Registered number: 01635916
Charity number: 284881

PENNY BROHN CANCER CARE

TRUSTEES' REPORT AND

FINANCIAL STATEMENTS FOR

THE YEAR ENDED

30 NOVEMBER 2025

PENNY BROHN CANCER CARE
ANNUAL REPORT AND ACCOUNTS

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS

Trustees
Amanda Hill[3, 4 & 5]
Bina Shah [2 & 4]
Bronwen Wright [2]
Charles Russell-Smith [1 & 3]
Emma Wallis [1 & ,2]
Harvey Marcus[,1 & 5,]
Jacqueline Graves [2 & 4] (Retired March 2026)
Jayne Tucker [1]
Jessica Brohn [3, 4 & 5]
Jonathan Green [1 & 5]
Kate Pavli [2 & 4]
Nicola Newton [2, 4 & 5,]
Stephen Rosser [1 & 3]

Sub-committees
1. Finance and Audit Committee,
2. People, Culture and Inclusion Committee,
3. Commercial Committee
4. Services Committee
5. Fundraising and Marketing Committee

Company Registered Number	01635916
Charity Registered Number	284881
Registered Office	Chapel Pill Lane, Pill, Bristol, BS20 0HH
Company Secretary	Lisa Day (resigned 16.05.2025) Eleanor Davies (appointed 16.05.2025)
Chief Executive Officer	Andrew Hufford
Independent Auditors	Burton Sweet Limited The Clock Tower 5 Farleigh Court Old Weston Road Flax Bourton Bristol BS48 1UR

"We need more than medicine to live well with cancer.
We need to care for our mind, emotions, spirit, heart and soul."

Penny Brohn, 1980

Chair's foreword

It is my privilege to introduce Penny Brohn Cancer Care's annual report and accounts for 2025. Our new Securing the Future strategic framework has been the lens for this year's work, setting a clear course: reach more people earlier, sustain our future through disciplined planning and diversified income, and empower our people to deliver with confidence and care.

We made steady progress. We supported about 2,400 people directly at Penny Brohn Cancer Care and about 2,800 patients through our integrative cancer care partnership with GenesisCare. Across both points of access there were about 21,500 sessions attended. These numbers matter because they reflect practical help when it is needed most, delivered in ways that are accessible, consistent and of high quality.

Stability underpins impact. Early in the year we appointed a new Head of Fundraising and Communications and reshaped our approach to be more strategic, data informed and focused on engagement and growth. We invested in strategy, systems, orderly planning and insight, which was essential to our financial recovery plan and to signalling stability and momentum. I am pleased to report a year on year turnaround of about £400,000, moving from an operating deficit in 2024 to a modest operating surplus in 2025. We also took practical steps that make access easier and support income generation: integrating a new online booking platform, beginning a website rebuild to make it simpler for people to find and book support, strengthening our brand reach, and improving the client experience and capacity at Ham Green House.

Our people and volunteers remained central to everything. We brought fundraising and communications together under single leadership, and within Services introduced a Psychological and Emotional Support Lead role to strengthen that part of our offer. Headcount remained steady, supported by flexibly contracted colleagues whose hours helped us match resources to demand at Ham Green House and through our partnership delivery. Volunteers contributed an average of 500 hours each month, a meaningful increase on last year, and we were pleased to open up practical work experience to local students. These steps reflect our values of courage, resilience, compassion, warmth and community, and they point to the kind of organisation we want to be.

Looking ahead, the priorities in Securing the Future remain clear. We will extend our reach to more, and more diverse, people as early as possible. We will focus on support that delivers the greatest gains in quality of life, and we will continue to explain our impact plainly and act on what the evidence tells us. We will sustain our future through careful stewardship, strong partnerships and a consistent experience for the people we serve.

This is my final annual report and accounts as Chair. I came to Penny Brohn Cancer Care first as a husband, grateful for the support my wife received and the difference it made. I then did what many supporters do and took part in challenge events before joining the Board and, in time, becoming Chair. It has been a privilege to serve alongside our trustees, staff, volunteers, partners and supporters. My hope is that I leave the charity steadier than I found it, with a clear strategy, a strong team and a firm platform for growth. Thank you for your trust, your generosity and your commitment to this purpose. I am confident that Penny Brohn Cancer Care is well placed to secure the future and to help many more people live as well as possible with and beyond cancer.



Stephen Rosser
Chair of Trustees

2025 year in review

1. **Who we reached**

In 2025 we supported 5,213 people. Of these 2,374 people were supported directly at Penny Brohn Cancer Care, an 11% year on year increase, and welcomed a record 1,950 first time registrations. Alongside this, we supported 2,839 patients during treatment through our integrative care partnership with GenesisCare. Across both points of access there were 21,376 sessions attended: 10,900 sessions attended directly at Penny Brohn Cancer Care and 10,476 sessions attended via the GenesisCare partnership.

Headlines

- 2,400 people directly supported at Penny Brohn Cancer Care (+11% on the year before)
    - 10,900 sessions attended
- 2,800 patients supported during treatment via the GenesisCare partnership
    - 10,476 sessions attended
- 21,376 combined sessions attended across both points of access
- New registrations: 1,950 people
- 83% of sessions were online group sessions
- In person growth: +60% sessions at Ham Green House
- Treatment Support Programme: sessions up +98%

Note: Headline figures are rounded for readability. Exact figures are shown in the body text.

2. **How we delivered support**

Online
Online remained the main point of access for most people using Penny Brohn Cancer Care's services directly, especially for those managing fatigue, distance, cost or health vulnerability. We recorded 8,886 sessions attended by 1,767 unique clients across Tai Chi, Relaxation Room, Breathwork, Clinical Hypnotherapy, Yoga, Nutrition, Strength and Stamina, Mindfulness, Qigong, Pilates and our four-week Treatment Support Programme. A mid-year snapshot survey found people value the consistency, connection and practical coping skills online support provides.

In person at Ham Green House
We delivered a full in person programme for 360 clients, including 6 residential retreats, 10 Wellbeing Days, 27 Create & Unwind sessions, 58 Nordic Walking groups, 9 Nutrition Café sessions, 9 Community Kitchen sessions and 21 Tea and Chat groups. Personalised one to one support remained central, with 24 Personal Planning sessions, 4 Doctor consultations, 1 Nutrition session, 70 Counselling sessions and 85 Scar Care sessions. Personal Planning was fully booked throughout the year.

GenesisCare
As a point of access to the same whole-person support, the GenesisCare pathway enabled our wellbeing consultants to reach 2,839 people during treatment, both online and in person.

3. Rebuilding for sustainable growth

The Strategic Leadership Team produced a revitalised three-year strategic framework to reach more people and open new avenues for growth, so that services and fundraising priorities could align to a clear direction of travel. We appointed a new Head of Fundraising and Communications to establish a more strategic, data-informed and engagement- and growth-focused model. That meant investing time in strategy, systems, order, reviews and data insights, which was essential to Penny Brohn Cancer Care's financial recovery plan and to signalling stability and momentum. We achieved about £466,000 year on year turnaround, representing a 138% improvement on our 2024 result. This was achieved in part through a significant growth in hospitality income as we diversify income to realise future sustainable growth.

Highlights

- £466,688 deficit to surplus turnaround in 12 months
- Walk the Walk Worldwide grant £134,500 to sustain in person services
- Distribution received from the Thorne Mason Trust liquidation
- Summer raffle £5,500 with a headline prize of a two week stay at Butler's House and Cottage, Nevis
- Easter Egg Hunt at Ham Green House: about 400 children and families; about £4,000 raised
- HPE Charity of the Year secured for 2026

Brand, digital and place

- **Brand and reach.** We launched TikTok (about 14,000 views in six months), reached 4,000 Instagram followers, and achieved about 150,000 views with a supporter video from a well known ambassador. We added about 4,800 new contacts across our Services, Fundraising and Healthcare Professionals newsletters, refreshed patient-facing resources, installed new fascia signage at our Hub and charity shop in Clifton, and launched Ham Green House Employee Wellbeing Days to engage employers and generate income.
- **Digital access.** We integrated a new online booking platform with the website to create a more seamless client booking experience and began tendering a website rebuild to make it easier for people to find and book support. Delivery is planned for 2026.
- **Our place: Ham Green House.** We operated seven days a week with high occupancy rooms for groups and one to ones. We revamped communal areas, released additional rooms for commercial hire to increase capacity and income, upgraded IT and communications to support hybrid service delivery, and completed essential maintenance, including boiler and heating improvements, with significant support from partner contractors.

