ever before, including clinical services that would otherwise fall to the NHS. Yet the funding model does not reflect this reality.

In October 2025, the Government confirmed £80 million over three years for children's hospices in England. While welcome, this funding maintains existing levels only and does not keep pace with rising costs. It also fails to address funding inequities across Integrated Care Boards and between children's hospices, adult hospices and NHS services.

As a result, for every £1 of statutory funding, hospices now provide nearly £4 of care, funded largely through charitable

income. In 2025/26, 60% of children's hospices operated at a deficit, with a combined shortfall of £4.4 million*.

Like many charities in the sector, Helen & Douglas House is operating within this increasingly unsustainable model. We continue to manage costs carefully while protecting the outstanding care that children and families rely on but, like many other children's hospices, we face an operational deficit.

Without a fair and sustainable long-term funding solution, the future of children's hospices is being put at risk and hospices may be forced to limit access or reduce services which will shift pressure directly back to the NHS.

We are joining Together for Short Lives and Hospice UK in their call for Government to review and reform funding for hospice care to ensure everyone has access to the palliative and end of life care they need and deserve.

*Together for Short Lives

We need to raise £6.5m to fund our work



Income from
statutory
sources
was **9%***



Income from
fundraising,
legacies and
trading was **89%**

*This excludes a one-off single year grant payment of £591,000 which was restricted to capital expenditure and not the cost of care, as directed by the Government.



Direct care staff costs	£4,066,000
Medical staff costs	£564,000
Other direct costs	£553,000
Support costs	£983,000
Depreciation	£406,000

Chair of Trustees and Chief Executive joint statement



This year has been one of strong progress for Helen & Douglas House, set against a challenging and uncertain environment for children's hospice care. Demand for our services continues to grow, care is becoming more complex, and financial pressures across the sector are increasing.

Despite this, we are incredibly proud of what has been achieved. Thanks to the dedication, compassion and expertise of our staff and volunteers, we have continued to provide outstanding care to children and families across our region. This was recognised by the Care Quality Commission, where we retained our 'Outstanding' rating and further strengthened our performance across key areas.

We have also seen encouraging growth across our services, supporting more children and families and extending our reach through initiatives such as our new Community Hub. Alongside this, in part thanks to the hospice grant, we have made important investments in our facilities, research and clinical workforce, ensuring that the care we provide remains high-quality, responsive and centred around the needs of families.

At the same time, we have delivered a strong fundraising performance, supported by the continued generosity of our community. This income is critical in enabling us to sustain our services and respond to the widening gap between statutory funding and the true cost of care.



However, the long-term sustainability of children's hospice care remains uncertain. Current funding arrangements do not reflect the essential role hospices play within the wider health system, and without reform, this model will become increasingly difficult to sustain.

In this context, we are focused on building a more resilient and sustainable future for Helen & Douglas House. This includes investing in our data and digital infrastructure, reviewing our operating model to make cost savings where possible, strengthening income diversification, and working in partnership with others to influence change across the sector.

We are deeply grateful to our supporters, partners, staff and volunteers, whose commitment makes our work possible. Your support enables us to continue delivering specialist care, providing comfort, dignity and choice to children and families at the most difficult time in their lives.

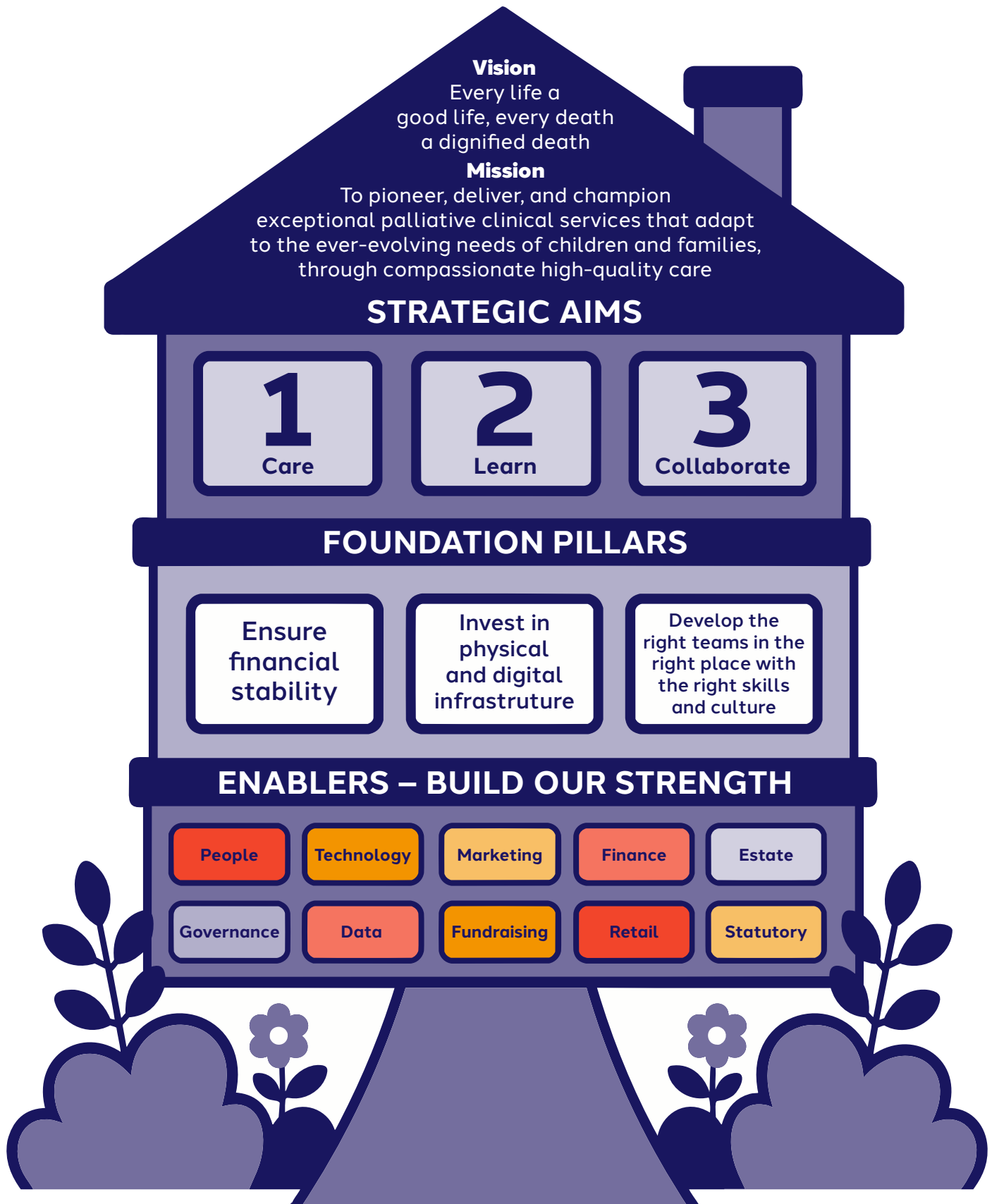
Together, with your continued support, we remain committed to ensuring that every child and family who needs us can access the care and support they deserve, now and in the future.

Jennie V. Younger *David Whittingham*

Jennie Younger
Chair of Trustees

David Whittingham
Chief Executive Officer
28 September 2026

Our strategy in action





Improving care for children and families

Helen & Douglas House continues to provide specialist palliative care for children and young people with life-shortening conditions, guided by our mission to offer compassionate, holistic support in our hospice and in the community. This year, we made important progress across our services.

Outstanding care

We were delighted to be rated 'Outstanding' by the Care Quality Commission (CQC), retaining the regulator's highest rating following an inspection in November 2025. We achieved 'Outstanding' in four out of five categories, a further improvement on our previous inspection.

The CQC is the independent regulator of health and adult social care in England. Inspectors praised our deeply caring culture and the way we put children at the heart of everything we do, noting that staff consistently went above and beyond to tailor care to each child's individual needs and wishes.

During their visit, CQC inspectors found that children and young people were empowered to shape decisions about their care. They also recognised the wide range of support we offer families throughout their journey, not only at end of life. The hospice was praised for strong leadership, safe processes and clear accountability, while parents described the service as invaluable.

Roger James, CQC deputy director for the south, said:

"The team at Helen & Douglas House should be really proud of the care they're providing. Other service providers should look at this report to see if there's anything they can learn about supporting people during such a difficult time in their lives."



"I hated the idea because of a hospice, but on walking in to Helen & Douglas House I was just amazed! We were welcomed so graciously and it was so much brighter than I expected...and when Josiah said, 'it's not really like a hospital, it's more like somebody's house', I just thought, okay, we're going to be fine."

First impressions of Helen & Douglas House from Kathy, mum to Josiah (pictured).

At a glance



14%
increase in our
active caseload

39%
expansion in
bereavement
support



23%
increase in the hours
of care delivered

Growing our reach

Our active caseload grew by 14% to 239 children and young people, while first stays increased by 75%, reflecting greater awareness of our services and earlier referrals.

