WESTON HOSPICECARE LIMITED

England & Wales · Charity number 900328

Details

Status	Registered
Legal form	Charitable company
Company number	02414541
Registered	1990-02-14
Register	View on the Charity Commission register

Contact

Address	Weston Hospicecare Ltd Jackson Barstow House 28 Thornbury Road Uphill Weston-Super-Mare BS23 4YQ
Phone	01934 423900
Email	info@westonhospicecare.org.uk
Website	www.westonhospicecare.org.uk

Activities

Objects: TO PROMOTE THE RELIEF OF SICKNESS IN SUCH WAYS AS THE ASSOCIATION SHALL FROM TIME TO TIME THINK FIT.

Activities: To provide the best in palliative care by providing an appropriate and comfortable environment, well trained and sensitive staff to address the needs of patients and those around them. We work closely with colleagues in the primary care and hospital settings. Innovative practice is important to the hospice and we look forward to developing End of Life programmes to embrace a range of diseases.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** Elderly/old People, People With Disabilities, The General Public/mankind

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Geography

- North Somerset
- Somerset

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,153,969	£6,708,990	£7,774,107	173
2024-03-31	£5,460,372	£6,101,901	£8,396,803	168
2023-03-31	£5,919,468	£5,387,632	£8,925,699	161
2022-03-31	£5,519,472	£4,598,442	£8,669,398	147
2021-03-31	£4,876,260	£4,229,373	£7,588,433	144

Trustees

Name	Role	Appointed
Mark Stuart Andrews	Chair	2022-01-26
Cara Elizabeth MacMahon		2025-09-25
Dr John Dixon		2019-03-21
Jade Martin		2025-03-27
Jan Poulton-Sadler		2024-05-23
John George Katsouris		2012-01-20
Mark David Antoine		2023-03-23
Sheila Dominey		2023-05-25

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WESTON HOSPICECARE LIMITED

England & Wales - Charity number 900328

Accounts

Weston Hospicecare



Annual reports and accounts

For the year ending March 2025









Registered Charity No. 900328 | westonhospicecare.org.uk
Company Registration No. 2414541

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Welcome from the Chair

In these uncertain times of conflicts between nations, the threats of war, world recession and humanitarian disasters all beyond our control, the best we can do is be kind, thoughtful to others and do what we can to help and support those around us both in our local communities and the wider world as we are able to.

Hospices provide vital services, all free of charge, that the NHS doesn't have the capacity to provide, much as they would like to. Every individual deserves the best palliative care available, which is where hospices step up to meet the challenge.

I would like to thank Dr Peter Smith for his commitment and hard work during his time as Chair of Trustees. I am immensely proud to have taken over as Chair for Weston Hospicecare and humbled to be working with such a dedicated team, with my fellow Trustees and a Senior Management Team that consistently give their all, not just to maintain, but improve our hospice and the services and care we offer on a daily basis.

However, this is not without constant challenges. Costs have continued to rise, whilst income has fallen. Government funding has not kept pace with the rising costs and inflation and whilst it is encouraging to see the Government commit many millions to the NHS, unfortunately, as has happened previously, the hospice and care sectors have been left behind. Without hospices, the NHS would be more overrun than they already are and with much higher costs than they currently have. I hope that through further lobbying from individual hospices, such as Weston Hospicecare and Hospice UK, the Government will look to address this imbalance as a matter of urgency.

Whilst we endure higher costs across every area of the hospice, we continue to eat into our reserves. Whilst diligently looking at ways we can save, without affecting services to patients which we have so far not had to do, unlike several other hospices across the UK. This is to the credit of our Senior Management Team, who are however prepared to make some difficult decisions should they have to, but this will always be a last resort.

To negate this, we are also exploring new and innovative ways to increase our income, through both the private and business sectors across our community. We are grateful to every single individual who gives to Weston Hospicecare,



whether it be with their time as a volunteer, or by financial support through fundraising and donations and for the support given to us by local businesses, plus the trusts and grants we are actively applying for throughout the year. Without all of you, we could not do what we do, and we thank you for your support.

Quality patient care and services will always be our driving force and myself and the rest of the Board, together with our CEO and Senior Management Team, will continually strive to manage our finances for future growth and longevity of our hospice, so we can serve our community for many years to come.

Mark Andrews
Chair of Trustees

Message from our Chief Executive



Welcome to our Statutory Accounts for 2024-25. As CEO of Weston Hospicecare, it is my pleasure and privilege to provide a summary of how the Hospice has fared in the year gone by, and to outline our plans for the year ahead.

Firstly, and most importantly, at the time of writing in July 2025 all our Hospice services remain fully functional and our Clinical teams continue to give exemplary palliative and end-of-life care to the residents of North Somerset & Somerset across our catchment area. In fact, this year we have expanded the scope and complexity of what we are able to offer our patients and service users, and we're providing more care to patients and support to their families than ever before.

In the past year we have broken new ground at the Hospice, providing some iron and blood transfusions and undertaking paracentesis for some patients, as well as performing nerve blocks for a patient with very high levels of hip pain. Our children's and young persons' bereavement counselling groups have grown in size, we now operate our main Day Hospice for outpatients three (up from two) days a week with a wider offering of enrichment and therapy activities, and we have continued to upskill our Band 6 Community Nurse Specialists with non-medical prescribing training. We have added to our medical team resource at Specialist Palliative Care doctor level, and we have finally been able to implement electronic prescribing of medicines. We successfully participated in a cluster-randomised trial of clinically assisted hydration at end of life, and we were one of five hospices nationally selected for a 6-month pilot to make the 'discussion and practice of corneal donation the norm in the hospice environment' with excellent results. On the capital side, thanks to trust & grant and major donor funding we have transformed our In-Patient Unit wet room into a spa bathroom facility enjoyed by inpatients and outpatients alike, and we have purchased three 'cuddle beds' for our IPU. In parallel with development of our core services, we have continued to go that extra mile for our patients, helping them achieve last wishes on their bucket lists, and creating special and lasting memories for the loved ones they will leave behind – examples include recreating afternoon tea at The Ivy, a final Christmas dinner in the middle of the year, a visit to a Safari Park, a mini-concert by tribute band Coldplace to our IPU patient, blessings and weddings in the Hospice, and bedside and Day Services visits from all manner of creatures great and small. Meanwhile in collaboration with others, we have supported colleagues with education sessions for doctors, nurses and allied healthcare professionals, via ad hoc placements for those seeking experience of palliative and end of life care, and continuing regular placements for medical, nursing and paramedic students.

And yet, all this comes at a considerable cost, at a time when our financial resources are under immense pressure. Analysis shows that over the past 7 years our income has grown by more than 40%, but over the same period our costs have grown by over 50%. To reveal why, and to understand such costs are beyond our control, one need look no further than the 56% growth of the National Living Wage during this same period, the volatile and at times very high general inflation through that period, and year-on-year NHS pay awards which have been impossible for the Hospice to match but have nonetheless put pressure on us to remain within touching distance in terms of how we remunerate our own Clinicians and Medics.

Last year 2023-24, we reported a large deficit at the end of the year, and this year 2024-25 is a similar picture. Year-on-year deficits means running down essential Hospice financial reserves, and this is clearly not sustainable in the long-term as our reserves approach the minimum level demanded by the Reserves Policy to ensure the Hospice remains a going concern.

At the end of 2024, there was considerable media interest in the Government announcement of special £100M funding for hospices, split between £25M in 2024/25 and £75M in 2025/26. It certainly made for eye-catching headlines, but this funding is restricted to capital projects (as opposed to revenue/operational costs) and when

divided amongst more than 200 hospices over a two-year period, it does very little to address the systemic deficits that we and most other hospices are experiencing year after year. Like many of our peers, Weston Hospicecare receives a minority, in our case just 20%, of statutory income from the Government, meaning we must raise the other 80% of voluntary income ourselves through our Retail and Fundraising activities, if we are to continue offering our full range of care, remembering that all our services are completely free of charge to the end user. Naturally, prudent service cuts have been carefully scoped and considered, but the urgent public need for our care and services is only increasing as members of our community experience growing gaps in the wider health and social care system, caused by such factors as population growth, increasing complexity of illness co-morbidities, under-resourcing of GP surgeries, cuts in of District Nursing, and immense pressures on our Hospitals. We have trimmed our resource where possible, without unduly harming delivery of care, and thus far we have been able to stave off any major cuts or redundancies, even as reports reach us weekly of hospices up and down the country forced into service cuts and staff losses. Instead, we are laser-focused on growing our voluntary income streams as rapidly as we can to address the significant deficit, before our reserves dwindle to an unacceptably low level, while continuing to support the wonderful work of Hospice UK in lobbying for a fairer and more sustainable statutory funding model.