The difference we made

People reported meaningful gains in confidence, control and coping, with strong satisfaction across the programme.

- Retreats: average satisfaction 4.9/5; 83% rated 5/5; Health & Wellbeing Wheel mean 37/66 → 45/66; WEMWBS 42/70 → 47/70 at two week follow up.
- Wellbeing Days: overall experience 4.8/5; 85% rated the maximum; self-reported wellbeing 4.5 → 5.8 (1–7 scale) by day end.

- Other in-person groups: average satisfaction 4.9–5/5 across Create & Unwind, Nordic Walking, Community Kitchen, Nutrition Café and Tea & Chat.
- One to one services: 98–100% would recommend; people reported improved understanding of needs, symptom management, emotional resilience and a clearer sense of control.
- Online snapshot survey: 63% more informed, 57% more relaxed, 57% more emotionally resilient, 55% more in control; 98% would recommend. Behaviour changes included practising relaxation (64%), improving diet (49%), increasing activity (43%) and making more space for joy (47%).
- Outcomes for clients accessing our support via GenesisCare: 89% reported a positive difference to health and wellbeing (PREM); 74% achieved a clinically significant improvement in their primary concern (PROM). Counselling was rated 4.9/5; 100% would recommend.

"Overall fantastic. It has positively changed the direction of my cancer journey."
"Online services were a lifeline. I felt less alone and more supported."

Thank you: To everyone who chose to support Penny Brohn UK in 2025 through gifts, grants, partnerships, practical help and quiet encouragement, thank you. Your trust in our work helps us keep serving people affected by cancer with care, skill and compassion.

- To Walk the Walk Worldwide, for 24 years of partnership and support. Your long-standing commitment has helped sustain and strengthen our services over many years, and we are deeply grateful.
- To GenesisCare, for 12 years of partnership and shared commitment to person-centred cancer care. Your continued support helps us reach more people with the compassionate, integrative care they need.
- To the Tim Tiley Bursary Fund, the Gerald Micklem Charitable Trust and the Pink Ribbon Foundation, whose loyal and generous support continues to make a real difference year after year. This kind of steady, thoughtful giving is never taken for granted.
- To the John James Bristol Foundation, the Thorne Mason Trust and Bayer UK, each of whom has supported us in a distinct and meaningful way this year. The John James Bristol Foundation has been an important collaborative partner over two decades, and we were delighted to work with them again in support of the development of our in-person services at our Cancer Care Centre in Pill. We are especially grateful to the Thorne Mason Trust, a grant-making brain tumour charity which closed last year and chose to donate its remaining assets to Penny Brohn Cancer Care in memory of Mike, who co-founded the charity following his own diagnosis and continued its work until his death in 2009. It is a privilege to have been entrusted with this gift. We are also pleased to be building new partnerships, including with Bayer UK, whose support funded the delivery of our Treatment Support Programme.
- To Internal Family Systems UK, for their long-standing partnership and continued presence at the National Centre. Their support goes well beyond room bookings. Over time, they have become generous advocates for our work and valued members of the wider Penny Brohn Cancer Care community.
- To Will and everyone at Bristol Builders Network, for carrying out a range of room builds and other structural works for us pro bono in 2025, including the installation of soundproofing for some of our venue hire spaces. We are also grateful to Graf UK for installing water butts pro bono to support the ecology and natural maintenance of Ham Green House and Gardens, with special thanks to our garden team volunteer Peter Farke for helping to arrange this.
- To Clifton Classic Car Rally, for choosing Penny Brohn UK as the charity beneficiary for its 2025 rally, and to Irwin Mitchell for running a Christmas tree collection scheme in partnership with us for our charitable benefit.

We would additionally like to thank:

Bailey of Bristol, BDO UK (Bristol), Craddys, Grace Trust, Kent Community Foundation, Leanne & Winston Newman Charitable Trust, Lillie Johnson Charitable Trust, Mactaggart Third Fund, Paragon UK (Bristol), Quilter Cheviot (Bristol), Squire Patton Boggs Charitable Trust, Taylor Maxwell Employee Benefit Trust, The Annett Trust, The Edward Cadbury Charitable Trust, The Elizabeth and Prince Zaiger Trust, The Gilander Foundation, The Hospital Saturday Fund, The Walter Guinness Charitable Trust, The William Allen Young Charitable Trust and Westfield Health Charitable Trust.

Financial Sustainability

Following the financial challenges of 2022, we embarked on a five-year financial recovery plan designed to restore stability and build long-term sustainability. We have just completed the third year of that plan.

Year one of the plan (the 2022/23 financial year) delivered a better-than-expected outcome, thanks in part to a combination of one-off legacies, the success of our Emergency Appeal, and significant growth in our hospitality income. These factors resulted in a net surplus of £94,734—an encouraging early step in our recovery journey.

Year two of the plan (2023/24), we concluded the year with a net deficit of £336,310. This was primarily driven by underperformance in legacy income, coupled with slower-than-anticipated momentum in our wider fundraising activity. In addition, while hospitality income remained strong, it plateaued after the significant growth seen in the previous year and therefore did not offset shortfalls in other areas.

In the current financial year (2024/25), momentum in the plan has been regained and a surplus of £212,836 was achieved. Raising income continues to remain challenging but costs have been well managed to mitigate that.

The five-year plan continues to provide a strong framework for financial decision-making, and we remain committed to disciplined financial management, strategic income diversification, and sustainable growth across all areas of the charity.

Securing our future

As we move into the next phase of our work, **Securing the Future** continues to provide a clear and disciplined framework for decision-making. The year under review has been one of stabilisation and renewed momentum, and the Trustees are confident that the foundations now in place allow the charity to look ahead with purpose and realism.

Our priority remains to **reach more people, and more diverse people, earlier in their cancer journey**, ensuring that support is accessible, timely and responsive to need. We will continue to balance online delivery—which has become a vital route for many—with a growing in-person offer at Ham Green House, where demand for face-to-face connection and personalised support continues to increase. Alongside this, our integrative cancer care partnership with Genesis Care will remain an important access point for people during active treatment, extending the reach of our whole-person approach.

We will focus our resources on **support that delivers the greatest gains in quality of life**, guided by evidence and by what people using our services tell us matters most. The charity will continue to strengthen how it measures, understands, and communicates impact, using outcomes data to inform service development and to clearly demonstrate the difference our work makes.

Key challenges ahead

The Trustees recognise that the period ahead will continue to present **significant challenges**, both for Penny Brohn Cancer Care and for the wider voluntary sector.

• **Financial sustainability** remains a central challenge for the sector as a whole; however progress has been made through the financial recovery plan and free reserves are now above the charity's policy target. Income generation continues to be affected by economic uncertainty, variability in legacy income, and a competitive fundraising environment so continued diversification of income and careful financial stewardship will therefore remain essential.

• **Cost pressures** are expected to persist, particularly in relation to staffing, energy and operational costs. Managing these pressures while protecting service quality and staff wellbeing will require ongoing scrutiny, prioritisation and efficiency.

• **Balancing demand with capacity** will remain a key operational challenge. Demand for services continues to grow, and the charity will need to ensure that expansion is carefully paced, aligned to resources, and supported by a skilled workforce and strong clinical governance.

These challenges are actively monitored through the Board's governance and risk management processes, and the Trustees remain committed to addressing them in a way that protects the charity's mission, values and long-term resilience.

Looking ahead, the Trustees believe that Penny Brohn Cancer Care is better positioned than in recent years: clearer in its strategic intent, more stable operationally, and grounded in evidence of impact. With continued focus, partnership and support, we will build on this platform to help more people live as well as possible with and beyond cancer.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Penny Brohn Cancer Care is a registered charity trading as Penny Brohn UK and is also legally constituted as a company limited by guarantee. Established on 17 May 1982, the charity is governed by its Memorandum and Articles of Association, which define its purpose, structure, and operational framework.