Family-centred support

We supported 70% of families to ensure their child died in their preferred place of care. Bereavement support also expanded, with 39% of families using our Little Room* and a 7.8% increase in nights of care.

Care closer to home

Our community and family support team delivered 8,489 hours of care, a 23% increase on last year.

In October 2025, we launched our first Community Hub in Buckinghamshire, an important step in helping more families access hospice support closer to home.

The Hub brought together outreach nursing, family and bereavement support, social work, youth and transition services, and sibling support in a more accessible, joined-up way. It helped families connect with hospice professionals, access practical and emotional support, and build relationships within their local community. The positive response will inform future outreach and partnership work across the region.

*The Little Room is a specially designed, family-centred space where bereaved parents and loved ones can spend precious time with a child after they have died.



Improving the family experience

Over the past year, we refreshed several key spaces used by children and families, including family accommodation, dining areas and play spaces. This work was partly funded by the government hospice grant, which was allocated for capital projects.

Feedback from families and stakeholders remains overwhelmingly positive. All respondents rated their experience as 'very good' or 'good'. Families highlighted the compassionate, inclusive environment, the quality of care, and the support received during bereavement.

New flooring, redecoration, essential repairs and facilities improvements have helped create a warmer, calmer and more welcoming environment that supports comfort, dignity and wellbeing for children, families, volunteers and staff.





Learning through evidence and research

We introduced a new Clinical Research Practitioner role to build research capacity, strengthen university partnerships and support national studies.

We developed a new education resource for newly qualified nurses and staff working in children's palliative care. The nine-month Foundation Programme covered children's palliative care, symptom management, advance care planning, end-of-life care and bereavement. Staff demonstrated an overall increase in confidence in practice. Attendees valued learning together, teaching with other hospices, learning more about palliative care and particularly enjoyed the clinical simulation sessions.



Lily's story: care shaped around family choice

Lily's story shows how specialist perinatal palliative care can help families make deeply personal choices at an unimaginably difficult time.

After Lily was diagnosed before birth with Hypoplastic Left Heart Syndrome, her parents, Rachel and Thomas, chose to continue the pregnancy without life-prolonging interventions and hoped to welcome Lily at home. Working alongside midwives, neonatal teams and Helen & Douglas House, a detailed care plan was developed so Lily could be born safely at home and kept comfortable.

Lily's mum Rachel described how important it was to feel supported, listened to and able to create meaningful memories with her daughter.

Learning from Lily's story

"After Lily's diagnosis, we had to reimagine what her life, and her death, would be like. I still longed to give birth at home, as I had with my other children, and to have normal family memories with Lily before she died.

Helen & Douglas House worked with our wider care team to make this possible. Plans were carefully put in place to support Lily's birth, manage her symptoms and meet our family's emotional, spiritual and practical needs.

A few months later, Lily was born safely at home, surrounded by family. We had five impossibly beautiful days with her: holding her, taking her outside, introducing her to loved ones and making memories with her brother and sister.

Throughout that time, the hospice and community teams were always nearby. They helped us understand how to keep Lily comfortable and supported us through the painful task of caring for our baby as she died.

After Lily died, Helen & Douglas House continued to care for our whole family. Lily rested in the Little Room, while staff supported us with kindness, practical help and bereavement care. Amid immense grief, they helped us feel surrounded by peace and love."

Lily's story has helped demonstrate that, with specialist planning and collaboration, home birth can be possible within a palliative care context. It has been shared with parents and healthcare professionals, published in a palliative medicine journal, and is helping to change perceptions of paediatric palliative care.

Rachel and Thomas's experience shows how personalised, sensitive care can give families choice, comfort and connection at the most difficult time. Their willingness to share Lily's story is helping to open important conversations about perinatal palliative care and the support families need.

The future of perinatal palliative care

This learning is also informing the future development of perinatal palliative care at Helen & Douglas House, helping more families access support earlier in pregnancy, birth and the neonatal period.



Collaborating to shape the future of care

Here are some of the ways we collaborated with others to improve children's palliative care this year.

- Dr Emily Harrop co-authored a published study addressing the lack of a standardised tool for assessing breakthrough pain in children and young people aged 8–25 with life-limiting and life-threatening conditions. The BEACON clinical trial aims to develop the Breakthrough Pain Assessment Questionnaire, including a self-report version for verbal children and young people.
- Drs Charlotte Holland, Emily Harrop and Laura Nohavicka published an article in BMJ Journals on how specialist paediatric palliative care teams can support symptom management. The article highlights the importance of tailored symptom management plans that include both pharmacological and non-pharmacological approaches.
- We are proud to work with the NHS Cancer Improvement Collaborative, which brings together cancer healthcare professionals and people with lived experience from different organisations to improve services in a structured and collaborative way.



Using data to strengthen our future

This year, we began developing a new Customer Relationship Management (CRM) software to help us better understand and support our donors, supporters, volunteers, retail customers and families. The new system will improve the quality of our data, reduce manual processes and help teams make more informed, data-driven decisions.

A review of our existing database highlighted several risks: the system was built in the 1990s, relies heavily on manual data handling, does not integrate well with other tools and is difficult to use for insight and reporting.

Our strategy depends on better data and insight-led decision-making. Without investment in a modern CRM, we risk limiting our ability to grow income, deepen supporter relationships and plan services effectively.

Following Board approval and a thorough tender process, we selected Beacon and are now working with an implementation partner to build the new system, it went live in July 2026.

The Beacon CRM project will improve how we manage and use data across fundraising, enabling teams to work more efficiently and make better decisions. By reducing manual processes and introducing integrated systems, it will free up staff time, strengthen donor engagement through more personalised journeys, and support income growth.

A single, 360-degree view of supporters will improve how we understand and engage audiences across fundraising, retail and volunteering. Better integrations and automation will increase data quality, reduce duplication and provide clearer insights to guide our activity. This was not possible with our existing database.

The move to a cloud-based system will also improve reliability, security and business continuity, while reducing ongoing costs associated with legacy systems. Overall, Beacon will simplify processes, strengthen insight-led decision-making, and enable more effective and sustainable fundraising.





Fundraising report

A strong year in a challenging environment

This has been a strong year for fundraising at Helen & Douglas House, delivering performance ahead of expectations in a challenging external environment. With rising costs and increasing demand for children's palliative care, this income plays a critical role in sustaining our services and helping to close the sector's growing funding gap.

Growing income and supporter engagement

We ended the year £989,960 ahead of our net target, supported by a growing and highly engaged supporter base.

A total of 13,588 people made financial contributions, including 3,505 new supporters, reflecting both the loyalty of our community and our expanding reach.

Events driving income and awareness

Our events programme continued to be a key driver of both income and engagement. The Oxford Half Marathon sold out and raised over £60,000, while Bubble Rush attracted more than 2,000 participants and delivered similar returns. Building on this success, we will increase participation further as Headline Charity Partner of the Oxford Half Marathon in 2026.

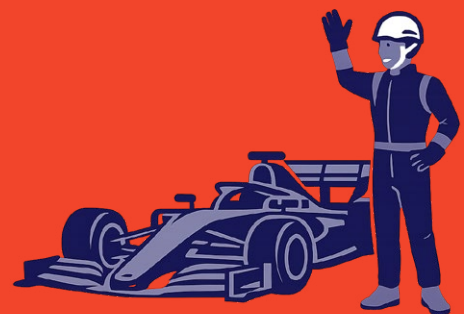
At a glance



3.5k+
new supporters
made contributions

£60k+

was raised from
the Oxford Half
Marathon



£100k

target was
exceeded by
Mercedes-AMG
Petronas Formula 1



Community and partnership fundraising

Community fundraising remains at the heart of our income, with individuals, schools and community groups raising vital funds while strengthening our connection with local people. Corporate partnerships also played an increasingly important role, delivering both income and meaningful support for families. This included new and expanded partnerships, such as

our collaboration with Moderna as well as the Mercedes-AMG Petronas Formula 1 Team who exceed expectations by smashing their £100,000 target in the first year of partnership with us.

Building on this success, they have since increased both their financial commitment and the scope of their partnership with us, reflecting their confidence in our work and shared ambition for the future.



Philanthropy, trusts and major gifts fundraising

Philanthropy, trusts and legacy giving continued to perform strongly, including several transformational gifts and multi-year pledges. These include a £500,000 donation from a long-standing supporter, a £100,000 gift from an individual donor resulting from building a positive relationship over several years' of careful

stewardship, and several significant multi-year pledges from trusts and foundations. We are delighted to be continuing our partnership with the Pepper Foundation who generously fund much of our outreach services in Buckinghamshire. These contributions reflect the importance of long-term relationship building and the deep trust placed in Helen & Douglas House.



Strengthening individual giving

Our Individual Giving programme evolved through more targeted and integrated campaigns, delivering encouraging results. Notably, our “Fix the Roof” campaign reached its target within one week, and our Christmas appeal raised over £78,000 through a coordinated multi-channel approach.