Time is therefore of the essence, and to focus minds and channel resources we developed a Recovery Plan in 2024 which encompasses a wide range of initiatives to cut support costs and grow income as fast as possible, but with three particular areas of focus:

- After a challenging environment for Retail in 2024/25, returning our Retail stores to maximum profitability, through a delivery framework of investment and improvements.

- Investing in the rebuilding of our Fundraising team, to drive the return on such investments that we need. This has many facets and includes participation in the Hospice UK's 'Hospice Legacy Campaign' which promotes the choice of your local hospice when considering a gift in your Will, and reinvigorating our hospice lottery through canvassing activities.

- Establishment of a new corporate income drive, the Business for Care Collective, with a launch event planned for October 2025.

On this third initiative, the generosity of the public within the catchment area we serve never ceases to amaze us. However, the past few years have been economically difficult for households and though people want to support us more, there is only so much they can give. Conversely, and historically, the support we receive from companies and corporations has been patchy and low, with a few notable exceptions for which we are very grateful. And yet the Hospice is caring for patients who are the former employees who helped to build up our local companies, and patients who are the friends and relatives of their current employees. We are also providing employees with bereavement counselling support to help them navigate their journey of grief after losing a loved one in our care, which helps them cope with loss and to return to work more quickly. Therefore, we are appealing to the corporate social responsibility of local companies, from small family-owned businesses, through SMEs, to larger corporations to join the Business for Care Collective and each provide just a little financial aid from pre-tax profits to the Hospice, in return for an exciting package of engagement, promotion and opportunities.

Weston Hospicecare belongs to the people of North Somerset and Somerset, and we do hope that local businesses will get behind us in a wave of compassionate community response – if everyone does a little, we will be able to continue offering the vital palliative care services on which our community depends, completely free of charge.

We are now in year two of a 3-yr strategy cycle for 2024-26 which has been published on our Hospice website. Good progress is being achieved across many of our goals and initiatives, but while certain ambitions burn as brightly as ever we have been temporarily forced to suspend others until the financial picture improves. A key aspect of our strategy has been for the Hospice to be more outward-looking, foster greater community engagement, and develop our external communications, and this we have surely been doing through our Community Engagement Manager appointment, increased resources in Communications & Marketing, higher activity levels in Community Fundraising, the work around our Business for Care Collective drive, and the commissioning of two short films for the hospice geared firstly towards our patients and fellow H&SC professionals, and secondly for our donors and supporters. This year we have enjoyed excellent and informative visits to the Hospice by Daniel Aldridge, MP and Sadik Al-Hassan, MP and by the Bishop of Bath and Wells, the Rt Revd Michael Beasley.

Like many organisations, Weston Hospicecare is entirely reliant on our staff and volunteers, and we want to support our staff to be the best versions of themselves, as happy and fulfilled as possible. To this end, we are already well along a journey of identifying areas where improvements are needed, and this year work has advanced significantly on a staff Wellbeing & Health framework, an entirely new management training program called Empower & Excellence, and a guidance document for Empowering Resolutions. Meanwhile, our wonderful army of volunteers was celebrated this summer during a special event of thanks and service awards at the Royal Hotel in Weston-super-Mare.

All our care services are given completely free of charge at point of delivery, available to all regardless of background & circumstances, race & religion, gender association and sexual orientation, or any other protected characteristics. We sincerely believe this has always been the case at Weston Hospicecare, but recent societal focus on equality & diversity has encouraged us to challenge ourselves, re-consider, and ask whether we are being sufficiently proactive to ensure that people from minority groups and some hidden margins of society are not only able to access our care equally, but feel encouraged and supported in doing so. Thus, our Equity, Diversity & Inclusion working group, comprised of members of staff from right across the Hospice, was formed last year and has sought to answer these questions and shape our policies and ways of working, to ensure equity of access and equality of outcome for everyone in our society, and for our staff and volunteers too.

Turning to our built environment, this year has seen a drive to improve the efficiency of our buildings, with LED lighting and heating upgrades at the main Hospice building, and across our Retail estate too, mostly funded by generous grants from North Somerset Council. At the turn of the year, the main plant room boilers at our Hospice site were entirely replaced by new, high efficiency boilers with greater system backup and reliability too. This past year, we have undertaken major repairs to our Hill Road store in Clevedon, which was closed for the entirety of FY24/25 – the store is now fully open, looks wonderful, and is exceeding its budgeted net income contribution. We have improved our IT infrastructure, written our first policy governing the use of AI (artificial intelligence) in the Hospice, introduced management dashboards to the Vantage system, and rolled out the Ciphr HR management system.

The external landscape is ever-evolving. The highly emotive and very public debate around Assisted Dying has, somewhat ironically perhaps, served to place a spotlight on the need for best possible palliative and end-of-life care for our UK society, with most commentators on both sides of the argument agreeing this is highly necessary. The Terminally Ill Adults (End of Life) Bill is now through the Commons and awaiting its second reading in the House of Lords, and it seems entirely possible that legislation around Assisted Dying in England could change in the new few years. Weston Hospicecare has therefore convened two debates, one internally at the Hospice and one externally with the support of Daniel Aldridge, MP, to engage with our local population, present balanced cases for and against Assisted Dying, and ensure we are best-placed to provide leadership and be ready if and when such changes in the law come to pass. A recent article in The Times newspaper highlighted the work that two of our Hospice doctors have been doing in this area, to raise awareness and ensure a fair and balanced view is encouraged amid a debate which too often becomes polarising.

In March 2025 we said farewell to Dr Peter Smith who stepped down as our Chair of Trustees, and welcomed Mark Andrews as the new Chair of Weston Hospicecare. Mark and the entire Board of Trustees work closely with the CEO and Senior Management Team, and we are fortunate to have such a supportive and skilled Board behind us, providing strong oversight and governance.

As mentioned above, Weston Hospicecare belongs to you, the people of North Somerset and Somerset; we are honoured and privileged to steward the Hospice on your behalf, and I wish to pay tribute to our patients and their loved ones who inspire us every day with their dignity and bravery. We are indebted to our wonderful volunteers and our amazing supporters whose generosity ensures the Hospice has now been serving this community for 35 years. And lastly, I wish to sincerely thank our incredible staff for your loyalty, determination and dogged hard work which underpins our continued success.

Yours faithfully,

Paul Winspear
Chief Executive Officer

Trustees' Annual Report

The trustees are pleased to present their annual report with the audited, consolidated financial statements of Weston Hospicecare Limited ("the hospice") for the year ending 31st March 2025.

The trustees report incorporates the requirements of a Directors' report required by company law.

Objectives and activities

The objectives of the charity are to:

- provide holistic wraparound care (including medical, clinical, physical, therapeutic, psychological and spiritual)to any adult who has a life-limiting illness in our area, promoting and valuing diversity, seeking equity of access, supporting them in their normal place ofresidence or within the hospice, and so far as possible enabling patients to die with peace anddignity in their preferred place of care;
- conduct, participate in and promote research into the treatment of persons suffering from life-limiting illnesses including but not limited to cancer, neurological conditions, heart and lung failure etc....;
- promote the teaching and education of fellow Health and Social Care Professionals providing palliative or end-of-life care and allied care services; and
- provide emotional and spiritual support and guidance to patients and their loved ones, friends and family.