Governance

Penny Brohn Cancer Care is overseen by a Board of Trustees, whose primary role is to define the charity's vision, strategy, and objectives in alignment with its charitable purpose. The Board is responsible for ensuring that the charity's financial resources are managed effectively and that all activities are conducted in a manner consistent with its mission. In 2025, the Board convened four times in person and once remotely to review progress and guide the organisation.

To maintain comprehensive oversight, the Board operates through five dedicated sub-committees, each focusing on a core aspect of the charity: Finance & Audit, Services, People, Culture & Inclusion, Fundraising & Marketing, and Commercial. These committees meet remotely, ensuring agile governance. In 2025, the Finance & Audit Committee met five times; the Services Committee, Fundraising & Marketing Committee, and Commercial Committee and the People, Culture & Inclusion Committee each met four times.

Trustee Appointment, Induction, and Training

Trustees are appointed based on the skills and expertise required for strong governance at Penny Brohn Cancer Care. A formal recruitment process is in place to identify suitable candidates, ensuring they align with the organisation's needs and values. Once appointed, each Trustee undergoes a comprehensive induction and training process, tailored to their individual background and experience. This includes access to key documents, a guided tour of the National Centre, introductions to the Chair, Executive Team, and key staff, and an overview of the roles, responsibilities, and obligations of being a Trustee.

Trustees are encouraged to participate in internal and external development opportunities that enhance their ability to fulfil their governance role effectively. A Trustee's term of office lasts three years, with the option to serve up to three consecutive terms. Extensions beyond this period are only granted in exceptional circumstances. All Trustees volunteer their time and receive no financial compensation or benefits from the charity. They are required to declare any conflicts of interest and must withdraw from decision-making where conflicts arise. Details of any expenses reclaimed or related party transactions can be found in note 8 and 25 of the financial statements.

Key Management

The Board entrusts the day-to-day management of Penny Brohn Cancer Care to the Chief Executive Officer (CEO), who is supported by a Senior Leadership Team. This team meets weekly to oversee operations and actively participates in Trustee sub-committee meetings related to their areas of responsibility.

Public Benefit

The Trustees ensure that Penny Brohn Cancer Care continues to deliver meaningful public benefit in line with its mission and objectives. In doing so, they adhere to the Charity Commission's guidance on Public Benefit under the Charities Act 2011. This commitment ensures that all activities are focused on supporting those affected by cancer in the most effective and impactful ways possible.

Our Charitable Purpose

As outlined in the Articles of Association, Penny Brohn Cancer Care's charitable purpose is to advance health and well-being, as well as to alleviate sickness and distress, with a particular focus on supporting those affected by cancer. The Trustees retain discretion over how these objectives are best achieved, ensuring the charity remains adaptable to emerging needs.

Pay Policy

The CEO's remuneration follows the same structured framework as that used for all employees and is governed by the Executive Pay Policy. This policy is regularly reviewed by the People, Culture & Inclusion sub-committee, with oversight from the Trustee Board, to ensure fairness and alignment with sector standards.

Trading Subsidiary

To support its charitable work, Penny Brohn Cancer Care operates a wholly owned trading subsidiary, PB UK Commercial Ltd. This subsidiary generates revenue through commercial activities and donates all taxable profits via Gift Aid to the charity. PB UK Commercial Ltd is managed by a Board of Directors, which included two Trustees during the reporting year. The charity retains full ownership of the subsidiary's share capital.

Risk Management

The Trustees have implemented a comprehensive risk management strategy to safeguard the charity's operations and long-term sustainability. This includes:

- A formal risk policy, approved by the Board and subject to annual review.
- A Strategic Risk Register, which identifies potential risks and outlines mitigation strategies. The register is reviewed regularly at Trustee meetings, with risks assessed based on impact and likelihood.
- A range of systems, policies, and procedures designed to minimise potential disruptions and ensure the charity can respond effectively to emerging challenges.

By maintaining robust governance and proactive risk management, Penny Brohn Cancer Care continues to strengthen its resilience, ensuring it can provide essential support to people living with cancer now and in the future.

Strategic Risk Register

Penny Brohn Cancer Care recognises that strategic risks have the potential to significantly impact the achievement of our core mission. These risks may arise from internal factors, such as financial sustainability or regulatory compliance, or be driven by external events that are beyond our control but require a proactive response.

To manage these risks effectively, we maintain a Strategic Risk Register, which enables us to identify, assess, and mitigate key threats to our organisation. This structured approach ensures that we remain resilient, adaptable, and well-prepared to navigate challenges while continuing to provide high-quality support to those affected by cancer.

The key strategic risks identified for the organisation are:

- **Financial sustainability:** Our long-term financial sustainability remains a core strategic risk. While we have successfully diversified income streams in recent years, particularly through growth in hospitality and commercial activity, we continue to carry exposure through our reliance on a small number of key funding and delivery partnerships. We are actively managing this risk through focused engagement with partners and by continuing to grow a broader base of income through fundraising, grant applications, and commercial diversification. Oversight is provided by our Fundraising & Marketing and Commercial sub-committees, and financial planning is closely monitored by the Finance & Audit sub-committee.
- **Rising costs:** Like many organisations in our sector, we are facing continued cost pressures across energy, food, and staffing. Increases to the National Living Wage and Employer National Insurance contributions has increased the overall cost of delivering our services in 2025. We are mitigating this through ongoing value assessments, close budget scrutiny, and by exploring operational efficiencies wherever possible.
- **IT infrastructure:** As our services evolve, so do the digital and operational systems that underpin them. To meet the needs of our staff, client, and hospitality clients, we continue to assess and improve our IT infrastructure, including telephony, software, and data systems, to ensure they are secure, cost-effective, and fit for purpose.

Each of these risks is actively monitored and managed through robust governance structures, including oversight from relevant sub-committees and continuous evaluation of our financial, operational, and strategic positioning. By maintaining a dynamic and responsive approach to risk management, Penny Brohn Cancer Care ensures that we remain well-equipped to fulfil our mission while safeguarding the long-term sustainability of the charity.

Fundraising Standards

At Penny Brohn Cancer Care, our work is made possible through the generosity and commitment of our supporters. We take this responsibility seriously and are dedicated to ensuring that all fundraising activities are conducted ethically, transparently, and in line with best practice.

We employ a diverse range of fundraising approaches to maximise our impact and support our vision. These include direct mail and email campaigns, community and sponsored challenge events, and dedicated fundraising events. We also welcome legacy and in-memoriam donations, work closely with grant-giving trusts and foundations, and cultivate corporate partnerships to further our mission.

As a registered member of the Fundraising Regulator, Penny Brohn Cancer Care adheres to the Code of Fundraising Practice, ensuring that our activities meet the highest standards of integrity and

accountability. Additionally, we are proud to be an organisational member of the Institute of Fundraising, further demonstrating our commitment to excellence in fundraising.

All fundraising efforts are managed directly by our in-house team, and we do not engage third-party professional fundraisers or commercial participators to solicit funds on our behalf. One exception is our fundraising lottery, which is licensed by North Somerset Council and administered externally through Unity Lottery (Sterling Management Centre Limited), a licensed External Lottery Manager (ELM) regulated by the Gambling Commission. We ensure full compliance with all relevant codes and laws, including providing guidance on responsible gambling, self-exclusion options, and support for vulnerable individuals.

Respect for our supporters is at the heart of our approach. We are committed to ensuring that no one is subjected to undue pressure or persistent requests for donations. Every communication includes an option to unsubscribe or opt out, allowing individuals to engage with us in a way that feels right for them. Above all, we prioritise compassion and ethical engagement, particularly when working with vulnerable individuals.

We are pleased to report that in the past year, we have received no complaints regarding our fundraising activities, reflecting our dedication to maintaining the highest standards of trust and accountability.

Staff

In 2025 the charity implemented several staff and role changes. Two roles were combined to appoint a new Head of Fundraising and Communications, enabling the Fundraising and Communications teams to come together, creating a new and robust structure for the future. In addition to this, a further two roles were combined within the Services team and the new role of Psychological and Emotional Support lead was successfully recruited with a view to reviewing the client service offering within this area.