Investing in long term sustainability

Alongside delivery, we have invested in strengthening the foundations of our fundraising, including team capability, compliance, new income streams and initiatives such as Project Oxford, which is an internal multi team collaborative forum working together to grow our presence and impact in Oxfordshire. These developments will support long-term income sustainability in an increasingly competitive and uncertain funding environment.

Building for future growth

Overall, this has been a year of strong progress, characterised by innovation, collaboration and continued supporter generosity. These achievements provide a solid platform for future growth and will play a critical role in sustaining the specialist care we provide as demand continues to increase.

Looking ahead, our focus is on strengthening the long-term sustainability of our income through improved data and insight, income diversification and deeper supporter engagement. Key priorities for 2026/27 include the implementation of our new CRM system (Beacon), the launch of our lottery, expansion of flagship partnerships, and development of new corporate opportunities. Together, these initiatives will support more resilient income growth in a challenging funding environment.







Retail and trading report

This was a year of continued progress and innovation for our retail team, with a strong focus on growth, investment and improving the customer experience across our estate.

The wider charity retail sector remained challenging, with rising costs and pressure on donated stock quality. However, growing interest in second-hand shopping continued to create opportunities to reach new customers and build support for our work.

Through a combination of shop development, digital advancement and new product initiatives, we have continued to strengthen our offer and build momentum for the future.



Growing our retail presence

A key milestone this year was the opening of our new shop in Stroud in April 2025, extending our reach into a new community and creating further opportunities to grow income and awareness of our work. Alongside this, we completed a two-phase refit of our flagship Summertown shop, refreshing the space to enhance the shopping experience and ensure it remains a vibrant and inspiring destination for our customers and donors.

We were also delighted to receive national recognition for the design of our Marlborough shop, which won the WOW Best Shop Interior Award at the Charity Retail Association National Conference. This was a proud moment for the team and a reflection of the creativity, care and attention that goes into creating shops that are welcoming, distinctive and rooted in their local communities.





Improving trading and technology

Our e-commerce operation has also gone from strength to strength. During the year, we restructured and expanded the team to support further growth in e-commerce and wider trading activity, ensuring we had the right capacity and expertise in place for the next stage of development. Building on our work with AI, we have significantly improved efficiency and productivity, enabling us to double the number of live listings across eBay and other e-commerce platforms. This has allowed us to expand our online presence, make better use of donated stock and reach

more customers in new and existing markets.

We also successfully trialled bought-in goods during the year, providing an additional income stream and broadening our retail offer. The success of this trial has given us the confidence to expand this area of the business further in 2026/27. To support this work, we attended the Birmingham Trade Show, where we made valuable new contacts for future purchasing and product development.

We also implemented a new Electronic Point of Sale (EPOS) system, significantly improving reporting and giving us better insight into product performance.



Retail financial performance

Retail income grew by more than £336,000 over the year, 5.1% higher than the previous year. This reflected the strength of our trading performance and the impact of continued investment across the portfolio. However, higher staffing costs, changes to National Insurance, pay awards, lease costs and wider operational expenditure created continued pressure on net contribution.

Despite these challenges, our Christmas campaign was our most successful yet. We achieved the highest weekly sales in the history of Helen & Douglas House

retail, alongside our highest ever weekly e-commerce sales. This outstanding seasonal performance demonstrated the strength of our customer offer, the commitment of our teams and volunteers, and the increasing value of our multichannel retail approach.

Together, these achievements reflect a year of thoughtful investment, strong trading and positive progress. By continuing to innovate, test new ideas and enhance both our physical shops and digital channels, we are laying strong foundations for further growth in the year ahead.



Our priorities for the year ahead

Developing care closer to home



In 2026/27, we will continue to develop our specialist nurse-led care, helping more children and families access support earlier and closer to home. Building on our perinatal pathway and community hub model, we will work more closely with maternity, neonatal, hospital and community partners to provide joined-up care from diagnosis through pregnancy, birth, childhood and end of life.

We will strengthen our specialist nursing workforce, including the introduction of a Nurse Consultant role, to support complex clinical decision-making, workforce development and high-quality care across hospice and community settings. We will also expand training, simulation-based learning and volunteer support so our teams can respond safely and confidently to children's changing needs.

Our priorities are to:

- increase access to responsive home-based care
- strengthen community hubs and outreach support
- improve continuity between hospice, hospital and community services
- reduce the need for families to travel where care can safely be provided at home
- enhance emotional wellbeing through complementary therapy and holistic support

Together, these developments will help children with complex and life-limiting conditions receive expert, compassionate care in the place that best meets their needs, while supporting families to spend more meaningful time together.

Building long-term financial sustainability

In 2026/27, we will focus on building a more financially sustainable future for Helen & Douglas House while protecting the outstanding care children and families rely on. We will do this by carefully reviewing our operating model, strengthening income generation, seek out sustainable operational efficiencies and continuing to advocate for fairer statutory funding for children's hospices.

Our priorities will be to:

- review our costs and ways of working to identify savings and reduce our deficit, while protecting frontline care
- grow and diversify income through fundraising, retail, trading, partnerships, philanthropy, legacies and new initiatives such as our lottery use Beacon, our new CRM system, to strengthen supporter relationships, improve insight and support more effective fundraising
- invest in our brand and local awareness so more people understand our impact and choose to support us so we can build a pipeline of new loyal supporters.
- work with Hospice UK, Together for Short Lives, MPs and Integrated Care Boards to make the case for fair and sustainable funding



Together, these actions will help us respond to rising demand and increasing costs, reduce our reliance on short-term tactical solutions and ensure we can continue providing specialist hospice care for children and families now and in the future.



Strengthening our use of data

In 2026/27, we will complete the implementation of Beacon, our new CRM system, and we will focus on supporting teams across the charity to maximise the benefits of the new platform. Beacon will give us a clearer, more joined-up view of our supporters, helping us build stronger relationships, tailor our communications and make more informed decisions.

Alongside the technical implementation, we will focus on training, data quality and new ways of working so that staff feel confident using the system and its benefits are fully embedded. By reducing manual processes and improving insight, Beacon will help us work more efficiently, grow sustainable income and better understand the people and communities who support our care.

Thank you

We'd like to say a huge thank you to the charitable trusts, corporate partners and other supporters who've made donations or generously donated their time in the last 12 months, and to many others not listed, including those who wish to remain anonymous.

Alan and Diane Brown

All Saints Sisters of the Poor

Andrew Bird

Ann Edwards

Ashfold School

Ben and Julie Wood

Ed Byrne

Energy Effect Fitness Studio

Fin Taylor

Harrison-Frank
Family Foundation

Helen Watson

Ian and Mave Richens

Lifelites

Louise and Ian Loble

Mabs Mardulyn
Charitable Foundation

Mark and Morwenna Naden

Matt Richardson

Nora and Olive
Brewer Memorial

Notcutts Oxford

Ollie Young Foundation

Out of the Blue

P F Charitable Trust

Pye Charitable Settlement

Redrow South Midlands

The Adrian Swire
Charitable Trust

The Albert Hunt Trust

The Chris Banton Foundation

The Harebell Centenary Fund

The Mercedes-AMG
PETRONAS F1 Team

The Pepper Foundation

The Thornton Foundation

Wallingford School

Zoe Lyons

We work with professional fundraisers and commercial participators to raise the vital funds we need to care for the children and families we support. Here's a look at the fundraising approach we've continued this year.

Our Fundraising team has 17 staff members who work in teams organised by function and income source to generate funds. Alongside them are the 4 staff members working on our Data, Governance & Risk team, who manage our donor database and data selections for fundraising activity. They ensure we operate in line with fundraising and data protection regulations, as well as managing risk and policies.

Our fundraising teams focus on raising money through our own and third-party events, and through working with corporate partners and local businesses, community groups, churches, schools and individuals who take on their own fundraising activity. We also raise funds through Trusts and other grant-making bodies, through direct marketing campaigns and appeals, and by building relationships with

individuals who donate significant sums to support our work. Finally, we work with commercial third-party organisations to recruit players to our lottery and donors giving a regular gift. This activity is primarily through door-to-door and private site (such as shopping centres) canvassing.

Fundraising Regulation and the Code of Fundraising Practice

We're registered with the Fundraising Regulator, and our Fundraising team is committed to adhering to the Regulator's Code of Fundraising Practice. We're also a member of the Chartered Institute of Fundraising and work to the standards laid out in their guidance.

For the period under review, we've had no significant incidence of noncompliance with the Code of Fundraising Practice or Chartered Institute of Fundraising guidance.



Our Fundraising Policy stresses our commitment to the Code, ethical considerations regarding donation acceptance and how we carry out due diligence in relation to our partners.

Complaints in the financial year 2025/26

We received donations from over 13,000 supporters. In the same period, we received ten complaints. Of these, 6 were related to Regular Giving Acquisition activity, two regarding administration of a donor's regular gift and two regarding our Direct Mail. We responded to all complaints appropriately.

Vulnerable people

The charity adheres to the Code of Fundraising Practice in its dealings with people whom we identify as vulnerable, and we're mindful of the Institute of Fundraising's guidance. We only work with third party commercial participators who are committed to protecting vulnerable people and who also adhere to the Code.