The aim of the hospice is to provide specialist palliative care. To achieve this the hospice provides a health care environment, provided by well-trained and sensitive staff with sufficient time to address the complex needs of patients. The hospice supports colleagues (who have to work with many competing pressures) in both the primary healthcare setting and hospitals and other non-NHS healthcare environments.

Community

The hospice employs a Hospice Community Nurse Manager, nine Hospice Community Nurse Specialists (HCNS) and one Hospice Community Nurse (HCN). They are highly trained, skilled palliative care professionals. The HCNS are allocated to GP practices and work as core members of the primary healthcare team.

The role of the HCNS is to:

- support the patient and family by managing symptom control in a holistic way of seeing the symptoms as physical, emotional, social and spiritual;
- provide information regarding diagnosis and treatment;
- liaise with primary healthcare teams on a plan of care; and
- be the key worker within the hospice and refer patients to other hospice services and other community services.

In-Patient Unit

The hospice operates its own ten-bed in-patient unit at its headquarters in Weston-super-Mare. The unit provides high quality specialist clinical care for patients with life limiting conditions needing symptom control and palliative care.

Day Services

The hospice's multi-disciplinary Day Services runs three days a week and its main aims are to promote patient independence and improve quality of life through symptom control and rehabilitation, offering psychological support, and providing respite for carers. Patients' individual needs are a priority.

Within the Day Services environment complementary therapies and a range of creative therapies (gardening, dance and movement and crafts) are also provided, and specialist support groups are convened for neurological patients and other complex conditions.

The Family Support Team

This service provides emotional and spiritual support including pre- and post-bereavement counselling, Bereavement support groups, Men-in Sheds, spiritual counselling and chaplaincy to patients, carers and their loved ones, as well as practical support and guidance. The hospice seeks to support, boost and sustain the home care or community care setting as best we can.

Our volunteer companions provide support to patients and carers, and our carers support group exists for family and friends.

Bereavement groups are informal groups that offer a warm welcome to bereaved carers who would value social contact and support and may find it helpful to talk to others who understand the complex and mixed emotions bereavement can bring.

Public Benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. All our care is given completely free of charge, and our charitable activities focus on free and unencumbered support to people and their families affected by life-limiting illnesses, regardless of background or circumstances, and are undertaken with emphasis on equity of access and equality of outcome, to further our charitable purposes for the public benefit. Our work is continued with families and carers after patients have died.



Strategic Report

The Strategic Report required under company law comprises three sections: Achievements and Performance, Financial Review and Plans for Future Periods.

Achievements and Performance

In last year's Trustees' Report, we set out the following priorities for the forthcoming year:

Priority	Outcome
Achieving Budget 2024/25	The budget set for 2024/25 was a realistic budget taking into account some of the cost of living pressures we were, and still are facing today and we finished the financial year lower than budget. Our ambitious retail budget, a growth on the impressive prior year result was not quite realised. Fundraising finished well after another tough year. Our Integrated Care Board (ICB)'s gave us an uplift in funding for this year, but regrettably not of a sufficient amount to meet rising costs associated with NHS pay awards, National Living Wage (NLW) and general inflation. Gifts in Wills were higher than anticipated but we have a fairly low pipeline going into the next financial year and historical data shows that Gifts in Wills must be viewed prudently through a longer-term lens of 5+ years. Share trading activities unfortunately contributed to a large proportion of the loss against budget and we have also had to endure high agency costs for key positions where we have been unable to recruit.
Consolidate on improvements made to expanding Clinical Services	Existing services have been maintained and some enhancements have also been made such as: • Our In-patient unit bathroom area has been completely remodelled and given a spa feel thanks to generous donations from individuals, grant funding and Honeyfield who contributed labour costs free of charge. • Purchased another cuddle bed for our In-patient unit which we have found to be great benefit to our patients and their loved ones. • Expanded on enrichment activities within our Day Hospice setting and performed out-patient procedures to save NHS admissions. • Participated in various clinical trials and studies such as corneal donation and the intimacy research study in combination with Dorothy House.
3 year strategy	Last year we produced a new 3-year strategy. Progress has been monitored regularly and some of the things we have achieved to date are: • Appointment of second palliative care consultant/specialist Palliative care doctor. • Investment in our vital Fundraising team. • Review and refreshed our volunteer recognition events. • Implemented a new logistics system within retail. • Condition surveys carried out on all freehold properties.
Governance initiatives	The NHS' Data Security and Protection Toolkit (DSPT) continues to be completed. In parallel, work is always ongoing with information governance and GDPR compliance, with the hospice Information Governance panel meeting monthly. We are successfully using and developing our risk management system using software package Vantage which now also contains all of our policies and procedures, compliments and complaints data, incident reports, strategic risk register and CQC compliance data.

Community	2025	2024
Total number of patients	818	776
Discharges	105	107
Deaths	421	460
% died in preferred place of care	86%	86%

"I received a phone call within 24 hrs of the referral made by the breast care nurses at BHOC. Gwen showed genuine compassion and concern that I would be OK for the weekend (the referral being made on a Thursday). It was then quickly arranged for me to have assessment and a tour around the centre within a few days. I left feeling reassured that someone was there to listen, help and treat me as an individual. Thank you"

Weston Hospicecare Community Patient April 2024

- We aim for 80% of patients to complete an Advance Care Plan. In 2024-25, we achieved this with 92%.
- 86% of patients died in their preferred place of care (PPC). The ACP is the important figure for us, as we directly influence this and the PPC is dependent on the whole health and social care services.
- This year the community team made 2,574 patient visits and 9,923 patient contacts including phone and video calls. (2024: 1,928 visits and 9,481 contacts).

In-patient Unit	2025	2024
Admissions	167	179
Discharges	33	29
Deaths	107	131
Average length stay (days)	16.2	15
Average bed occupancy	79%	75%

The in-patient Unit:

- Manages symptoms that are particularly complex and have been difficult to control at home.
- Helps people adapt to changes so they can go back home.
- Provides care at the end of life when it is not possible or preferred not to die at home.
- Operates a 24/7 Advice Line supported by nursing and medical staff which received 399 out of hours calls compared to 287 the previous year, providing invaluable advice to professionals, families and those looking after someone needing advice, or support to continue care in their normal place of residence. We highlighted and pushed the use of the Advice Line during 2024-25.
- We have been fully staffed most of this year with resulting increase in bed capacity from 75% to 79%.

2,180 patients supported across all services in 2024/25 (2023/24: 1,949)

"The wonderful staff couldn't have done more. They were angels. Everyone is so kind, caring and understanding, I have never ever experienced such love and kindness from everyone"

IPU Patient Relative, September 2024

"I just wanted to take a moment to express my deepest gratitude for the incredible care and kindness you showed my dad in his final weeks. Your compassion, patience, and professionalism made an immense difference, not just to him but to me as well. Caring for him at home was something I was determined to do and I truly couldn't have managed without your support. Whether it was the gentle way you looked after him, the reassuring words you offered me, or simply knowing you were there when we needed you — it all meant the world. Thank you for everything you did, both seen and unseen. Your dedication and warmth will never be forgotten"

Community Patient Relative, February 2025

Day Services	2025	2024
Total number of patients	187	137
Attendance (sessions)	1,122	952
Complementary Therapy treatments	760	964

- Our Day Services play a crucial role in promoting independent living and quality of life for patients and carers. Day services numbers for the day have increased from 12 to 14 since the redevelopment works and reducing risks caused by the COVID pandemic. Groups, such as Fatigue and Breathlessness have continued through this period.
- Redeveloping Day Services last year has made it a more welcoming area and therapeutic environment. The new treatment rooms have had good take up for outpatients from both our doctors and community nurses. The redevelopment work allows the hospice to take advantage of our gardens with bi-fold doors. The use of natural lighting with skylights and added technology has improved patient experience.

"From being someone who initially resisted the word "hospice", I am now so sad that the 12 weeks have gone so quickly. I am going to miss everything connected with this wonderful service and hope they will take me back soon!"

Day hospice Patient, January 2025

- Non-cancer attendance 35%, a decrease of 1% on last year, partly due to recommencing the Fatigue and Breathlessness groups after the pandemic.
- This year we had a reduced number of volunteer contacts in Complementary therapy and still provided 760 treatments (2024: 964 treatments).