Overall, the headcount for the year remained static with 61 core staff, 37 regular zero-hour staff and 12 casual staff employed by the end of 2025.

The zero-hour work force continues to flexibly support the growing Hospitality part of the business at the national centre as well as the Treatment Support team within GenesisCare.

During the summer, two A level students were offered the opportunity of a one week work experience placement at the national centre. Following positive feedback at the end of the week, this will be repeated for a further two students in 2026 and beyond. The charity is pleased to be able to offer these opportunities to support our local schools and young people.

Volunteers

Penny Brohn Care Care continues to value the support of its volunteer workforce. In 2025 volunteers gave on average 500 hours per month leading to an overall 20% increase in hours from the year before. The volunteer Garden team continue to be the largest volunteer group and the Services team have continued to welcome new volunteers looking to actively support clients with the Wellbeing Day buddies being a popular role.

Clinical Governance

Ensuring the safety and quality of our client-facing services remains a top priority at Penny Brohn Cancer Care. Our commitment to clinical governance spans all aspects of service delivery, including face-to-face, virtual, remote, and online resources. Through a robust quality assurance framework, we continuously evaluate and refine our services to uphold the highest standards of safety, care, fairness, leadership, and responsiveness.

Our clinical governance framework is designed to safeguard the well-being of our clients, ensuring that every individual accessing our support receives the best and safest care possible. By maintaining a structured and proactive approach, we remain dedicated to delivering services that are not only effective but also aligned with the evolving needs of those we support.

FINANCIAL REVIEW

Statement of Financial Activities (SoFA)

In 2025, the Group generated £2,585m in unrestricted income (2024: £2.159m) and £228,208 in restricted income (2024: £269,309), leading to a total income of £2.813m (2024: £2.429m).

Our principal sources of income for the year were:

Income Source	2025 (£'000)	2024 (£'000)
Trusts and Grants	328	248
Services and Strategic Partnerships	895	894
Donations, Community and Corporate Giving	494	578
Legacies	292	53
Retail & Hospitality	804	656
Total	**2,813**	**2,429**

Despite the continuing economic pressures, the charity has made a small surplus for the year. Our long-standing partnership with GenesisCare has remained a reliable contributor to our income base.

We were again grateful for the support of charitable trusts and foundations, including a generous contribution of £134,523 from Walk the Walk, an enduring funder whose backing has enabled us to deliver our 'Feel Better' package of care and provide practical support for people preparing to undergo chemo and radiotherapy and offset the side effects of their treatment.

Balance Sheet

The Group's net assets increased by £129,378. Current assets increased by £254,209 and creditors due within one year decreased by £60,125. The £200k credit banking facility drawn down last year was converted to a 5 year loan. The mortgage on the National Centre continued to be repaid in line with expectations, resulting in a further reduction in long-term liabilities.

Free reserves increased by £447k, bringing the year-end balance to £563k, while designated funds, including the value of land, remained static at £4.714m.

PB UK Commercial Ltd

Our trading subsidiary, PB UK Commercial Ltd, continued to operate key income-generating activities such as room hire and hospitality services at the National Centre, along with retail through The Hub and our online shop. In 2025, the subsidiary delivered a profit of £27k.

Reserves Policy

- Penny Brohn Cancer Care aims to maintain Free Reserves equivalent to three months unrestricted commitments, which equates to approximately £390k for the 2025 financial year. At year end, our free reserves stood at £563k, which exceeds this target.

- This policy is reviewed annually and informed by cash needs through projected income, liquidity needs, access to credit, and overall financial risk.
- The National Centre was last revalued in May 2025 at £5.6mm, with a remaining mortgage of approximately £858,000 at the end of 2025.

Going Concern

The Finance and Audit Committee continues to monitor financial performance closely, including regular scrutiny of cash flow, income forecasting, and debt obligations.

In light of current reserves, ongoing income diversification, and access to secured borrowing, the Trustees have reasonable confidence in the charity's ability to continue operating for at least 12 months beyond the date of this report. The going concern basis of accounting has therefore been applied in preparing the 2025 financial statements.

Statement of trustees' responsibilities

The trustees (who are also directors of Penny Brohn Cancer Care for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

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

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

In so far as the trustees are aware:

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

- the trustees have taken all steps that they ought to make themselves aware of that information.

Approved by order of the members of the Board of Trustees and signed on their behalf by:

Stephen Rosser

Stephen Rosser

Chair of Trustees

Date: 17th July 2026

Independent auditor's report to the members of Penny Brohn Cancer Care

Opinion

We have audited the financial statements of Penny Brohn Cancer Care (the "parent charitable company") for the year ended 30 November 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 30 November 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable law requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we identified the laws and regulations applicable to the charity through discussions with those charged with governance and other management, and from our knowledge and experience of the sector;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements of the operations of the company, including the Companies

Act 2006, taxation legislation and data protection, anti-bribery, employment, pensions, environmental and health and safety legislation; and

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and remaining alert during the audit for any indications of non-compliance.

Our audit procedures in relation to fraud included but were not limited to:

- making enquiries of those charged with governance and other management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- discussing amongst the engagement team the risks of fraud;
- gaining an understanding of the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations;
- testing journal entries to identify unusual transactions;
- assessing whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- investigating the rationale behind significant or unusual transactions.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the parent charitable company's members those matters we are required to state in 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 parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joshua Kingston

Joshua Kingston ACA (Senior Statutory Auditor)
For and on behalf of Burton Sweet Limited
Statutory Auditor
The Clock Tower
5 Farleigh Court
Old Weston Road
Flax Bourton
Bristol BS48 1UR

Date: 29 July 2026

PENNY BROHN CANCER CARE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME & EXPENDITURE ACCOUNT)

YEAR ENDED 30 NOVEMBER 2025

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Income from:					
Donations and legacies	**2**	885,824	228,208	1,114,032	868,223
Charitable activities	**3**	901,187	-	901,187	905,450
Other trading activities	**4**	797,704	-	797,704	655,911
Investments		762	-	762	440
Other income		-	-	-	(1,364)
Total income		2,585,477	228,208	2,813,685	2,428,660
Expenditure on:					
Raising funds	**5**	537,125	-	537,125	589,027
Charitable activities	**6**	1,836,817	311,666	2,148,483	2,175,943
Total expenditure		2,373,942	311,666	2,685,608	2,764,970
Net gains on investments		1,301	-	1,301	-
Net income/(expenditure) for the year	**8**	212,836	(83,458)	129,378	(336,310)
Loss on revaluation of fixed asset	**12**	-	-	-	(376,629)
Net movement in funds		212,836	(83,458)	129,378	(712,939)
Total funds at the start of the year	**22**	5,071,570	159,390	5,230,960	5,943,899
Total funds at end of year	**22**	5,284,406	75,932	5,360,338	5,230,960

The Group has no recognised gains or losses other than the results for the year as set out above.
All of the activities of the Group are classed as continuing.

See note 11 for the comparative Statement of Financial Activities.

The notes on pages 23 to 39 form part of these financial statements.

PENNY BROHN CANCER CARE

THE CHARITY'S STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME & EXPENDITURE ACCOUNT)

YEAR ENDED 30 NOVEMBER 2025

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Income from:					
Donations and legacies	**2**	885,824	228,208	1,114,032	868,223
Charitable activities	**3**	901,187	-	901,187	905,450
Other trading activities	**4**	720,432	-	720,432	585,330
Investments		762	-	762	440
Other income		-	-	-	(1,364)
Total income		2,508,205	228,208	2,736,413	2,358,079
Expenditure on:					
Raising funds	**5**	526,750	-	526,750	559,085
Charitable activities	**6**	1,836,817	311,666	2,148,483	2,175,943
Total expenditure		2,363,567	311,666	2,675,233	2,735,028
Net gains on investments	**14**	1,301	-	1,301	-
Net income/(expenditure) for the year	**8**	145,939	(83,458)	62,481	(376,949)
Loss on revaluation of fixed asset	**12**	-	-	-	(376,629)
Net movement in funds		145,939	(83,458)	62,481	(753,578)
Total funds at start of year	**22**	5,041,470	159,390	5,200,860	5,954,438
Total funds at end of year	**22**	5,187,409	75,932	5,263,341	5,200,860

The Charity has no recognised gains or losses other than the results for the year as set out above.
All of the activities of the Charity are classed as continuing.