Monitoring the activity of third parties

We draft and review all materials used by third party commercial participators, and we oversee and regularly attend the training of fundraising staff by third party commercial participators. We periodically shadow third party fundraising staff while they canvas the public and regularly review recordings of telephone calls with donors conducted by third party commercial participators.

Contracts with third party commercial participators contain complaint and vulnerable people clauses, which we scrutinise and agree on.

Third party commercial participators share all complaints they receive with us. We also support fundraising undertaken by members of the public, providing guidance and materials to ensure consistency, transparency and compliance.





Financial review

Financial review

We ended the financial year with a surplus on restricted funds of £0.447m and a deficit on unrestricted funds of £1.849m, resulting in a net consolidated decrease in funds for the year ended 31 March 2026 of £1.402m (2024/25: £2.165m decrease in funds).

Restricted accumulated funds increased due to the one-off Hospice UK capital grant awarded for 2025/26 and now total £0.655m (2024/25: £0.208m). Only the capital depreciation costs have been set against this grant in accordance with applicable accounting policies.

Fixed asset investments decreased to £6.336m (2024/25: £7.863m) as a result of the decrease in funds in the year. Total accumulated funds at the year-end were £10.829m (2024/25: £12.231m).

Our total income received increased by £1.978m compared to 2024/25 with some of the key movements as follows:

- Donated and bought-in-goods retail income increased by £336k (+9%) due to the opening of a new shop and investment in our new goods offer, as well as the refit of a few of our shops, allowing us to increase sales and shop floor efficiency.
- Donations increased by £676k (+19%) thanks to a combination of a number of fundraising campaigns exceeding their targets, some increased and additional gifts from existing donors, together with gifts from some new relationships during the year.
- A £118k increase in contributions from the annual central NHS England children's hospices grant, but offset by a decrease of £136k in the local ICBs contributions towards specific project work.
- Hospice UK's capital grant being only available for the financial years 2024/25 (£55k) and 2025/26 (£591k) and to be only utilised for eligible charitable capital expenditure.
- We recognised £107k of gifts in kind (non-cash gifts of goods or services valued over £5k). This is an increase of £59k compared to 2024/25.

2025/26 was the first year of our five-year strategy, which included key strategic objectives to invest in clinical research and the breadth of service offered by our outreach team. This has resulted in an increase in our cost base to **£13.5m** in 2025/26 versus **£12.5m** in 2024/25 (9%).

Expenditure on **Raising Funds** is categorised between Donations & Legacies and Trading Activities. Within this, the costs of raising donations and legacies increased by **13%** and the costs of trading activities (including the retail network and lottery) increased by **6%**.

The fundraising increase is mainly due to further investment in the events portfolio that has produced additional income of over £100k, and also an investment in the replacement of the current CRM system. This is a significant project and is scheduled to go live in Q2 2026/27. It will enable the fundraising team to better engage with donors, improve workflow and efficiencies and deliver enhanced income targets.

The main reasons for the increase in retail costs are from to the opening of a new shop in April 2025 (bringing the total shops in our portfolio 25 as at 31st of March 2026), and also an investment in our new goods products (non-donated goods).

Expenditure on **Charitable Activities** is categorised between Hospice Care and Outreach & Bereavement. There was an **8%** increase in the level of charitable activities expenditure, largely driven by the investment in our clinical research team and expansion of our outreach team, which has been partly offset by reduced utilities costs and staff vacancies.

There was a decrease in the total value of investments held by CCLA from £7.863m at 31 March 2025 to £6.336m at 31 March 2026. This has been due to a combination of cash withdrawals to fund the operating deficit and shop refurbishments together with a decrease of £0.527m in the value of the investment securities.

During 2025/26 our total portfolio return (net of fees and expenses) was **-4.3%**, and there were investment income payments totalling **£0.222m** (2024/25: £0.257m).

Risk management

The Trustees review the risk register twice a year and try to anticipate future risks by undertaking risk analysis as part of our long-term strategic planning programme.

The Trustees examined the principal areas of the charity's operations and reviewed the major risks associated with each. They consider that the charity's systems are such that these risks are managed to an acceptable level. The risk management strategy forms part of the annual planning process against which the Trustees regularly review progress.

The table below summarises our key risks and the control measures we have in place:

Risk	Management
Our voluntary income and retail income shows an immediate decline due to a reputational issue or a slow and sustained decline over time. Additional risk in potential decline of statutory funding. Potential for operational expenditure to exceed net income outside planned strategic aims.	• Monthly monitoring of all income streams performance against budget and discussion of contingency plans. • A mix of income sources (including sustainable) and products at different stages of the product life, enabling us to spread our risk. • Extensive networks across the sector and regular communications with key contacts, the Institute of Fundraising and the Charity Retail Association. • Lobbying of government and MPs for continuance of NHSE financial support.
Failure to safeguard service users, staff and volunteers. Due to the conduct of a member of staff, volunteer or organisational change	• Robust governance structure, and extensive portfolio of policies, procedures and risk assessment processes. • Dedicated safeguarding team and associated framework. • Safeguarding steering group with representatives in different areas of the Charity. • Timely Board reporting and a nominated board member. Clear, visible staff communications and messaging. • Safe recruitment procedures, mandatory staff training and a reporting culture (includes Freedom to Speak Up Guardians and Whistleblowing process).
Electronic communication failure A breakdown of the organisation's electronic and telephonic communications. Data and continuity could be temporarily lost and lead to interruption and/or omission of critical information flows.	• Emergency Plans (Business Continuity) in place. • Robust backup measures and processes including a back-up generator. • End point security on all laptops and desktops. Robust firewall and periodic penetration and phishing testing. • Clear ICT processes and communication methods (including on-call out of hours). • Clear plans for safe administration of medicines if EPR (electronic patient records) fails.

Unable to deliver a 24/7 in-patient service and therefore not able to consistently deliver care and end-of-life care in the place that a family chooses.	• Outreach to support families and increase in community and in-reach offering. • Telephone support from the medical and care teams. • Joint working with the acute trusts and other community services (statutory and third sector). • Use of virtual multi-disciplinary meetings between teams to plan care efficiently. • On-going gap analysis and capacity monitoring with partners via Thames Valley Paediatric Palliative Care Network. • Engagement with NHS South East of England Palliative and End-of-Life Care Strategic Clinical Network.
Staff fatigue, burn-out and impact of change on resources and our ability to deliver business as usual. Could mean projects not being delivered on time, impacting the service quality and the wellbeing of staff.	• Corporate Plan priorities limited to four. • Messaging continuously being reinforced by and to Executive Team that no additional projects can be added. • We are sourcing mental health and resilience training and support to supplement our already comprehensive Employee Assistance Programme offering.
Risk of a major loss of investment portfolio value. Decrementing reserves balance and breaching related policy. Potential going concern risk if significant.	• Diversification of where funds are invested or saved. • Regular investment reports from CCLA. • Market comparators used to ensure ROI is competitive. • Annual approval of investment managers by Trustees at AGM. • Regular review of performance of fund manager.
Increase in both shoplifting and customer abuse in our retail units. Potential harm to staff and volunteers. Staff absence could increase due to stress. Serious incident could occur where somebody is injured.	• All shops have Solo Protect devices. Audits will now check that the devices are in use when they visit a store. • Provided training to shop managers on 'Dealing with customer abuse and shoplifting'.

Investments policy

The charity invests primarily in pooled funds managed by CCLA Investment Management Ltd. Investments are primarily held in equity funds. The portfolio is reviewed at least annually and, under the guidance of CCLA Investment Management Ltd, amended according to the anticipated market conditions and organisational needs. The quarterly reports from CCLA's Social Responsibility Investigation Unit confirm to the Trustees that the CBF funds' managers adopt a rigorous approach to corporate social responsibility in line with the Trustees' instructions on ethical codes.

Our Financial Regulations Investment Policy requires us to review our investment management arrangements every five years. The incumbent managers, CCLA, had been in post for over 5 years and so a review was initiated in 2025. Whilst the historical investment performance of CCLA has generally been acceptable and above the target return (inflation plus 5%) we took the decision to put the investment management requirement out to tender as required in our investment policy.

As a result, we terminated the arrangement with CCLA and appointed Quilter Cheviot as investment managers in May 2026.

Reserves policy and going concern

Reserves are held to enable us to continue to help children and their families, and to secure the future of the charity. They provide investment income, cash resources for capital projects and a subsidy for years when our income does not match expenditure.

Our policy is to have free reserves of *at least* four months' total operational costs of providing charitable activities including support costs, on a forward-looking basis. The value is based on the annual budget and is reviewed each year.

Summary of free reserves 31 March 2026	£'000
Unrestricted reserves as of 31 March 2026	10,174
Less amounts allocated or designated	4,874
'Free' reserves as of 31 March 2026	5,300

As at March 2026, it cost **£548k*** per month to provide hospice care, family support and bereavement care. The 2026/27 four-month **total** operational costs** budget is **£4.619m, or £1.155m** per month, so the March 2026 level of 'free' reserves represents c5 months' total operational costs**. Unrestricted reserves less fixed assets represent c6 months' total operational costs. The free reserves policy will be met at the end of the 2026/27 based on our budget and forecast.