Family Support Team	2025	2024
Chaplaincy:		
Face to face contacts	1,818	1,431
Total number of patients	177	137
Bereavement service:		
Face to face contacts	1,036	1,136
Total number of clients	237	306
Volunteer contacts	991*	796*
Companion services:		
People supported	72	75
Volunteer contacts	817	828

*Not including Men in Sheds, which is run by Volunteers

Caring for the family, including after death is a key component of hospice support. Client numbers have increased this year, and the Bereavement Coffee Morning has supported 52 people with an average of 4.1 new attendees every month and Men in Sheds having an attendance of approx. 13 men twice a week.

"Absolutely excellent service, kind, caring, informative, supportive. An absolute life line for me and my sanity. The most important place in my journey through cancer"

Weston Hospicecare Family Support Team Client, November 2024

"As soon as I arrived I was made to feel welcome. The staff are all gentle and kind and it made me feel as if I was being given a warm hug. There was no pressure and the reflexology was wonderful"

Weston Hospicecare Complementary Therapy Client. November 2024

Compliments and Complaints

The hospice aims to provide the best possible care and as a hospice, we take every suggestion and complaint seriously and aim to learn from these occasions. We also take the opportunity to learn from compliments and share good practice.

In 2024-25, we received 456 compliments in our clinical areas. We had 8 complaints this year (4 were verbal complaints), all dealt with satisfactorily and within timescale. (2024: 383 compliments and 5 complaints with 4 being verbal).

We aim for 90% of our patients' friends and family to rate their experience of our service as very good. In 2024-25, we achieved this with 98% (with 2% saying good).

iWantGreatCare

The hospice continues to take part in "iWantGreatCare", a platform to let patients leave meaningful feedback on their care, say thank you and help the next patients. iWantGreatCare demonstrates that we are transparent, aware and open to patients' experience as a central part of delivering high quality care.

https://www.iwantgreatcare.org/hospitals/weston-hospicecare-1

In March 2023, Weston Hospicecare was awarded the iWantGreatCare certificate of excellence for delivering outstanding care. In March 2024 our Day Services, Inpatient Unit and Time For You received Certificates of Excellence.

Our People

Our people, whether paid staff or volunteers, are the heart of our organisation. Each person, in each team has an important role to play – bringing different skills, knowledge and expertise – which support the successful running of the hospice.



Our clinical teams are supported by our catering and housekeeping teams to provide the best care possible for our patients and their families/carers. Our retail and fundraising teams raise the much-needed income to support the work we do. Our staff in finance, maintenance, facilities, reception, HR, learning/development and volunteer services provide support to keep our other teams functioning.

We focus our recruitment for both paid staff and volunteers on equal opportunities, concentrating on role requirements.

Employees

We remain committed to recruiting, developing and retaining qualified, experienced, competent and well-motivated professionals. We seek to recruit from all areas of our community and attend Jobs Fairs meeting people face to face to talk about the work we do and our roles

As at the year-end we employed 121 whole time equivalent staff in the charity including Retail. Staff are supported through an Employee Assistance Programme, Mental Health First Aiders and Well Being Champions. We also have a Freedom to Speak Up Guardian and Freedom to Speak Up Champions, who provide a channel for staff to raise issues or concerns.

The hospice promotes continued learning, education and development and seeks opportunities and support for all staff to develop themselves both personally and professionally. We have secured funding for example from NHS England (NHSE) and one-off grants for a number of training courses for our staff including non-medical courses. A management development framework is being prepared to launch to managers during 2025.

In early 2025, we introduced a HR Information System – MyHR. The system automates many operational HR functions and development is still ongoing to modernise recruitment.

Volunteers

We are reliant on the goodwill, commitment and dedication freely given by volunteers, who are the lifeblood of the hospice. Each volunteer brings their own specific skills, humour, interests and experience. Volunteers support the work of all teams whether it is in our main hospice building, out in our shops and donation centre, or working amongst the community in support groups. This year, over 750 volunteers freely gave their time to the hospice.

We continually review volunteer recruitment and training to ensure we remain compliant but at the same time balanced for the tasks and frequency of the role being undertaken.

Following the implementation of our Volunteer Management System (Assemble) in 2023, we continue to work with managers, staff and volunteers to further embed and develop the system. We are committed to increasing our engagement rate.

The hospice strives to forge close ties within the community and continues to work with local schools and colleges in identifying opportunities for volunteering including student work experience and supporting students working towards their Duke of Edinburgh Awards. We also retain links with companies who run employee volunteering schemes, community payback and with organisations who offer return to work programmes; offering long term unemployed people the opportunity to gain valuable skills and regain their confidence through volunteering.

Financial review

Overall the Charity had total income of £6,154k (2024 £5,460k) and generated a net deficit of £623k, a negative swing of £94k from the 2024 position of £529k net deficit.

Gifts in Wills income increased to £659k for the year (2024 £232k). The pipeline for 2026 has decreased and is slight cause for concern but we have been involved in the Hospice UK legacy campaign this year so we are hopeful this will pay dividends in future years.

During the year, the value of investments decreased by £68k, compared to the prior year gain of £113k. Volatility continues into the new year and is being monitored closely with our investment advisors, Rathbones and the hospice Finance and Business planning committee.

Over a three-year period, it is our plan to produce a balanced operating performance. The hospice is committed to minimising operating costs without impairing the quality of its services. One future uncertainty has been around funding of the NHS pension increases from 14.3% to 20.6% introduced from 1st April 2019. It has since been confirmed that the government (via NHS England) will cover this increased cost until at least 31st March 2026.

Clinical income

We continue to be supported by our Integrated Care Boards, BNSSG and Somerset, though the percentage of our costs they support is decreasing year-on-year. Unavoidable cost increases for us are not being matched by additional funding at the same rate.

Charity Shops (retail trading)

Total retail income including gift aid was £2,642k (2024 £2,723k) or £2,454k when excluding gift aid and round-up donations (2024 £2,526k).

The total net contribution to the Hospice was £490k. (2024 £715k).



Over the last financial year, Weston Hospicecare's Retail operation has continued to evolve, including the opening of a new store in Burnham-on-Sea, trialing a different store management model on the High Street. We will monitor the efficacy of the new fashion, homewares, and clearance items now offered across three distinct shops which we hope will enhance customer experience and improve stock management.

It was with huge regret that we had to close our Hill Road, Clevedon store due to deteriorating conditions in the store caused by water ingress in several areas. As a listed building, in a challenging setting, we faced complex issues which prolonged closure of the store for far longer than we would have wished during the entire year, but the repairs and improvements undertaken have been comprehensive, demonstrating our commitment to this store and the town of Clevedon where we support many patients. We are indebted to North Somerset Council for the cooperation and pragmatism they showed in working with us to remedy the situation

We've explored new income streams for items we're unable to sell through traditional routes, including the introduction of "We Buy

Books" and piloting a "rage room" concept. IT improvements across our estate included purchasing tablets for every shop, enabling smoother processes for bookselling, volunteer management via Assemble, and incident reporting through Vantage.
Our e-commerce operation expanded to include Vinted, providing a new platform for quality donated fashion. We also successfully introduced single-sale lottery tickets in-store, which have performed well.

We once again ran our Sustainable September campaign, raising awareness of the environmental impact of fast fashion and promoting pre-loved alternatives. A volunteer celebration party rounded off the year, recognising the vital contribution of our retail teams.



Plans for the next twelve months:
Over the next 12 months, we will continue to focus on strengthening our core retail offering, ensuring our shops remain vibrant, welcoming, and commercially strong. A key priority will be improving the customer journey across all stores, from visual merchandising to service, while also deepening the connection between our retail operation and the wider hospice. We'll be working to increase awareness of the hospice's work and the impact of every purchase. In addition, we'll be exploring the introduction of a structured house clearance service, creating a new income stream and helping us reach more supporters in our local community.

Fundraising
In what was an extremely challenging time for charities fundraising, our fund-raised income increased compared to recent years. This is a great credit to the team which has achieved this whilst coping with some changes within its leadership. Gross income was £1,939k, £492k higher than last year, explained by an increase in Gifts in Wills income following a lower-than-normal income from this source last year.