See note 11 for the comparative Statement of Financial Activities.

The notes on pages 23 to 39 form part of these financial statements.

PENNY BROHN CANCER CARE

BALANCE SHEETS

AS AT 30 NOVEMBER 2025

Company number: 01635916

	Note	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Fixed assets					
Intangible assets	**12**	1,283	1,283	-	-
Tangible assets	**13**	5,754,562	5,754,562	5,837,650	5,837,650
Investments	**14**	7,431	7,432	6,129	6,131
		5,763,276	5,763,277	5,843,779	5,843,781
Current assets					
Stock	**15**	6,779	-	7,528	-
Debtors	**16**	442,377	417,886	316,850	441,602
Cash at bank and in hand		538,476	501,416	409,045	252,317
		987,632	919,302	733,423	693,919
Liabilities					
Creditors : amounts falling due within one year	**17**	(418,203)	(446,871)	(478,328)	(468,926)
Net current assets		569,429	472,431	255,095	224,993
Total assets less current liabilities		6,332,705	6,235,708	6,098,874	6,068,774
Creditors : amounts falling due after more than one year	**18**	(972,367)	(972,367)	(867,914)	(867,914)
Net assets		5,360,338	5,263,341	5,230,960	5,200,860
FUNDS					
Restricted funds	**23**	75,932	75,932	159,390	159,390
Unrestricted funds					
General funds	**23**	570,193	473,196	121,627	91,527
Designated funds (including revaluation reserve of £4,281,160 (2024: £4,337,332)	**23**	4,714,213	4,714,213	4,949,943	4,949,943
Total unrestricted funds		5,284,406	5,187,409	5,071,570	5,041,470
Total funds		5,360,338	5,263,341	5,230,960	5,200,860

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

These financial statements were approved by the Trustees on 17th July 2026 and are signed on their behalf by:

Stephen Rosser

.....

Stephen Rosser
Chair of Trustees

The notes on pages 23 to 39 form part of these financial statements.

PENNY BROHN CANCER CARE

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 30 NOVEMBER 2025

	Note	2025 £	2024 £
Net cash inflow/(outflow) from operating activities	**19**	234,414	(281,215)
Non-operational cash flows:			
Investing activities			
Payments for tangible fixed assets		(16,440)	(49,242)
Payments for intangible assets		(1,480)	(16)
Proceeds from disposal of fixed assets		-	30,000
Investment income		762	440
		(17,158)	(18,818)
Financing activities			
Loan repayments		(87,825)	(71,684)
Loan advancement		-	200,000
		(87,825)	128,316
Net cash inflow/(outflow) for the year	**20**	129,431	(171,717)

Cashflow Restrictions

Charity law prohibits the use of net cash inflows on any endowed or other restricted fund to offset net cash outflows on any fund outside its own objects, except on special authority. In practice, this restriction has not had any effect on cash flows for the year.

The notes on pages 23 to 39 form part of these financial statements.

1 Accounting policies

Accounting convention
The financial statements have been prepared in accordance with the historical cost convention (except where otherwise stated in the accounting policy note) and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Companies Act 2006.

The charity is a public benefit entity as defined under FRS102.

Going concern
The Charity's forecasts and projections show that the Charity expects to operate within the level of its current debt facility. As detailed in the annual report, the Charity seeks to increase income from fundraising to enable more people to access free support to help them live well with cancer, and allow us to influence the healthcare agenda.

The Finance and Audit Committee regularly review various relevant reports from the Charity, including forecast cash flow scenarios, to attest positively to the Charity's going concern status. This review is shared with the full Trustee Board at each Trustee meeting.

The Charity has two committed working capital loan facilities. It plans to continue to hold these term debt facilities, secured on the National Centre, that are used to bridge timing gaps in revenue raising. The Charity received a £50,000 Bounce Back loan in December 2020, this loan has a full (100%) government-backed guarantee against the balance of the facility, repayments of this loan commenced in December 2021. In April 2025 the charity converted a £200k Revolving Credit Facility that was in place at the end of the 2024 financial year into a five-year term loan. In addition to these, the Charity holds a 10 year mortgage which expires in 2029.

The Trustees have a structured approach to the financial strategy of the Charity, which included the 5 year plan reviewed by Trustees annually from which the 12 month budget and cashflow forecast is prepared. Quarterly forecasts are also prepared. Trustees review and monitor the budgets and cashflows at each Trustees meeting, interrogating variances. This continuous monitoring and control ensure the Trustees are able to properly review the Charity's going concern status and its financial viability, The Trustees review the Charity's forecast and projections at each Board meeting and have a reasonable expectation that the Charity has adequate resources to continue in operational existence for a period of at least 12 months following the date of approval of these financial statements. The Group therefore continues to adopt the going concern basis for preparing its consolidated financial statements.

Basis of consolidation
The Consolidated Statement of Financial Activities (SOFA), Consolidated Balance Sheet and Consolidated Cash Flow Statement consolidate the financial statements of the Charity and its subsidiary, PB UK Commercial Ltd. The results of the subsidiary are consolidated on a line by line basis.

Critical accounting judgements and key sources of estimation uncertainty
In the application of the charity's accounting policies, which are described in this note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the presentation of the financial statements are outlined in the following paragraphs.

1 Accounting policies (continued)

Income
Income from donations is included in income when these are receivable, except as follows:
I. When donors specify that donations given to the charity must be used in future accounting periods, the income is deferred until those periods;
II. When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred until the pre-conditions have been met.

Legacies are included on a receivable basis where the charity is entitled to the income, it can be measured reliably and receipt is probable. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is not included in income but is treated as a contingent asset and disclosed if material.

Investment income is included on a receivable basis.

Expenditure
Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of the resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure includes attributable VAT which cannot be recovered.

Raising funds
Raising funds expenditure includes those costs incurred in seeking voluntary contributions, costs of goods sold and other costs which include the costs of running and participating in fundraising events and collections and cost of goods purchased for resale.

Charitable Activities
Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services. It includes both costs that can be allocated directly to this activity and those costs of an indirect nature necessary to support them.

Support costs and other costs that cannot be directly attributed to activities are allocated on a basis consistent with the use of the resource.

Governance costs
Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity. Governance costs are included within support costs.

Pension costs and other post-retirement benefits
The charity contributes to defined contribution pension schemes. Contributions payable to the charity's pension schemes are charged to the Statement of Financial Activities in the period to which they relate.

Intangible assets
Intangible assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost less accumulated amortisation and impairment. Amortisation is calculated so as to write off the cost of an asset, less its estimated ultimate residual value, over the useful life of that asset as follows:

Computer software	- 20% straight line basis

1 Accounting policies (continued)

Tangible fixed assets
Freehold buildings are included at valuation based on open market valuation. Valuations are performed every five years. All other tangible fixed assets are included at cost less accumulated depreciation. Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

The Trustees of the charity carry out an annual impairment review of the properties.

Depreciation is calculated to write off the cost or valuation of tangible fixed assets, less its estimated ultimate residual value, over the useful life of that asset as follows:

Freehold property	- 2% straight line on buildings, no depreciation charged on land
Long-term leasehold property	- based upon the length of the lease
Fixtures and fittings	- 5 to 10 years straight line basis
Computer equipment	- 3 to 5 years straight line basis

Investment property
The land and buildings that constitute the National Centre of Penny Brohn Cancer Care form a mixed use property where elements of the property are used for charitable purposes and elements are let or used commercially. As the investment property elements are not separable and the fair value cannot be measured reliably, the entire property is accounted for as property within tangible fixed assets.

Fixed asset investments
Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and loss, whether realised or unrealised are combined and recognised as a gain or loss on investments in the SOFA.

Investments in subsidiaries and associates are included at cost less impairment at 30 November in the charity's accounts.

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

Donated items are not valued in stock and are recognised in income only when sold.

Cash and cash equivalents
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.

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

Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the financial asset is measured at the present value of the future receipts discounted at a market rate of interest.