* – the basis of this calculation is the annual total of 2025/26 hospice and bereavement expenditure including their share of support costs and depreciation.

** – the total operational costs budget includes hospice and bereavement, support services and income generation costs.

The Charity has considered its future service costs in relation to projected income in the short to medium term future. Although there remains some uncertainty around particular income streams, there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

The Trustees believe that the Charity is well placed to manage its risks successfully. There are no material uncertainties about the group and Charity's ability to continue as a going concern.

Pay policy

The organisational pay policy sets out the principles that the Charity follows, for example, in setting pay. It takes the following areas into account:

- Equal pay for work of equal value
- Cost of living
- National Living Wage
- Pensions and benefits
- Competitiveness
- Affordability/use of donor funds

It is reviewed annually by the People and Remuneration Committee.

Pay scales and rates

The Charity has moved away from NHS Agenda for Change to determine pay scales and rates but is committed to remaining competitive against the NHS for Clinical staff.

As of 31 March 2026, with the exception of the CEO, retail and doctors, all employees are paid on a rankings scale, their position on which being determined by their job role. Retail staff are on a separate pay scale.

The CEO's salary is approved by the Chair of Trustees, after consultation with the Chair of the People and Remuneration Committee. Doctors' sessional rates are subject to an annual pay award but are not linked directly to the Department of Health and Social Care sessional rates.

The minimum hourly rate paid in 2025/26 was £12.21.

Pension schemes

The Charity offers two pension schemes.

- NHS pension

Employees who join, having paid into an NHS pension in the previous 12 months, are entitled to re-join the NHS scheme.

- Employer's pension

Employees can join at one of two contribution levels within the scheme or choose to opt out.

The higher contribution rate scheme has been in operation for some time. It requires the employee to contribute 6% and the Charity 7%.

If the employee chooses not to join this scheme and meets the requirements, they will be automatically enrolled into a scheme offering the minimum level of contributions (2025/26: 5% for employee and 3% for employer). Staff must choose to opt out of the auto-enrolment scheme if they do not wish to join.

Administrative details

The Trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report (incorporating the strategic report) and the audited financial statements for the year ended 31 March 2026. The annual report and financial statements comply with the Charities Act 2011, the Companies Act 2006, Accounting and Reporting by Charities: Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102)), the charity's memorandum and articles of association, and the requirements of a directors' report as required under company law.

The table below is a list of all Trustees covering the relevant reporting period and the Assurance Committee they sit on.

Trustees	Clinical Governance	Facilities, Health & Safety and Sustainability	Finance, Income Generation and Marketing	People and Remuneration	Trading Company
Tanya Baldwin				✓	
Dr Ann Goldman	✓				
David Gye			✓	✓	
Peter Marland (Resigned October 2025)					
Sister Jean Raphael		✓			
Annewen Rowe	✓	✓			
Martin Wildsmith		✓	✓		✓
Ian Watson				✓	
Professor Andrew Wilkinson (Retired March 2026)	✓				
Jennie Younger			✓		

Key management personnel	
Chief Executive Officer and Trading Company Director (appointed August 2025)	David Whittingham
Interim CEO / Director of Finance and Operations (resigned October 2025)	Mark Stowe
Director of Finance and Operations (appointed October 2025)	Chris Hall
Director of Clinical Services	Sally Hayes
Medical Director	Dr Emily Harrop
Director of Income Generation - Fundraising	Jules Foster
Director of Retail and Trading and Trading Company Director	Katie Stuart-Cox
Company Secretary and Trading Company Director (resigned October 2025)	Mark Stowe
Company Secretary (appointed October 2025)	Lia Bravo Pintos

Solicitors
Freeths LLP, Spires House, 5700 Oxford Business Park South, Oxford OX4 2RW Pennington Manches, 9400 Oxford Business Park, Garsington, Oxford OX4 2HN

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

Banks
National Westminster Bank plc, 32 Cornmarket Street, Oxford, OX1 3HA
Barclays Bank plc, 54 Cornmarket Street, Oxford, OX1 3HB

Investment managers
CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

The charity and public benefit

Helen & Douglas House accepts patients based on an objective assessment of need against defined criteria, and in line with principles adopted nationally for children and young people with palliative care needs (ref. Together for Short Lives). We operate a principle of equality of access to care, according to assessed need, and offer services to any member of the public within those criteria without discrimination (subject to operating capacity).

We provide care free of charge to children, young people and their families. We are only able to do this through the generosity of public donations and through our continual pursuit of a fair funding contribution from statutory sources. For every £1 of statutory money received, the Charity needs to generate a further **£3.96** of income from voluntary donations, representing significant return on investment for the state.

The Trustees have acted in accordance with the Charity Commission's guidance on public benefit in carrying out the Charity's objectives, and they are satisfied that any eligible child or young person and their family members/carers can benefit from the Charity's services.

Organisation structure, governance and management

Helen House and Douglas House were each originally established under the aegis of the Society of All Saints Sisters of the Poor (ASSP), a registered charity and Anglican religious community for women, whose Mother House has been in Oxford for many years. The two hospices are built within the grounds of the Society's convent. On 14 October 2016, a Special Resolution was adopted by the Trustees of the ASSP that gave Helen & Douglas House independence from their organisation structure.

The Chief Executive is responsible for organising an induction programme for new Trustees and on-going training for all Trustees. Each Trustee receives an induction file on their appointment. This and on-going training are based on materials provided by Hospice UK, the umbrella body of the hospice movement in the United Kingdom, and by the Charity Commission.

While the Trustees have, and accept, ultimate responsibility for directing the Charity's affairs, they have delegated authority for day-to-day operational decisions to the Chief Executive, who reports to them at the quarterly meetings of the board.

Helen & Douglas House (Trading) Limited, a wholly owned subsidiary of Helen & Douglas House, was established to generate funds for the charity from the sale mostly of donated goods, with a small element of new goods in the sales-mix. In April 2006, a decision was taken to directly account for the sale of donated goods through the charity rather than channelling them through the trading company. The sale of new goods continues to be accounted for through Helen & Douglas House (Trading) Limited. The results of the subsidiary company have been incorporated into these financial statements. The trading subsidiary had a profit during 2025/26 of **£28k** (2024/25: £5k profit).

Trustee board members

No Trustees have a beneficial interest.

Trustees' responsibilities

The Trustees (who are also directors of Helen & Douglas House 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 Practices).

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

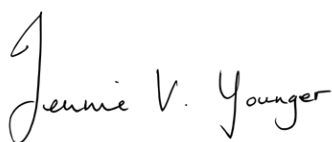
- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make reasonable and prudent judgements and estimates.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed 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.

The Trustees are responsible for keeping adequate accounting records that disclose 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. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

- The Trustees confirm that as far as they are aware, there is no relevant audit information of which the charity's auditors are unaware.
- They have taken all the steps that they ought to have taken as Trustees to make sure they are aware of any relevant audit information and to establish that the charity's auditors are 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.

The Trustees' annual report which includes the strategic report has been approved by the Trustees on 28 September 2026 and signed on their behalf by



Jennie Younger

Chair of Trustees

Date: 28 September 2026

Independent auditors' report to the members of Helen & Douglas House

Opinion

We have audited the financial statements of Helen & Douglas House (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2026 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Helen & Douglas House's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the Trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Capability of the audit in detecting irregularities

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

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

- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

Use of our report

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



Fleur Holden (Senior statutory auditor)

Date 05 October 2026

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 110 Golden Lane, LONDON, EC1Y 0TG

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

Financial Statements

Consolidated statement of financial activities for the year ended 31 March 2026 (Incorporating an income and expenditure account)

	Note	Restricted funds £000	Unrestricted funds £000	Total funds 2025/26 £000	Total funds 2024/25 £000
Income from:					
Donations & legacies	2a	188	5,364	5,552	4,389
Charitable activities	2b	1,659	1	1,660	1,142
Other trading activities	2c	0	5,094	5,094	4,846
Investments	2d	0	222	222	257
Other	2e	0	35	35	10
Gifts in kind		107	0	107	48
Total income		1,954	10,716	12,670	10,692
Expenditure on:					
Raising funds: Donations & legacies		0	2,410	2,410	2,101
Raising funds: Trading activities		0	4,563	4,563	4,361
Charitable activities: Hospice care		1,295	4,265	5,560	5,066
Charitable activities: Outreach & Bereavement		179	833	1,012	950
Total expenditure	3	1,474	12,071	13,545	12,478
Net income / (expenditure) before net (losses) / gains on investments		480	(1,355)	(875)	(1,786)
Net (losses) / gains on investments	6	0	(527)	(527)	(379)
Net income / (expenditure) for the year		480	(1,882)	(1,402)	(2,165)
Transfer between funds	14	(33)	33	0	0
Net movement in funds		447	(1,849)	(1,402)	(2,165)
Reconciliation of funds:					
Total funds brought forward	14	208	12,023	12,231	14,396
Total funds carried forward		655	10,174	10,829	12,231

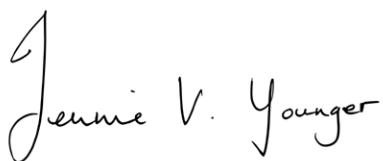
All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14, and the comparative prior year SOFA is disclosed in Note 17.