Our fundraising comes from a wide range of sources, such as, our own, well-established programme of Events and Challenges, Community Fundraising from groups and organisations, not to mention donations from individual givers, both regular and occasional. We also enjoy support from Charitable Trusts, companies and Gifts in Wills.

Hospice managed events, continued to show growth, with Mendip Challenge, Men's March, Charity Golf Day and Pines for Pounds doing extremely well in terms of income and participants, compared to previous years. Our particular thanks go to those all-important participants and the significant corporate sponsorship we received from, The Grand Pier, Howards Motor Group, PD & CL, MTT Limited, Gilda and Thatcher's Cider to name but a few. Many people chose to undertake challenges to raise funds for the hospice in 2024-25. Most notably, Paul Magor completed an incredible 280-hour spin challenge over the 12 days of Christmas, raising £14k.



Also, our very own Dr Adam Baker and his wife Dr Charlie Fleury went quite literally to the ends of the earth to carry out polar swims in the Arctic Circle and Antarctica in temperatures as low as -0.8 degrees, raising £8k. It is indeed gratifying to see the extreme lengths many people will go to, to support their local hospice.

Our Community Fundraising team continued to raise funds and awareness in our local community. One highlight was our Youth Enterprise Scheme, which involves mentors from local businesses supporting teams of students from Weston College's business course to raise funds by starting enterprises. Their projects raised over £7k. Another highlight was our Christmas Fayre which raised over £9k, with our sponsors Howards arranging for local school children to meet the real-life reindeer which we had as part of the day.

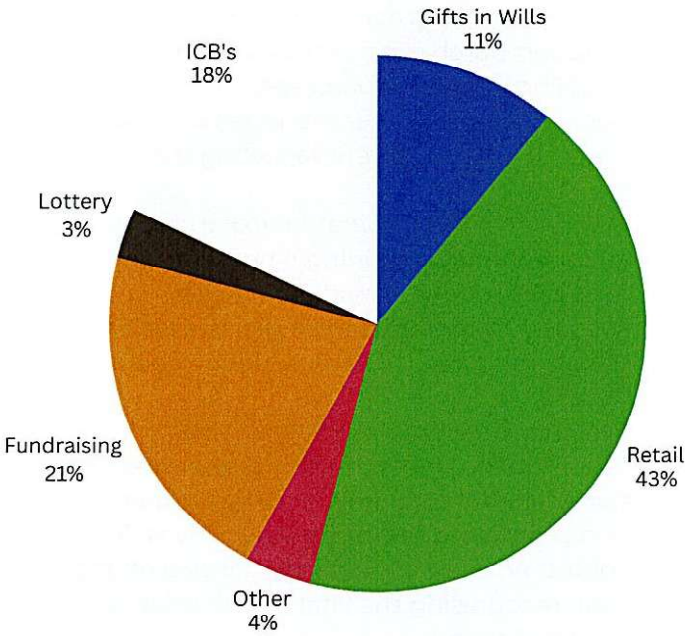
Charitable Trust fundraising focused on core funding and refurbishment and our particular thanks go to Hinkley Point C Community Fund, The Albert Hunt Charitable Trust, the UK Net Zero Fund, the Malcolm Gunter Foundation, the One Stop Community Partnership, Morrisons Foundation, The Fairfield Charitable Trust and The Clark Foundation amongst others.

Our Weston Hospicecare Lottery raised £178k, (2024 £167k). Revitalising our Lottery is a key focus of our 2024-26 strategy as we seek to increase players next year.

Gifts in Wills came in at £659k, and we are incredibly grateful to those very special donors who chose to give in this way. A key highlight of the year included us joining with other Hospice's from across the UK in February 2024 for the National Hospice Legacy Campaign – raising awareness of the difference that Gifts in Wills makes in being able to offer free Palliative Care to all, for now, forever. We will continue with this partnership in 2025-26.

We are extremely grateful to all our donors for continuing to support the delivery of free and exceptional care to people with life-limiting conditions and their families across our community. Your continued support makes all the difference.

Weston Hospicecare funding 2024/25



Investment Powers and Policy

Our investment portfolio is managed by Rathbones, who manage the funds according to a relatively low-risk profile consistent with the powers provided under the charity's memorandum and articles of association, and the investment policy set out by the trustees. The investment policy takes into account such factors as:

- A prudent level of reserves, as informed by regular reviews of the organisation's business plan, risk profile and reserves policy;
- A sufficient level of liquidity; and
- Appropriate diversification, at modest risk, within the investment asset pool.

During the financial year, the investment yield of approx. 2.6% (2024 2.7%) was a valuable source of income.

Investment performance is closely monitored bi-monthly by the finance and business planning committee. As a matter of good governance a robust tender process is run periodically. Rathbones were re-elected as our investment managers in the most recent round in 2022.

Auditors

In accordance with Charity Commission recommendations the directors periodically review our Audit and accountancy services provision. This exercise was last undertaken in 2021.

Principle risks and uncertainties

Financial – Pressure continues on both statutory and voluntary income streams, in particular fundraising income during these difficult economic times. Attention is currently being paid to the impact of inflation (wage and general), combined with public sector cuts. The Board, supported by its sub-committees, continuously monitors in year business performance and the medium and longer-term financial risks and opportunities, weighing up the need to manage costs tightly within available income against ensuring appropriate investment in improving and developing our offer to best meet the needs of our patients and the wider community.

Operational – recruitment and retention of staff across all areas of the business has presented a significant challenge since the COVID pandemic. Our investment in our staff through training, well-being support and a number of development channels is essential to both recruitment and retention and at March 2025, the number of vacant positions had dropped significantly with full establishment in place in clinical and medical areas. At this point it is other areas of the organisation such as retail and housekeeping where the ability to successfully recruit is proving more challenging.

Operational – ensure we have the ability to change the way we deliver services to respond to changing need. We work closely with stakeholders, including the patients who receive our services, as well as those who fund these services, to ensure that our activities are structured accordingly. In addition, we recognise the challenges of new technology and the different ways of communicating and processing transactions. The increasing risk related to cyber activities is managed proactively within the organisation, but we recognise that there is always more that can be done, and we continue to work in partnership with our IT service provider to actively mitigate this risk as it becomes more complex to manage.

Financial – The Trustees have considered whether there are any factors likely to affect the financial performance or position of the charity going forward and have identified that we, along with many other charities must analyse the impact of the current economic landscape and in particular the cost-of-living crisis and the increase in national living wage. The Medium-Term Financial Strategy considers these matters and how they might impact upon the overall finances through to March 2027. That said, the Hospice recognises the challenges of forecasting wider economic performance in these uncertain times and will continue to review the key indicators throughout this period.

Compliance – An integral component of protecting and enhancing our reputation is ensuring we are compliant on all aspects of our activity. The Strategic Risk Register currently recognises and monitors three key elements of the compliance framework relating to CQC and clinical practices; HR and People activity and monitoring against Health and Safety compliance. The investment in Vantage, our new compliance management system has ensured there is greater visibility and transparency to our overall performance and our continued investment in staff training is critical to ensuring all staff and volunteers remain up to date with any legislative change.



Reserves Policy

The charity will seek to maintain sufficient reserves, according to its Reserves Policy which requires the calculation of reserves on both a going concern basis, and on a theoretical basis of close-down. The minimum level of reserves is calculated for both scenarios and the higher of these two informs the ongoing minimum level of reserves. This exercise has revealed that the level of reserves demanded as a going concern is significantly higher than the level of reserves demanded for the theoretical close-down scenario, and thus it is the former which sets our level of reserves according to the calculation described below.

The reserves that would be necessary to maintain the charity's full objectives and services, taking into account the reasonably likely risks of fall in income and increase in cost over a future two-year period, is used for the calculation on a going concern basis.

Free reserves are defined in accordance with Charity Commission guidelines to exclude restricted and designated funds, and to exclude the value of fixed assets required to operate the hospice. Where a significant proportion of reserves relates to investment property the appropriateness of including its value will be assessed at the time of the calculation.