Basic financial liabilities, including trade and other payables, and loans from group undertakings, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

1 Accounting policies (continued)

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. The costs of raising and administering such funds are charged against the specific fund.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

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

2 Income from donations and legacies

Group & Charity

	Unrestricted Funds	Restricted Funds	Total Funds 2025
	£	£	£
General donations	518,843	228,208	747,051
Donations from regular givers	75,090	-	75,090
Legacies received	41,583	-	41,583
Legacies accrued but not received	250,308	-	250,308
Total for Group & Charity	885,824	228,208	1,114,032

Prior year	Unrestricted Funds	Restricted Funds	Total Funds 2024
	£	£	£
General donations	469,124	269,309	738,433
Donations from regular givers	76,514	-	76,514
Legacies received	11,276	-	11,276
Legacies accrued but not received	42,000	-	42,000
Total for Group & Charity	598,914	269,309	868,223

3 Income from charitable activities

Group & Charity

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	£	£	£	£
Service generated income from partnerships	879,069	-	879,069	894,303
Other service generated income	15,368	-	15,368	112
Catering income	6,750	-	6,750	11,035
	901,187	-	901,187	905,450

All income received for charitable activities in the prior year was unrestricted.

4 Income from other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Trading income:				
Facilities income	117,769	-	117,769	88,152
The Hub	121,713	-	121,713	108,372
PB UK Commercial - management charges	480,950	-	480,950	388,806
Total Charity	720,432	-	720,432	585,330
PB UK Commercial income	558,222	-	558,222	459,387
Inter-group activity	(480,950)	-	(480,950)	(388,806)
Total Group	797,704	-	797,704	655,911

All income received for other trading activities in the prior year was unrestricted.

5 Expenditure on raising funds

Current year	Total Funds 2025 £	Total Funds 2024 £
The Hub	148,796	128,924
Fundraising support costs (note 7)	377,954	430,161
Total Charity	526,750	559,085
PB UK Commercial - management charges	480,950	388,806
PB UK Commercial - other trading expenses	10,375	29,942
Inter-group activity	(480,950)	(388,806)
Total Group	537,125	589,027

6 Expenditure on charitable activities

Group & Charity	Direct Costs £	Support Costs (Note 7) £	Total Funds 2025 £
Online services	124,897	87,862	212,759
In-person/group services	45,486	31,998	77,484
One to one services	160,906	113,193	274,099
Partnerships	714,071	220,125	934,196
Hospitality	381,542	268,403	649,945
Group & charity totals	1,426,902	721,581	2,148,483

6 Expenditure on charitable activities (continued)

Prior year	Direct Costs	Support Costs (Note 7)	Total Funds 2024
	£	£	£
Online services	93,452	64,934	158,386
In person/ group services	57,311	39,822	97,133
One to one services	266,844	185,415	452,259
Partnerships	701,616	206,719	908,335
Hospitality	330,314	229,516	559,830
Group & charity totals	1,449,537	726,406	2,175,943

7 Support costs

Support costs are allocated between raising funds and charitable activities on the basis of staff time.

Support costs, included in notes 5 & 6, are as follows:

Current year	Fundraising and publicity	Charitable Activities	Total 2025
	£	£	£
Staff costs	249,170	207,030	456,200
Other costs	52,298	-	52,298
Office costs	22,379	150,287	172,666
Building costs	41,815	281,714	323,529
Finance costs	6,978	46,861	53,839
Governance costs	5,314	35,689	41,003
Group & charity totals	377,954	721,581	1,099,535

Prior year	Fundraising and publicity	Charitable Activities	Total 2024
	£	£	£
Staff costs	277,813	224,691	502,504
Other costs	69,062	-	69,062
Office costs	21,972	131,637	153,609
Building costs	49,689	299,326	349,015
Finance costs	6,514	39,963	46,477
Governance costs	5,111	30,789	35,900
Group & charity totals	430,161	726,406	1,156,567

8 Net income/(expenditure) for the year

This is stated after charging:

		Group		Charity	
		2025	2024	2025	2024
		£	£	£	£
Auditor's remuneration	- for statutory audit services	14,500	13,060	14,500	9,460
	- for accounts preparation	4,480	4,090	2,700	2,475
Trustees' remuneration		-	-	-	-
Trustees' travel, meeting and training expenses - None (2024: None)		-	-	-	-
Amortisation		197	11,517	197	11,517
Depreciation		98,628	111,896	98,628	111,896

Donations from Trustees and related parties amounted to £Nil (2024: £734).

9 Staff costs and numbers

The aggregate payroll costs were:

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Wages & salaries	1,676,183	1,735,274	1,676,183	1,735,274
Social security costs	164,586	134,756	164,586	134,756
Pension contributions	81,820	81,338	81,820	81,338
	1,922,589	1,951,368	1,922,589	1,951,368

The average weekly number of employees (including senior management/leadership team) during the year was:

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Core staff	61	63	61	63
Regular zero hours staff	37	30	37	30
Casual staff	12	16	12	16
	110	109	110	109

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

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
£70,000 - £79,999	1	1	1	1

Key management personnel
The total employee benefits of the key management personnel for the year was £87,881 (2024: £86,966).

10 Taxation

The charity is exempt from corporation tax on its charitable activities.

11 Statement of Financial Activities comparative figures

Group For the year ended 30 November 2024	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Income from:			
Donations and legacies	598,914	269,309	868,223
Charitable activities	905,450	-	905,450
Other trading activities	655,911	-	655,911
Investments	440	-	440
Other income	(1,364)	-	(1,364)
Total income	2,159,351	269,309	2,428,660
Expenditure on:			
Raising funds	589,027	-	589,027
Charitable activities	1,821,694	354,249	2,175,943
Total expenditure	2,410,721	354,249	2,764,970
Net income/(expenditure) for the year	(251,370)	(84,940)	(336,310)
Loss on revaluation of fixed asset	(376,629)	-	(376,629)
Net movement between funds	(627,999)	(84,940)	(712,939)
Total funds at start of year	5,699,569	244,330	5,943,899
Total funds at end of year	5,071,570	159,390	5,230,960

Charity For the year ended 30 November 2024	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Income from:			
Donations and legacies	598,914	269,309	868,223
Charitable activities	905,450	-	905,450
Other trading activities	585,330	-	585,330
Investments	440	-	440
Other income	(1,364)	-	(1,364)
Total income	2,088,770	269,309	2,358,079
Expenditure on:			
Raising funds	559,085	-	559,085
Charitable activities	1,821,694	354,249	2,175,943
Total expenditure	2,380,779	354,249	2,735,028
Net income/(expenditure) for the year	(292,009)	(84,940)	(376,949)
Loss on revaluation of fixed asset	(376,629)	-	(376,629)
Net movement between funds	(668,638)	(84,940)	(753,578)
Total funds at start of year	5,710,108	244,330	5,954,438
Total funds at end of year	5,041,470	159,390	5,200,860

12 Intangible assets

Group and charity	Computer Software £	Total £
Cost		
At 1 December 2024	86,376	86,376
Additions	1,480	1,480
Disposals	(86,376)	(86,376)
At 30 November 2025	1,480	1,480
Amortisation		
At 1 December 2024	86,376	86,376
Charge for the year	197	197
Elimination on disposal	(86,376)	(86,376)
At 30 November 2025	197	197
Net Book Value		
At 30 November 2025	1,283	1,283
At 30 November 2024	-	-

13 Tangible fixed assets

Group and charity	Freehold property £	Long-term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation					
At 1 December 2024	5,640,000	120,489	160,025	64,639	5,985,153
Additions	-	1,610	11,384	3,446	16,440
Disposals	-	-	(630)	(4,472)	(5,102)
At 30 November 2025	5,640,000	122,099	170,779	63,613	5,996,491
Depreciation					
At 1 December 2024	-	59,222	51,046	37,235	147,503
Charge for the year	56,172	12,123	20,812	9,521	98,628
Eliminated on disposal	-	-	(320)	(3,882)	(4,202)
At 30 November 2025	56,172	71,345	71,538	42,874	241,929
Net book value					
At 30 November 2025	5,583,828	50,754	99,241	20,739	5,754,562
At 30 November 2024	5,640,000	61,267	108,979	27,404	5,837,650

It is Penny Brohn Cancer Care's policy to revalue freehold property every 5 years. The freehold property was revalued in May 2025 by Lambert Smith Hampton, a firm of valuers external to the Charity. The property's open market value was considered to be £5,640,000 in accordance with the RICS valuation model .