Balance sheets as at 31 March 2026

	Note	Group		Charity	
		2025/26 £000	2024/25 £000	2025/26 £000	2024/25 £000
Fixed Assets - Tangible Fixed Assets	5	4,161	3,714	4,161	3,714
Fixed Assets - Investments					
Investments	6	6,336	7,863	6,336	7,863
Current Assets					
Stock		31	5	0	0
Debtors	8	1,160	820	1,154	820
Short term investments		23	74	23	74
Cash & bank		651	937	651	936
		1,865	1,836	1,828	1,830
Current liabilities					
Creditors (falling due in less than one year)	9	(1,533)	(1,182)	(1,506)	(1,185)
Net current assets		332	654	322	645
Net assets		10,829	12,231	10,819	12,222
Accumulated funds					
Unrestricted - Designated	14	4,874	5,086	4,874	5,086
Unrestricted - General	14	5,300	6,937	5,290	6,928
Restricted	14	655	208	655	208
		10,829	12,231	10,819	12,222

Company Number: **4120488**

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



Jennie Younger
Chair of Trustees
28 September 2026

Statement of cash flows for the year ended 31 March 2026

	2025/26 £000	2024/25 £000
Cash flows from operating activities:		
Net (expenditure) for the reporting period	(1,402)	(2,165)
Adjustments for:		
Depreciation charges	490	435
Net (losses) / gains on investments	527	379
Dividends and interest from investments	(222)	(257)
Profit on disposal of investments	6	0
(Increase) / decrease in stock	(26)	1
Increase in creditors	351	263
(Increase) / decrease in debtors	(340)	89
Net cash (used in) operating activities	(616)	(1,255)
Cash flows from investing activities:		
Dividends and interest from investments	222	257
Purchase of fixed assets	(943)	(596)
Purchase of investments	(88)	(65)
Sales of investments	992	1,800
Proceeds from the sale of shares	147	0
Net cash provided by investing activities	330	1,396
(Decrease) / increase in cash balance	(286)	141
Movement in cash balances		
Start of year	937	796
End of year	651	937
Change	(286)	141

1 Accounting policies

Statutory information

Helen & Douglas House is a company limited by guarantee and is incorporated in England, registered in England and Wales (No. 4120488).

It is a registered charity in England and Wales (No. 1085951).

The registered office address and principal place of business is **14a Magdalen Road, Oxford OX4 1RW**.

The following accounting policies have been used consistently with items considered material in relation to the group accounts.

Basis of preparation

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

The consolidated financial statements comprise the accounts of Helen & Douglas House and its trading subsidiary, Helen & Douglas House (Trading) Limited, made up to 31 March 2026. The trading results of the subsidiary are shown in note 7. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet.

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

Public benefit entity

Helen & Douglas House meets the definition of a public benefit entity under FRS 102.

Going concern basis

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

The charity has investment and bank balances of around £6.9m (2024/25: £8.8m), which the Trustees consider adequate to meet future operational commitments.

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

Investment in subsidiaries

The investment in subsidiaries is at cost.

Income

- Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.
- Income from Government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.
- Income received in advance of the provision of a specific service is deferred until the criteria for income recognition are met.
- Cash donations are credited to the Statement of Financial Activities as received.
- Where assets have been donated, a cash equivalent value is included. Donated assets with a value of less than £5,000 are not included in the accounts because it would not be economical to establish a fair value.
- Legacies are recognised when the charity has been notified that it is a beneficiary, the amount is determinable, or money is received.
- In accordance with the Charities SORP (FRS 102), volunteer time is not recognised; refer to the Trustees' annual report for more information about their contribution.
- Investment income is accounted for on an accruals basis.
- Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.
- Income raised through the shops is recognised on a receipts basis.
- Tax recoverable on amounts received by way of Gift Aid is included in the accounts on an accruals basis. Retail Gift Aid is included on an accruals basis.

Gifts in kind

Helen & Douglas House receives a large volume of gifts in kind throughout the financial year. Gift in kind donations are any non-cash gifts of goods, the value of which may include those costs associated with getting the item from its current location and its current condition.

Gift in kind donations are recognised when entitlement has been established, receipt is probable, and a reliable Fair Value obtained. Only gifts that are valued over £5,000 are recognised in the financial accounts. Gifts in kind that are over this £5,000 threshold need to be reported as a separate line item in the Statement of Activities, to show which portion of our revenue and expenses can be attributed to non-financial assets.

Expenditure and irrecoverable VAT

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

Charitable activities (Hospice Care)	The direct cost of running Helen House & Douglas House, clinical management, medical team and direct support services of catering, domestic and facilities teams.
Charitable activities (Outreach & Bereavement)	The cost of the operation of the community and family support services team which includes bereavement.
Costs of raising funds	The cost incurred to receive voluntary contributions as well as the cost of activities with a fundraising purpose.
Trading activities	The cost related to running our network of shops and our Lottery operation.

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

Allocation of support services

Expended resources are allocated to the particular activity where the cost relates directly to the activity. The cost of overall management and administration of each activity, comprising salary and overhead costs of central functions, is apportioned on the following basis:

Support area	Basis of apportionment to the main cost areas
Finance	Based on the combined value of income and expenditure
CEO Office	Apportionment based on headcount
Governance	Apportionment based on headcount
ICT	Apportionment based on headcount
Project Management Office	Apportionment based on project support
Human Resources and Learning & Development	Apportionment based on headcount
Data, Governance & Risk	Apportionment based on headcount except for costs directly attributable to Fundraising
Brand and Marketing	Apportionment based on the % time allocated by individual employees

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

Debtors

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

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 of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

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

Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the fund. Funds restricted for the purchase of fixed assets are transferred to unrestricted funds once the asset has been acquired.

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

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

Stock

Stock is valued at the lower of cost and net realisable value. The stock of donated goods is not valued.

Tangible fixed assets

Items of expenditure are capitalised where the purchase price exceeds £1,000.

Depreciation charges are allocated to activities on the basis of the use of the related assets in those activities.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value evenly over its expected useful life. The depreciation rates in use are as follows:

Buildings	2.5%
Building improvements	10.0%
Fixtures and fittings	15.0%
Computer equipment	33.3%
Motor vehicles	25.0%

Land is not depreciated.

Listed investments

Investments are a basic form of financial instrument and are initially recognised as their transaction value and subsequently measured at their fair value as at the balance sheet date, using the closing quoted market value. Any change in the fair value will be recognised in the Statement of Financial Activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading “Net gains on investments” in the Statement of Financial Activities.

The charity does not acquire complex financial instruments.

Taxation

No corporation tax is payable due to the charitable status of the parent company. Taxable profits are generated by the Trading subsidiary and are transferred as a gift to the parent company.

Pension costs

The Charity operates its own defined contribution scheme, currently provided by Scottish Widows. In addition, some employees are entitled to be members of the NHS pension scheme. For the Charity to allow the employee to continue with membership of the NHS pension scheme, they must have paid into it in the 12 months prior to joining the Charity.

The NHS pension scheme is an unfunded, defined benefit scheme for NHS employers, GP practices and other bodies allowed under the direction of the Secretary of State. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the Charity of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

Operating leases

Rentals applicable to operating leases are charged on a straight-line basis over the period of the lease.

Notes to the financial statements for the year ended 31 March 2026

2	Income	2025/26 £000	2024/25 £000
2a	Donations	4,279	3,604
	Legacies **	1,273	785
		5,552	4,389
	** - at 31 March 2026 there was c£1,431k in the legacy pipeline (at 31 March 2025 c£1,048k)		
2b	Charitable activities		
	NHS England Children's Hospice Grant (see Note 15)	675	557
	NHS and Local Authority contributions to cost of care	392	528
	Hospice UK capital grant	591	55
	Other	2	2
		1,660	1,142
2c	Trading activities		
	Sales of donated and bought in goods	4,244	3,907
	Gift Aid on sales of donated goods	379	396
	Web sales	151	151
	Lottery income	288	320
	Other	32	72
		5,094	4,846
2d	Investments		
	Fund and Dividend income	222	257
		222	257
2e	Other income		
	Other	35	10
		35	10
2f	Gifts in kind	107	48
	Total Income	12,670	10,692

3 Expenditure - Current Year

	Hospice Care	Outreach & Bereavement	Fundraising	Trading	2025/26 £000
	£000	£000	£000	£000	£000
Staff costs	3,907	723	945	2,138	7,713
Non-staff costs	493	60	709	1,628	2,890
Central support costs (<i>see below</i>)	754	229	730	739	2,452
Depreciation	406	0	26	58	490
	5,560	1,012	2,410	4,563	13,545
Central Support Costs:	£000	£000	£000	£000	£000
Finance	57	10	93	114	274
CEO Office	132	32	32	121	317
Governance	58	14	14	54	140
IT	100	24	24	91	239
People & Resourcing Team	194	46	47	176	463
Brand & Marketing	94	95	234	133	556
Data, Governance & Risk	36	7	254	29	326
Project Management Office	83	1	32	21	137
	754	229	730	739	2,452