Reserve requirements are estimated by a risk-based approach estimating a plausible "worst case" reduction in our income streams and increase in our expenses – a range of annual percentage reductions between 5-30% are postulated for the various income streams and a 5% annual increase is postulated for our expenses. The resulting cash impact is aggregated over a two-year period which is considered to represent a reasonable period associated with the worst case scenario and is long enough for us to readjust income streams and, if necessary, to reduce expenditure.
There are also specific provisions made for future known issues e.g. trading losses, insofar as they have not been provided for in the financial statements.

The total reserves predicted by this calculation will be further increased by a factor of 10% as insurance against, and to meet the problems posed by, unforeseeable events with both very low probability and very high impact, such as (but not restricted to) the COVID-19 pandemic. This factor of 10% is based on our experience during the COVID-19 pandemic, extrapolated over the period envisaged.

The total funds held by the group at 31 March 2025 totalled £7,774k (2024: £8,397k) per the details set out in note 23 to the accounts.

Restricted funds at 31 March 2025 total £221k (2024: £506k), and are not available for general use by the Charity.

Designated funds total £417k at 31 March 2025 (2024 £597k) made up of the Friends fund, the Jill Dando fund set up in 2019 in memory and honour of our former patron, on the 20th anniversary of her untimely death and a fixed assets and potential investment losses fund, created in 2022/23.

Of the total funds referred to above, the free reserves available to the Charity, without the need to dispose of tangible fixed assets total £3.5m which would cover approximately 6 months running costs (2024: £4.2m).

The total unrestricted funds held by the group at 31 March 2025 were £7.6m. After deducting the value attributable to fixed assets, remaining free reserves were £4m. These have been allocated as follows:
Risk of future investment losses £0.17m
Identified 12 months capital expenditure £0.23m
Future operating risk contingency £3.5m
Leaving £0.1m available for investment in our charitable activities.
The trustees are considering the extent to which these risks should be reflected in the statutory financial statements through the introduction of designated funds reflecting

the major risk categories, thereby giving the reader of the statements a better understanding of the funds available for investment in charitable activities.

There is abnormal uncertainty surrounding the economic risks noted above, which could have a significant impact on our operations. The cost of living crisis could severely restrict our fundraising activities as people may not be able to afford to give as much to charity. Therefore it is prudent and appropriate that we are endeavoring to protect remaining reserves as best we can while building our voluntary income as fast as reasonably possible, to safeguard sustainability of our care, which thus far we have managed to maintain throughout and since the COVID pandemic.

Pay rates for key management personnel

The board of trustees and the senior management team comprise the key management personnel of the hospice. All trustees give of their time freely and no trustees received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 28 of the accounts.

The current Chief Executive had his pay benchmarked against similar roles in comparable organisations. A similar exercise relating to other senior managers was carried out in 2022-23.

The Chief Executive and trustees undertake the pay review of other members of the senior management team, benchmarking informally. There is an emphasis on ensuring value for money whilst enabling the recruitment and retention of appropriate skills and experience.

The remuneration paid to key management personnel is set out in note 14 to the accounts.

Fundraising Practices

The Trustees confirm that Weston Hospicecare Limited undertakes its fundraising activities in accordance with best practice and in line with current Code of Fundraising Practice.

Weston Hospicecare Limited is registered with the Fundraising Regulator, the independent body established to set and maintain standards of appropriate charitable fundraising in the UK. We ensure we adhere to the 'fundraising promise' as set out by the Fundraising Regulator. We take the management of our data very seriously and conform to Data protection legislation. We only collect and use personal information for the use it was intended and do not sell or buy data to or from third parties. We send out four newsletters per year and those, along with any other communications, are based on the interests and wishes of the supporter.

We have ensured that we are complying with the General Data Protection Regulations which came into force in May 2018 by continually reviewing our policies and practices relating to personal data, including our consent procedures and our fundraising database retention periods. We provide all of our supporters with clear and easy opportunities to change their communication preferences at any time. Our Privacy Notice, outlining how we use supporter data is available on our website or can be communicated verbally or in writing for those without internet access by calling our supporter care department. We also have a complaints procedure should anyone wish to raise an issue or complain about any of our activities (including fundraising). During 2024/25 we didn't receive any complaints relating to our fundraising and communications practices.

Weston Hospicecare Limited also raises funds from trusts, foundations and companies. Funds raised are used as per the supporter's wishes, whether set aside for specific purposes (restricted)or for general hospice expenses (unrestricted). We ensure that we comply with any agreed

arrangements with our supporters such as named recognition in the statutory accounts.
We also have robust internal control systems to ensure that the grants are spent for the specified purpose (if any) and closely monitored. Any requests for anonymity are always respected and adhered to.

When entering into commercial partnerships we always obtain written agreements, making clear the roles and responsibilities of each party.

We recognise that the users of our services and indeed our supporters can be vulnerable and require protection from abuse and exploitation. The privacy and dignity of our patients and sensitivity to their needs and wellbeing is paramount to us. Our safeguarding adults at risk policy governs how we deal with vulnerable people and this can be made available on request, as required by the Fundraising Regulator.

Plans for future periods

Our financial focus during 2025/26 will once again be on the cost of living pressures we are now facing. We will also continue to look to develop ways we can reduce our carbon footprint and have already made several steps forward on this by installing solar panels on our main Hospice building and changing to LED both within the main Hospice building and across our Retail estate thanks to Net Zero grant funding from North Somerset Council.

Budget 2025/26

We expect the majority of 2025/26 to continue to be affected in one way or another by the cost of living crisis. We anticipate an increase in Fundraising income from the prior year as event participation increases and an increase in costs across the board. Retail income has flattened off and we are looking to make modest gains on our current portfolio of shops where as always, we look to maximise income. We have also introduced a new fundraising initiative this year, the Business for care collective which we hope will provide us with ongoing income for years to come.

We are closely watching the situation with the NHS pay awards as this may affect our ability to recruit and retain staff and we will continue to work closely with our Integrated Care Boards with whom we have built a strong relationship to share any concerns we have about sustaining pay increases.

The impact of cost of living including the national insurance increases means we expect to finish 2025/26 with a deficit which if necessity will be funded from the surplus reported for prior years.

Governance

Alongside all usual governance activities, our key governance focus areas for 2025/26 will include:

- The hospice risk management system and processes around annual review of risk registers. As a Hospice we now have introduced risk management software package Vantage which will be expanded further.
- Continually improve our information governance and GDPR improvement plan, including the possibility of a new document management system such as Sharepoint to better manage control and permissions of digital data.

Clinical Services & Strategy

Care for patients and their loved ones remains at the heart of everything we do. Plans were put on hold to refresh our in-patient unit bedrooms as we face cost of living pressures but we continue to strive to offer the best service we can to patients in our catchment area through continuous service assessment and improvements. One such improvement will be further focus on nurse-led admissions so that our patients have continuity of care from the community into our in-patient unit and a friendly face to help settle them at what can be such a daunting time.

We will also finalise our hospice promotional videos which will be used to show what services we offer and help patients and families to realise that the Hospice isn't a scary place. We will also work on our Equity, diversity and inclusion improvement plan.
For any future increase in services, we will request full funding from our Integrated care boards before we proceed.

Strategy refresh
Last year, the Hospice replaced its 5-year strategy with a new 3-year strategy. The coming year the focus will be on delivery of our strategic intentions which will set the Hospice up for the foreseeable future, both operationally and financially and as always, will be patient focused. Progress on the strategy will continue to be tracked and reported on at board meetings.

Structure, Governance and Management

Governing document
Weston Hospicecare is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

Operating name
The hospice operates under the name of Weston Hospicecare Limited. The hospice has one wholly owned trading subsidiary, Weston Hospicecare Mart Limited which deals with all new goods and commission on gift aid.

Trustee induction and training
Following selection and recruitment, the prospective trustees receive an induction pack, which covers the responsibilities of a trustee within the charity and specific information about Weston Hospicecare Limited, and receive training where appropriate. The existing Board of Trustees can co-opt new trustees at any time, usually after a probationary period as an observer. The AGM then ratifies co-opted together with those retiring by rotation and offering themselves for re-election.