The historical cost of the revalued freehold property assets amounts to £1,302,668 (2024: £1,302,668).

14 Fixed asset investments

	Group		Charity	
	2025	2024	2025	2024
Listed investments	£	£	£	£
At 1 December 2024	6,130	6,129	6,130	6,129
Unrealised gain/ (loss)	1,301	-	1,301	-
Unlisted investments				
Investment in subsidiary	-	-	1	2
	7,431	6,129	7,432	6,131

Shares in group undertakings and participating interests:

	Subsidiary Undertakings	Total
	£	£
Cost		
At 1 December 2024 and at 30 November 2025	1	1

Details of undertakings:

Company name	Country of incorporation	Holding	Proportion of voting rights and shares held 2025	2024
PB UK Commercial Ltd	England and Wales	Ordinary	100%	100%

Principal activities
Other retail sale of new goods in specialised stores
Other retail sale not in stores, stalls or markets
Other accommodation

PB UK Commercial Ltd	Year ended 30 Nov 2025	Year ended 30 Nov 2024
	£	£
Turnover	558,222	459,387
Cost of sales	(487,911)	(403,765)
Gross profit	70,311	55,622
Administrative expenses	(3,416)	(14,983)
Operating profit	66,895	40,639
Interest payable and similar charges	-	-
Profit before taxation	66,895	40,639
Tax charge for the year	-	-
Profit for the period	66,895	40,639
Retained earnings brought forward	30,102	(10,537)
Retained earnings carried forward	96,997	30,102

For the year ended 30 November 2025 PB UK Commercial Ltd was entitled to exemption from the audit of its individual accounts under s479A of the Companies Act 2006 relating to subsidiary companies.

15 Stock

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Finished goods and goods for resale	6,779	7,528	-	-

16 Debtors

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	105,121	96,433	80,630	87,960
Amounts owed by group undertakings	-	-	-	133,225
Other debtors	-	20,370	-	20,370
Prepayments and accrued income	337,256	200,047	337,256	200,047
	442,377	316,850	417,886	441,602

17 Creditors: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Bank loans	70,134	31,160	70,134	31,160
Other loans	10,484	210,225	10,484	210,225
Trade creditors	81,371	85,334	80,559	84,784
Amounts owed by group undertakings	-	-	32,070	-
Other taxation and social security	95,030	75,455	95,013	75,455
Other creditors	25,033	22,347	24,283	22,047
Accruals and deferred income	136,151	53,807	134,328	45,255
	418,203	478,328	446,871	468,926

Loan facilities at the year end are with NatWest Bank and Triodos Bank, secured on the freehold property of the Charity.

Deferred income

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
At 1 December 2024	20,716	10,597	20,716	10,597
Amounts released from previous periods	(20,716)	(10,597)	(20,716)	(10,597)
Resources deferred in the period	95,155	20,716	95,155	20,716
At 30 November 2025	95,155	20,716	95,155	20,716

18 Creditors: amounts falling due after one year

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Bank loans	971,498	856,547	971,498	856,547
Other loans	869	11,367	869	11,367
	972,367	867,914	972,367	867,914

Loan facilities at the year end are with NatWest Bank and Triodos Bank, secured on the freehold property of the Charity.

19 Reconciliation of net movement in funds to net cash inflow from operating activities

Group	2025	2024
	£	£
Statement of Financial Activities: Net movement in funds	129,378	(336,310)
Loss on investments	(1,302)	-
Loan interest	31,510	31,596
Investment income	(762)	(440)
Loss on disposal of fixed asset	901	5,268
Amortisation	197	11,517
Depreciation	98,628	111,896
Increase in operational creditors: current liabilities	100,642	(45,237)
Decrease in operational debtors	(125,527)	(64,445)
Decrease in stock	749	4,940
Net cash inflow/(outflow) from operating activities	234,414	(281,215)

20 Analysis of changes in cash during the year

	2025	2024	Change
	£	£	£
Cash at bank and in hand	538,476	409,045	129,431

	2024	2023	Change
	£	£	£
Cash at bank and in hand	409,045	580,762	(171,717)

21 Analysis of changes in net debt

Current year	At 1 Dec 2024	Operating cash flows	Investing cash flows	Financing cash flows	At 30 Nov 2025
	£	£	£	£	£
Cash at bank and in hand	409,045	234,414	(17,158)	(87,825)	538,476
Debt due within one year	(241,385)	-	-	160,767	(80,618)
Debt due after more than one year	(867,914)	-	-	(104,453)	(972,367)
Total	(700,254)	234,414	(17,158)	(31,511)	(514,509)

Prior year	At 1 Dec 2023	Operating cash flows	Investing cash flows	Financing cash flows	At 30 Nov 2024
	£	£	£	£	£
Cash at bank and in hand	580,762	(281,215)	(18,818)	128,316	409,045
Debt due within one year	(40,087)	-	-	(201,298)	(241,385)
Debt due after more than one year	(909,300)	-	-	41,386	(867,914)
Total	(368,625)	(281,215)	(18,818)	(31,596)	(700,254)

22 Movement in funds

For the year ended 30 November 2025	At 1 Dec 2024 £	Income and gains £	Expenditure and losses £	Transfers £	At 30 Nov 2025 £
Restricted funds					
Library	364	-	-	-	364
Lymphoedema	54,062	-	(54,062)	-	-
Nutrition	-	15,000	(13,750)	-	1,250
Penny Brohn on the High Street	10,035	-	(10,035)	-	-
Relaxation chairs	2,275	-	-	-	2,275
Remote Services	3,000	24,000	(25,000)	-	2,000
Treatment Support	21,960	7,321	(28,781)	-	500
Walk the Walk	22,478	134,523	(118,996)	-	38,005
Walk the Walk Feel Better Package	16,667	-	(16,667)	-	-
Garden Room Roof	11,064	-	-	-	11,064
Menopause	5,200	3,000	(8,200)	-	-
Residential Retreats & Wellbeing Days	3,427	2,000	(5,427)	-	-
Music & Arts	2,400	-	(2,148)	-	252
Nicola Corey Fund	6,458	1,364	-	-	7,822
One to One	-	3,000	-	-	3,000
John James In-person support	-	30,000	(25,000)	-	5,000
Scar Therapy	-	8,000	(3,600)	-	4,400
	159,390	228,208	(311,666)	-	75,932
Unrestricted funds					
Designated funds					
Capital fund including revaluation reserve	4,949,943	-	(139,472)	(96,258)	4,714,213
General fund	91,527	2,509,506	(2,224,095)	96,258	473,196
	5,041,470	2,509,506	(2,363,567)	-	5,187,409
Total funds Charity	5,200,860	2,737,714	(2,675,233)	-	5,263,341
PB UK Commercial Ltd	30,102	558,222	(491,325)	(1)	96,998
Inter-entity transactions	(2)	(480,950)	480,950	1	(1)
	30,100	77,272	(10,375)	-	96,997
Total funds Group	5,230,960	2,814,986	(2,685,608)	-	5,360,338