3 Expenditure - Prior Year

	Hospice Care	Outreach & Bereavement	Fundraising	Trading	2024/25 £000
	£000	£000	£000	£000	£000
Staff costs	3,421	677	785	1,837	6,720
Non-staff costs	604	42	689	1,578	2,913
Central support costs (<i>see below</i>)	719	231	627	833	2,410
Depreciation	370	0	0	65	435
	5,114	950	2,101	4,313	12,478
Central Support Costs:	£000	£000	£000	£000	£000
Finance	71	13	107	146	337
CEO Office	132	27	37	105	301
Governance	22	5	6	17	50
IT	146	30	42	117	335
People & Resourcing Team	177	35	47	273	532
Brand & Marketing	106	107	151	122	486
Data, Governance & Risk	0	0	218	0	218
Project Management Office	65	14	19	53	151
	719	231	627	833	2,410

The breakdown of the prior year figures has been amended so that they are comparable to 2025/26, reflecting the creation of the new cost centre 'Data, Governance & Risk', which previously sat under Fundraising costs. The total expenditure and staff costs are unchanged for the prior year.

Net income / (expenditure) for the year is stated after charging:

	2025/26 £000	2024/25 £000
Auditor's remuneration (excluding VAT):		
Audit of these financial statements	14	20
Audit of financial statements of subsidiary	1	1
Other services	3	1
Operating lease rentals - Property	826	779
Operating lease rentals - Other	20	20

4 Salaries and employees

The average headcount of permanent employees and Full Time Equivalent (FTE) for the year, by function was:

	2025/26		2024/25	
	Head Count	FTE	Head Count	FTE
Nursing, medical and care	78	62.18	73	57.69
Fundraising	18	17.18	21	20.40
Management & administration	30	27.67	27	25.36
Retail	69	53.98	62	49.70
Estates, domestic and catering	16	11.32	16	10.53
	211	172.33	200	163.68

The organisation employed people on bank contracts (zero hours). In 2025/26 there were 127 **individuals** who worked zero hours contracts totalling the equivalent of **9.81 FTE** (2024/25: 85 individuals, 6.61 FTE). Bank FTE are **not** included in the table above.

	2025/26 £000	2024/25 £000
Staff salary costs:		
Salaries***	7,478	6,906
National Insurance Contributions	992	695
Pension Contributions	644	587
	9,114	8,189
Agency, advertising and other employee costs	345	368
	9,459	8,557

The salaries figure above is different than the 'staff costs' in Note 3 as it includes the support teams' salaries (**£1,746k**).

Employee emoluments: *	2025/26	2024/25
£110,000 - £119,999	0	1
£100,000 - £109,999	1	0
£90,000 - £99,999	2	3
£80,000 - £89,999	2	0
£70,000 - £79,999	1	2
£60,000 - £69,999	7	5

* - Excludes Employer NI and Pension

Key management personnel (as defined in the Trustees' Annual Report) total remuneration was **£643,548** (2024/25: **£697,692**)**

** - Includes Employer NI and Pension

Redundancy and Termination payments

In 2025/26 the Charity had 4 (2024/25: 7) termination payments that amounted to £41,350 (2024/25: £56,444). These were paid and settled in 2025/26.

4 Salaries and employees (continued)

Pension costs

Total pension contributions charged to the statement of financial activity, by scheme

	2025/26 £000	2024/25 £000
Charity defined contribution scheme	375	339
NHS pension scheme	269	248
	644	587

Volunteers

The number of individuals who volunteered for the group is set out in the table below:

	Number of volunteers		Number of hours volunteered		Economic value of the hours (£)	
	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Care	79	94	5,289	6,920	64,579	79,165
Fundraising	142	67	562	339	11,920	3,878
Retail	554	491	64,841	59,271	791,709	678,060
Other	10	11	278	226	3,394	2,580
Total	785	663	70,970	66,756	871,602	763,683

5 Fixed Assets

	Land	Freehold Buildings	Building Improvements	Fixtures, fittings & equipment	IT Cost	Motor vehicles	Total
	£000	£000	£000	£000	£000	£000	£000
Cost							
At 1 April 2025	383	6,344	1,556	1,718	685	10	10,696
Additions	0	0	288	477	178	0	943
Disposals	0	0	0	(15)	(46)	0	(61)
At 31 March 2026	383	6,344	1,844	2,180	817	10	11,578
Depreciation							
At 1 April 2025	0	(3,626)	(1,323)	(1,487)	(537)	(10)	(6,983)
Charged in year	0	(159)	(61)	(128)	(142)	0	(490)
Eliminated on disposal	0	0	0	10	46	0	56
At 31 March 2026	0	(3,785)	(1,384)	(1,605)	(633)	(10)	(7,417)
Net book value							
At 31 March 2026	383	2,559	460	575	184	0	4,161
At 1 April 2025	383	2,718	233	231	148	0	3,713

Douglas House property assets continue to be recognised in the financial statements, as the expectation is that the assets will continue to deliver benefits to the Charity.

All assets are used for charitable purposes.

6 Investments

	2025/26 £000	2024/25 £000
CCLA - Investment Fund	6,336	7,863
Total Fixed Asset Investments	6,336	7,863
CCLA - Deposit Fund	23	74
Total Current Asset Investments	23	74
	6,359	7,937
Market value at start of year	7,937	10,052
CCLA - Investment Fund Purchases	0	0
CCLA - Investment Fund Withdrawal	(1,000)	(1,800)
CCLA - Deposit Fund Investment	808	500
CCLA - Deposit Fund Withdrawal	(800)	(500)
Sale of shares	(147)	0
Purchase of investments	88	65
Net (loss) on revaluation	(527)	(380)
Market value at end of year	6,359	7,937

7 Subsidiary Undertaking

The charity owns the whole of the issued ordinary shares of Helen & Douglas House (Trading) Limited, a company incorporated in England (Co. Number : 05090748). The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line-by-line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the charitable company. David Whittingham, Katie Stuart-Cox and Martin Wildsmith are directors of Helen & Douglas House (Trading) Limited.

A summary of the company's results are as follows:

	2025/26 £000	2024/25 £000
Turnover	148	88
Cost of sales	(99)	(70)
Gross profit	49	18
Administrative expenses	(21)	(13)
Profit on ordinary activities before taxation	28	5
Taxation on profit on ordinary activities	0	0
Profit for the financial year	28	5
Retained earnings brought forward	9	9
Profit for the financial year	28	5
Profits distributed to parent under Gift Aid	(28)	(5)
Retained earnings carried forward	9	9

All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All movements in equity are included within this statement.

Parent charity

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

	2025/26 £000	2024/25 £000
Gross income	12,522	10,604
Result for the year	(1,430)	(2,170)

	Group		Charity	
	2025/26 £000	2024/25 £000	2025/26 £000	2024/25 £000
8 Debtors				
Trade debtors	103	86	103	86
Investment income receivable	17	20	17	0
Accrued income	377	175	377	195
Prepayments	468	425	468	425
VAT and Income Tax recoverable	194	99	188	99
Other debtors	1	15	1	15
	1,160	820	1,154	820

9 Creditors				
Trade creditors	487	145	454	144
Amount owed to trading subsidiary	0	(1)	7	5
Social security and other taxes	208	166	208	166
Other creditors	342	322	343	322
Accruals	220	236	218	234
Deferred income ¹⁰	276	314	276	314
	1,533	1,182	1,506	1,185

10 Deferred income

Movement in deferred income account

Balance at the start of the year	314	223	314	223
Amounts added in current period	281	314	281	314
Amounts released to income from previous periods	(319)	(223)	(319)	(223)
Balance at the end of the year	276	314	276	314

Deferred income includes income relating to events taking place in 2026/27 which, if they were to be cancelled, would require a refund of the donation/ entry fee, as well as restricted funds for projects that won't commence until 2026/27.

11 Trustee Remuneration

No Trustee received remuneration for their services. Trustees' expenses, which include costs directly incurred by Trustees and amounts paid on their behalf by Helen and Douglas House, were paid to 1 trustee totalling £206 for travel expenses (2024/25: £30).

12 Leasing commitments

At the end of the year the Charity & Group had total commitments under **non-cancellable leases** as follows:

	Property		Other	
	2025/26 £000	2024/25 £000	2025/26 £000	2024/25 £000
Less than one year	691	640	20	20
Between one and five years	1,041	584	11	20
	1,732	1,224	31	40

13 Analysis of group net assets between funds

Current Year

	Restricted £000	Designated £000	Unrestricted £000	Total £000
Fixed Assets	535	3,626	-	4,161
Investments	-	1,248	5,088	6,336
Current assets	120	-	1,745	1,865
Current liabilities	-	-	(1,533)	(1,533)
	655	4,874	5,300	10,829

Prior Year

	Restricted £000	Designated £000	Unrestricted £000	Total £000
Fixed Assets	48	3,666	-	3,714
Investments	-	1,420	6,443	7,863
Current assets	160	-	1,676	1,836
Current liabilities	-	-	(1,182)	(1,182)
	208	5,086	6,937	12,231

During the year, the fund comprising net book value of fixed assets was reclassified as designated fund, instead of being an allocation within unrestricted funds.