The hospice gives all trustees an extensive 'Trustee Manual' to guide them as to how the charity operates and what is expected of them.

Directors and trustees
The directors of the charitable company are its trustees for the purposes of charity law and throughout this report are collectively referred to as the trustees. Some of the trustees are also directors of the subsidiary company.

Recruitment and appointment of trustees
New trustees are recruited to the charity following an assessment of the skills and experience within the team and identification of any gaps; the aim is to have a broad range of skills and abilities including business, finance, human resources and clinical skills. All members of the Board are non-executive and the positions are unpaid.

Organisation
The main objective of the trustees is, in conjunction with the senior management team, to develop the strategic direction of the hospice ensuring that this remains within the remit of the charity, maintain the ethos and principles agreed, and to ensure that a robust monitoring system is in place to review performance. The day-to-day management of the hospice has been delegated to the Chief Executive and senior management team, consisting of:

- Chief Executive
- Director of Patient Services
- Director of Finance, IT and Risk
- Director of Fundraising
- Director of Retail
- Finance Manager
- Head of People Services
- Head of Estates and Facilities
- Palliative Care Consultant (joined May 25)

There are bi-monthly meetings of the Board of Trustees and the senior management team attend these. In addition, sub-committees consist of trustees and the

senior management team, meeting bi-monthly as a rule, covering subjects such as clinical governance, finance and business planning and income generation.
Each sub-committee has its own terms of reference.

There is appropriate clinical governance in place to monitor and improve our service.

Monitoring of staff and public health and safety is core to governance at all levels.

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

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

Company and charity 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 incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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.

Statement as to disclosure to our auditors
In so far as the trustees are aware at the time of approving our trustees' annual report:

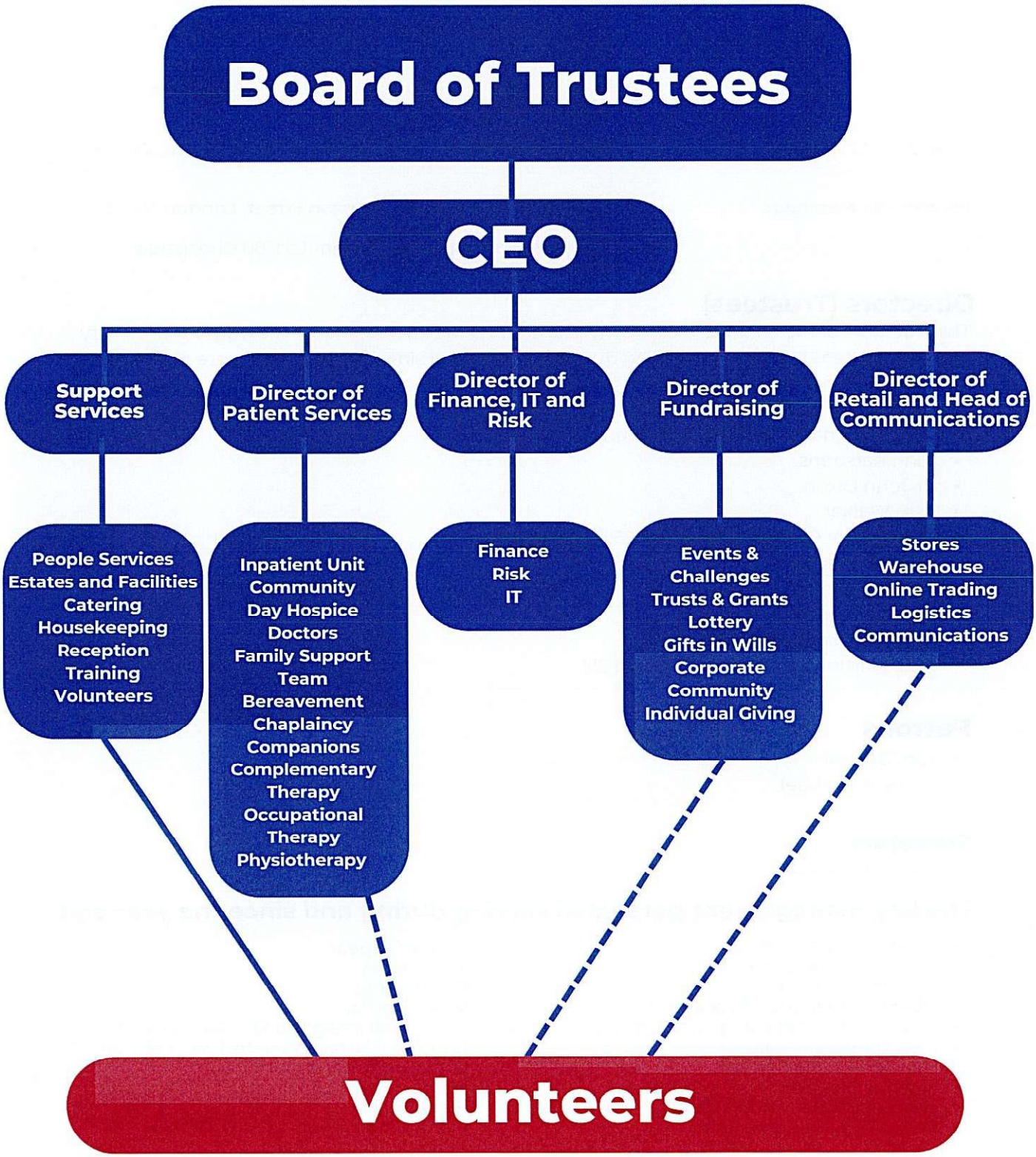
- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware; and
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken steps that he/she is obliged to take as directors in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This Report, incorporating the Strategic Report, was approved by the Trustees and signed on its behalf by:



Mark Andrews
Chair
25th September 2025

Organogram


Board of Trustees
CEO
Support Services
Director of Patient Services
Director of Finance, IT and Risk
Director of Fundraising
Director of Retail and Head of Communications
People Services
Estates and Facilities
Catering
Housekeeping
Reception
Training
Volunteers
Inpatient Unit
Community
Day Hospice
Doctors
Family Support Team
Bereavement
Chaplaincy
Companions
Complementary Therapy
Occupational Therapy
Physiotherapy
Finance
Risk
IT
Events & Challenges
Trusts & Grants
Lottery
Gifts in Wills
Corporate
Community
Individual Giving
Stores
Warehouse
Online Trading
Logistics
Communications
Volunteers

Reference and Admin details

Charity Number:	900328
Company Number:	02414541
Registered Office:	Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, North Somerset, BS23 4YQ

Our advisors

Auditors:	PKF Francis Clark, Blackbrook Gate 1, Blackbrook Business Park, Taunton, TA1 2PX
Bankers:	Lloyds Bank plc, 2 South Parade, Weston-super-Mare, BS23 1JL
Solicitors:	Bennetts Solicitors, Barley Wood Stables, Wrington, Bristol, BS40 5SA
Investments Advisors:	Rathbone Brothers plc, 1 Curzon Street, London, W1J 5FB
Investment Managers	Rathbone Brothers plc, 1 Curzon Street, London, W1J 5FB CCLA Investment Management Ltd, 80 Cheapside, London, EC2V 6DZ

Directors (Trustees)

The Directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year-end were as follows:

- Dr Peter Smith, Chair (resigned 27th March 25)
- Mark Andrews, Chair (appointed Chair 27th March 25)
- John Bangham, Vice Chair, Treasurer
- John Katsouris
- Dr John Dixon
- Sam Walker
- Christopher Georgiou (resigned 23rd January 25)
- Corrine Thomas
- Mark Antoine
- Sheila Dominey
- Jan Poulton-Sadler
- Jade Martin (appointed 27th March 25)

Patrons

- Judi Driscoll
- Michelle Michael

Secretary

- Roslyn Seymour

The key management personnel serving during and since the year end

• Chief Executive Officer	Paul Winspear
• Director of Patient Services	John Bailey
• Director of Retail	Emma King
• Director of Finance, Risk and IT	Peter Sloman
• Director of Fundraising and Communications	Julian Hall (resigned 12th December 24)
• Director of Fundraising	Kathryn Watts (appointed 24th February 25)
• Head of People Services	Sonja Hammond
• Finance Manager	Roslyn Seymour
• Head of Estates and Facilities	Fiona Wilkie
• Palliative Care Consultant	Fiona Chiplen (joined SMT 13th May 25)

Independent auditor's report to the members of Weston Hospicecare Limited

Opinion

We have audited the financial statements of Weston Hospicecare Limited (the 'Charitable Company') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Charitable Company Balance Sheets, the Consolidated 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 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 and Charitable Company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources, including income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work that 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.
In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material

misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the strategic report.