22 Movement in funds (continued)

For the year ended 30 November 2024	At 1 Dec 2023 £	Income £	Expenditure £	Transfers £	At 30 Nov 2024 £
Restricted funds					
Bristol Whole Life Approach in Scotland	11,288	-	(11,288)	-	-
Library	7,293	-	(6,929)	-	364
Lymphoedema	119,714	-	(65,652)	-	54,062
Nutrition	-	15,000	(15,000)	-	-
Other small donations	-	500	(500)	-	-
Penny Brohn on the High Street	10,035	-	-	-	10,035
Regional donations	-	3,000	(3,000)	-	-
Relaxation chairs	2,275	-	-	-	2,275
Remote Services	-	61,400	(58,400)	-	3,000
Treatment Support	-	21,960	-	-	21,960
Walk the Walk	93,725	-	(71,247)	-	22,478
Walk the Walk Feel Better Package	-	100,000	(83,333)	-	16,667
Counselling	-	27,500	(27,500)	-	-
IT	-	1,866	(1,866)	-	-
Garden Room Roof	-	15,000	(3,936)	-	11,064
Menopause	-	10,198	(4,998)	-	5,200
Residential Retreats & Wellbeing Days	-	3,427	-	-	3,427
Music & Arts	-	3,000	(600)	-	2,400
Nicola Corey Fund	-	6,458	-	-	6,458
	244,330	269,309	(354,249)	-	159,390
Unrestricted funds					
Designated funds					
Capital fund including revaluation reserve	5,425,882	-	(536,232)	60,293	4,949,943
General fund	284,226	2,088,770	(2,221,176)	(60,293)	91,527
	5,710,108	2,088,770	(2,757,408)	-	5,041,470
Total funds Charity	5,954,438	2,358,079	(3,111,657)	-	5,200,860
PB UK Commercial Ltd	(10,537)	459,387	(418,748)	-	30,102
Inter-entity transactions	(2)	(388,806)	388,806	-	(2)
	(10,539)	70,581	(29,942)	-	30,100
Total funds Group	5,943,899	2,428,660	(3,141,599)	-	5,230,960

Restricted funds

Library
Following the re-purposing of this grant in 2023, we recruited a part time information and resource officer with the balance of the fund being used to pay for an associate to support the relevant work.

Lymphoedema
A restricted legacy was received to make special facilities available to those clients suffering with Lymphoedema. A lymphoedema workshop takes place each month led by a specialist lymphoedema practitioner.

Nutrition
Gerald Micklem Charitable Trust support the salary costs of our nutrition lead who is responsible for leading and managing the development and delivery of safe, effective, high quality online and in-person nutrition services.

22 Movement in funds (continued)

Penny Brohn on the High Street
Restricted funds had been received from the Newby Charitable Trust to provide Psychological services at The Hub. This face-to-face service provision was delayed due Covid restrictions.

Relaxation chairs
The relaxation chairs fund is a grant to enable us to upgrade and replace our relaxation chairs.

Remote Services
We continue to provide our programme of online support throughout the year with national reach for people affected by cancer, continually reviewing and adapting our offering. These funds have enabled us to grow this service and embed it as part of our hybrid service model. Grants have been received from The Tim Tiley Bursary Fund, The Helianthus Charitable Trust, The Weinstock Fund, The Hilary Awdry Charitable Trust, The February Foundation and The Medlock Charitable Trust.

Treatment Support
Our online Treatment Support Programme was supported by a grant from The Annet Charitable Trust.

Walk the Walk
A grant was received from Walk the Walk to support and grow our in-person services once again through specialist Wellbeing days and residential retreats.

Walk the Walk Feel Better Package
A grant was received from Walk the Walk to provide a 'Feel Better' support package building on of our flagship Treatment Support Programme the funds enabled us to develop, 'how-to' resources, online group sessions and specialist wellbeing days.

Garden Room Roof
Donations were made by The Screwfix Foundation and The Will Charitable Trust for repairs to Our Garden Room roof.

Menopause
A grant was received from Gilead to provide specialist menopause sessions, Wellbeing days and resources for those clients experiencing early onset menopause as a result of their cancer treatments.

Residential Retreats & Wellbeing Days
Funds had been received from D'Oyley Carte for a Wellbeing Day taking place in December 2024.

Music & Arts
Funds were received from The Joyce Fletcher Charitable Trust to fund our weekly art sessions and support specialist music and art wellbeing days.

Nicola Corey Fund
Bursaries are available to support parents with a child under the age of 16 to support with the support of childcare, transport or accommodation at our National Centre, where the parent has a cancer diagnosis.

One to One
Funding has been received from The Grace Trust for one-to-one consultations with integrative doctors

John James In-person support
Funds received from The John James Bristol Foundation to support a variety of in-person services offered at the National Centre in Bristol.

Scar Therapy
Grants were received from The Hospital Saturday Fund and Pink Ribbon Foundation to support our scar care programme.

22 Movement in funds (continued)

Bristol Whole Life Approach in Scotland
The Bristol Whole Life Approach in Scotland was a pilot project to work in partnership with Dumfries House in Ayrshire, giving us the chance to take our Bristol Whole Life Approach to those living with cancer in Scotland.

Other small donations
A donation had been received in 2022 to cover the cost of movement exercise this amount has been fully spent in the prior year.
A donation of £500 was received from Quartet Community Foundation restricted to the purchase of kitchen equipment.

Regional donations
A donation was received from J & M Britton Charitable Trust for use in the Bristol area.

Counselling
Support was received from the Newby Trust Ltd to support our counselling programme through the funding of a counsellor who would offers one-to-one counselling, and facilitating an emotional support group. The Albert Hunt Trust and AbbVie UK provided grants to support our one-to-one counselling sessions.

IT
Funds were provided to enable us to purchase three new laptops.

Designated funds

Capital fund and revaluation reserve
The Capital fund represents the net book value of tangible and intangible fixed assets, less loans secured on the relevant assets. The revaluation reserve totals £4,281,160 (2024: £4,337,332) at the year-end.

23 Analysis of net assets between funds

Charity		Unrestricted		
As at 30 November 2025	**Restricted Funds**	**Designated Funds**	**General Funds**	**Total 2025**
	£	**£**	**£**	**£**
Tangible fixed assets	-	5,754,562	-	5,754,562
Intangible fixed assets	-	1,283	-	1,283
Fixed asset investments	-	-	7,432	7,432
Current assets	75,932	-	843,370	919,302
Creditors due within one year	-	(70,134)	(376,737)	(446,871)
Creditors over one year	-	(971,498)	(869)	(972,367)
Total charity	75,932	4,714,213	473,196	5,263,341

As at 30 November 2024		Unrestricted		
	Restricted Funds	**Designated Funds**	**General Funds**	**Total 2024**
	£	**£**	**£**	**£**
Tangible fixed assets	-	5,837,650	-	5,837,650
Fixed asset investments	-	-	6,131	6,131
Current assets	159,390	-	534,529	693,919
Creditors due within one year	-	(31,160)	(437,766)	(468,926)
Creditors over one year	-	(856,547)	(11,367)	(867,914)
Total charity	159,390	4,949,943	91,527	5,200,860

23 Analysis of net assets between funds (*continued*)

Group As at 30 November 2025	Restricted Funds £	Unrestricted Designated Funds £	 General Funds £	 Total 2025 £
Tangible fixed assets	-	5,754,562	-	5,754,562
Intangible fixed assets	-	1,283	-	1,283
Fixed asset investments	-	-	7,431	7,431
Current assets	75,932	-	911,700	987,632
Creditors due within one year	-	(70,134)	(348,069)	(418,203)
Creditors over one year	-	(971,498)	(869)	(972,367)
Total Group	75,932	4,714,213	570,193	5,360,338

As at 30 November 2024	Restricted Funds £	Unrestricted Designated Funds £	 General Funds £	 Total 2024 £
Tangible fixed assets	-	5,837,650	-	5,837,650
Intangible fixed assets	-	-	-	-
Fixed asset investments	-	-	6,129	6,129
Current assets	159,390	-	574,033	733,423
Creditors due within one year	-	(31,160)	(447,168)	(478,328)
Creditors over one year	-	(856,547)	(11,367)	(867,914)
Total Group	159,390	4,949,943	121,627	5,230,960

24 Operating lease commitments

At 30 November 2025 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Amounts payable:		
Within one year	42,000	44,094
Within two and five year	136,500	168,000
Within over five years	-	10,500
	178,500	222,594

25 Related parties

Trustees are able to make use of the accommodation at the National Centre when attending on business and usually provide a donation in respect of this. No Trustees were provided any nights accommodation in the year (2024: Nil).

There are no transactions with trustees or other related parties other than those disclosed as required by the SORP elsewhere in the financial statements.

26 Post balance sheet events

Subsequent to the year end, the charity is in the process of entering into an agreement to lease land currently recognised within fixed assets. The land has a net book value of £190,000 at the balance sheet date, and the proposed lease arrangement is for a term of 125 years.