14 Movements in funds (Current Year)

	Balance 01/04/2025	Income & Gains	Expenditure & Losses	Transfers between funds	Balance 31/03/2026
Restricted funds	£000	£000	£000	£000	£000
Charitable Activities					
NHS England Children's Hospice Grant	0	675	(675)	0	0
Integrated Care Board's contributions to cost of care	0	349	(349)	0	0
Hospice UK capital grant	48	591	(104)	0	535
Managed Clinical Network	11	0	0	0	11
Palliative End-of-Life Care	69	0	(37)	(1)	31
Doctors Team	29	44	(59)	0	14
	157	1,659	(1,224)	(1)	591
Donations & Legacies					
Keepsake Circle	25	0	(25)	0	0
General charitable work	0	67	(51)	(6)	10
Helen House in-patient	16	38	(19)	(26)	9
Care and Family Support Services	10	190	(155)	0	45
	51	295	(250)	(32)	64
Total restricted funds	208	1,954	(1,474)	(33)	655
Unrestricted Funds					
Designated Funds:					
Net book value of fixed assets	3,666	0	0	(40)	3,626
Lease commitments	500	0	0	0	500
Capital acquisitions for charity	500	0	0	0	500
Investment in retail	250	0	0	(90)	160
CRM	170	0	0	(82)	88
Total designated funds	5,086	0	0	(212)	4,874
General Funds	6,937	10,189	(12,071)	245	5,300
Total unrestricted funds	12,023	10,189	(12,071)	33	10,174
Total funds	12,231	12,143	(13,545)	0	10,829

The Hospital UK capital grant has been fully spent in assets (£591k) in 2025/26 (2024/25: £55k). However, we have only allocated the depreciation costs against this grant to ensure that we follow the correct accounting policies.

14 **(continued) Movements in funds (Prior Year)**

	Balance 01/04/2024	Income & Gains	Expenditure & Losses	Transfers between funds	Balance 31/03/2025
Restricted funds	£000	£000	£000	£000	£000
Charitable Activities					
NHS England Children's Hospice Grant	0	557	(557)	0	0
Integrated Care Board's contributions to cost of care	0	373	(373)	0	0
Hospice UK capital grant	0	55	0	(7)	48
Managed Clinical Network	16	0	(5)	0	11
Palliative End-of-Life Care	111	0	(42)	0	69
Doctors Team	4	155	(130)	0	29
	131	1,140	(1,107)	(7)	157
Donations and Legacies					
Family Support and Bereavement Services (Southampton Hospitals funding)	89	0	(89)	0	0
Managed Clinical Network (Southampton Hospitals funding)	164	0	(164)	0	0
Flexible family accommodation	45	33	0	(78)	0
Youth and Transition	71	0	(71)	0	0
Keepsake Circle	12	44	(31)	0	25
Helen House in-patient	16	77	(65)	(12)	16
Care and Family Support Services	21	158	(167)	(2)	10
	418	312	(587)	(92)	51
Total restricted funds	549	1,452	(1,694)	(99)	208
Unrestricted Funds					
Designated Funds:					
Net book value of fixed assets	3,552	0	0	114	3,666
Lease commitments	500	0	0	0	500
Capital acquisitions for charity	530	0	0	(30)	500
Investment in retail	250	0	0	0	250
HR/Payroll system	60	0	0	(60)	0
Electronic Point of Sale system	40	0	0	(40)	0
CRM	0	0	0	170	170
Total designated funds	4,932	0	0	154	5,086
General Funds	8,915	8,861	(10,784)	(55)	6,937
Total unrestricted funds	13,847	8,861	(10,784)	99	12,023
Total funds	14,396	10,313	(12,478)	0	12,231

15 Purposes of Restricted Funds

NHS England Children's Hospice Grant

The annual grant contribution of £675,000 (2024/25: £557,000) funded by NHS England has been restricted to our provision of children's hospice care during the financial year, and fully used for that purpose.

NHS Integrated Care Boards

Funding contributions from Integrated Care Boards (ICBs) may be attributed to the care of a specific patient or may be in respect of all care provided to patients registered with a GP in a particular ICB. In the current and prior periods we had NHS contracts and grant agreements with the following:

NHS Organisation	2025/26 £	2024/25 £
ICB Buckinghamshire and Oxfordshire	237,656	270,536
ICB Milton Keynes	25,384	24,685
ICB Northamptonshire	22,077	22,077
ICB Swindon	39,187	31,568
ICB Wiltshire	24,808	24,288
NHS Total	349,112	373,154

All the funds received from public sector sources were fully used in the financial year for the purposes intended. We received no one-off Government funding payments during 2025/26 (2024/25: none).

Specific projects funded from statutory income

In 2025/26 we also received grants from the following organisations for specific projects relating to providing and improving services for our patients.

Public sector organisation	2025/26 £	2024/25 £
Buckingham, Oxfordshire & Berkshire Integrated Care Board		
Homeward Bound Hub project	0	120,000
Perinatal Palliative care	0	24,248
Stock medication	0	10,752
Specialist palliative care services	3,500	0
Consultant input	40,600	0
	44,100	155,000
Hospice UK		
Capital grant	591,349	55,355
	635,449	210,355

Restricted funds for income received from donors for specific purposes

We have adjusted the way we record restricted donations so that they allow for more flexible restrictions and can reflect the donor's wishes with more accuracy. We now have 'restricted buckets' for broad charitable work areas and further, more detailed restrictions, within these buckets.

Restricted bucket	Purpose
General charitable work	Anything deemed as service delivery, not fundraising or other admin costs.
HH in-patient	In-house activities and patient care, including play, art and music activities, clinical supervision and training and large items of clinical equipment.
Palliative End-of-Life Care	Specialist medical symptom management, and end-of-life care, including activities for specific age groups, such as antenatal and transition-age patients, in-house, in the community or by hospital in-reach.
Doctors team	Doctors' time or project work relating to the Doctors team.
Youth and Transition	Work with children from the ages of 13-19, helping them to live the best life they can and preparing them for transitioning to adult care with other healthcare providers.
Enablement	Staff and project work related to patient enablement activities.
Keepsake Circle	A bereavement service that supports parents and families to memorialise their children in song.
Community and Family Support Services	Funding the delivery of our services outside of the hospice, namely in people's homes, schools, and hospitals. This includes our outreach nursing, siblings and bereavement support, youth and transitions work, social work, and psychology and psychiatry services.
Managed Clinical Network	Ensuring co-ordinated care for children and families across Oxfordshire, Buckinghamshire, West Berkshire and Berkshire East with a grant received from Southampton Hospitals Charity.

During the year we purchased some capital equipment for the refurb of Helen House, for roof improvements and for in-patient care. The value of this expenditure was transferred from restricted funds into the designated fund which represents the net book value of fixed assets.

Designated Funds

Helen & Douglas House makes several allocations from its unrestricted reserves for future planned spend. These cover:

- The net book value of Fixed Assets
- Lease commitments – relating to the shop portfolio
- Capital acquisitions for the charity
- Investment in retail – refurbishing current shop portfolio and investing in new units
- CRM – a replacement system

16 NHS pension scheme

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

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FrEM (the Government financial reporting manual) requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2026, is based on valuation data as at 31 March 2024, updated to 31 March 2026 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FrEM interpretations, and the discount rate prescribed by HM Treasury have also been used.

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

b) Full actuarial (funding) valuation

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

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

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

17 Comparative SOFA

	Restricted funds £000	Unrestricted funds £000	Total funds 2024/25 £000
Income from:			
Donations & legacies	264	4,125	4,389
Charitable activities	1,140	2	1,142
Other trading activities	0	4,846	4,846
Investments	0	257	257
Other	0	10	10
Gifts in kind	48	0	48
Total	1,452	9,240	10,692
Expenditure on:			
Raising funds: Donations & legacies	0	2,101	2,101
Raising funds: trading activities	0	4,313	4,313
Charitable activities: Hospice care	1,345	3,721	5,066
Charitable activities: Outreach & Bereavement	301	649	950
Gifts in kind	48	0	48
Total	1,694	10,784	12,478
Net income / (expenditure) before net losses on investments	(242)	(1,544)	(1,786)
Net losses on investments	0	(379)	(379)
Transfer between funds	(99)	99	0
Net movement in funds	(341)	(1,824)	(2,165)
Reconciliation of funds:			
Total funds brought forward	549	13,847	14,396
Total funds carried forward	208	12,023	12,231

Thank you
*for helping local terminally ill
children live life to the full*

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