Responsibilities of Trustees
As explained more fully in the Statement of Trustees' Responsibilities set out on page 21, 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 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 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the Group. We gained an understanding of the sector in which the Group operates as part of this assessment to identify the key laws and regulations affecting the Group. The regulatory environment was discussed with the relevant individuals responsible for compliance and the Group's website for indication of any regulations and certification in place. The key regulations we identified were health and safety regulations, CQC regulations and breaches of The General Data Protection Regulation ("GDPR"). We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities: Statement of Recommended Practice (SORP).

We discussed with management how the compliance with these laws and regulations in monitored and discussed policies and procedures in place. As part of our planning procedures, we assessed the risk of any non-compliance with laws and regulations on the Group's ability to continue operating and the risk of material misstatement to the accounts.We also evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements. Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

- Enquiries of management regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements.
- Review of up to date correspondence with the CQC, CQC website and last inspection report to identify any non-compliance.
- Review of the group's GDPR policy, search of the ICO website and enquiries to the Data Protection Officer as to the occurrence and outcome of any reportable breaches.
- Reviewed legal and professional costs to identify any possible non-compliance or legal costs in respect of non-compliance.

We assessed the susceptibility of the financial statements to material misstatement through management override or fraud, including in relation to cash income and expenditure, and obtained an understanding of the controls in place to mitigate the risk of fraud. We also discussed with management whether there had been any instances of known or alleged fraud, of which there were none. Based upon our understanding we designed and conducted audit procedures including:

- Audited the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.
- Audited revenue and income recognition including that revenue is only recognised to the extent that the entity obtains right to consideration for its performance, and that this can be measured with reasonable accuracy.
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making the estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate omissions, collusion, forgery, misrepresentations, or the override of internal controls. We are also less likely to become aware of instances of non-compliance with the laws and regulations that are not closely related to events and transactions reflected in the financial statements.

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

Use of the audit report

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

PKF Francis Clark

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Neil Hitchings (Senior Statutory Auditor)
PKF FRANCIS CLARK
Chartered Accountants and Statutory Auditor
Blackbrook Gate 1
Blackbrook Business Park
Taunton
Somerset
TA1 2PX

Date: 26 September 2025

	Note	Restricted Funds	Unrestricted Funds: General	Unrestricted Funds: Designated	Total Funds	Total Funds
		2025	2025	2025	2025	2024
		£	£	£	£	£
Income and Endowments from:						
Donations and Gifts in Wills	3	244,460	1,413,729	-	1,658,189	1,034,626
Other trading activities	4	-	3,106,275	-	3,106,275	3,159,660
Investment income	5	-	121,868	-	121,868	136,164
Charitable activities	6	-	1,236,339	-	1,236,339	1,116,501
Other income	7	-	31,298	-	31,298	13,421
Total income		**244,460**	**5,909,509**	**-**	**6,153,969**	**5,460,372**
Expenditure on:						
Raising funds	8,9,10	149	3,213,216	-	3,213,365	2,982,590
Charitable activities	11	24,936	3,469,714	975	3,495,625	3,119,311
Total Expenditure		**25,085**	**6,682,930**	**975**	**6,708,990**	**6,101,901**
Gains and (losses) on revaluation and disposal of investment assets		-	(67,675)	-	(67,675)	112,633
Net Income/(Expenditure)		219,375	(841,096)	(975)	(622,696)	(528,896)
Transfers between funds	23	(504,337)	683,665	(179,328)	-	-
Net movement of funds for the year		**(284,962)**	**(157,431)**	**(180,303)**	**(622,696)**	**(528,896)**
Total funds at 1st April 2024		505,810	7,293,993	597,000	8,396,803	8,925,699
Total funds at 31st March 2025	23,24	**220,848**	**7,136,562**	**416,697**	**7,774,107**	**8,396,803**

	Note	Restricted Funds	Unrestricted Funds: General	Unrestricted Funds: Designated	Total Funds	Total Funds
		2024	2024	2024	2024	2023
		£	£	£	£	£
Income and Endowments from:						
Donations and Gifts in Wills	3	129,806	904,820	-	1,034,626	1,605,232
Other trading activities	4	-	3,159,660	-	3,159,660	3,040,926
Investment income	5	-	136,164	-	136,164	102,243
Charitable activities	6	-	1,116,501	-	1,116,501	1,148,079
Other income	7	-	13,421	-	13,421	22,988
Total income		**129,806**	**5,330,566**	**-**	**5,460,372**	**5,919,468**
Expenditure on:						
Raising funds	8,9,10	1,617	2,980,973	-	2,982,590	2,664,635
Charitable activities	11	39,482	3,078,710	1,119	3,119,311	2,722,997
Total Expenditure		**41,099**	**6,059,683**	**1,119**	**6,101,901**	**5,387,632**
Gains and (losses) on revaluation and disposal of investment assets		-	112,633	-	112,633	(275,535)
Net Income/(Expenditure)		88,707	(616,484)	(1,119)	(528,896)	256,301
Transfers between funds	23	(46,288)	216,303	(170,015)	-	-
Net movement of funds for the year		**42,419**	**(400,181)**	**(171,134)**	**(528,896)**	**256,301**
Total funds at 1st April 2023		463,391	7,694,174	768,134	8,925,699	8,669,398
Total funds at 31st March 2024	23,24	**505,810**	**7,293,993**	**597,000**	**8,396,803**	**8,925,699**

Consolidated Balance Sheet
as at 31st March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets	16		49,678		7,154
Tangible assets	17		3,606,401		3,507,372
Investments	18		3,632,988		4,075,349
			7,289,067		**7,589,875**
Current assets					
Stocks	19	35,139		36,219	
Debtors	20	626,449		494,377	
Cash at bank and in hand		419,507		846,681	
		1,081,095		1,377,277	
Creditors: amounts falling due within one year	21	(591,055)		(570,349)	
Net current assets			**490,040**		**806,928**
Provisions	22		(5,000)		-
Total assets less current liabilities			**7,774,107**		**8,396,803**
Charity Funds					
Restricted funds	23		220,848		505,810
Unrestricted funds -					
General funds	23		7,136,562		7,293,993
Designated funds	23		416,697		597,000
			7,774,107		**8,396,803**

The financial statements were approved and authorised for issue by the Trustees on 25th September 2025 and signed on their behalf by:

Mr. J. Bangham
Treasurer

The notes on pages 34 to 57 form part of these financial statements.
Company Registered Number: 02414541

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets	16		49,678		7,154
Tangible assets	17		3,606,401		3,507,372
Investments	18		3,633,988		4,076,349
			7,290,067		**7,590,875**
Current assets					
Stocks	19	-		-	
Debtors	20	629,376		494,111	
Cash at bank and in hand		400,670		833,925	
		1,030,046		1,328,036	
Creditors: amounts falling due within one year	21	(585,696)		(566,798)	
Net current assets			**444,350**		**761,238**
Provisions	22		(5,000)		-
Total assets less current liabilities			**7,729,417**		**8,352,113**
Charity Funds					
Restricted funds	23		220,848		505,810
Unrestricted funds -					
General funds	23		7,091,872		7,249,303
Designated funds	23		416,697		597,000
			7,729,417		**8,352,113**

The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account. The income and expenditure account for the year dealt with in the accounts of the group was a £623k deficit (2024: £529k deficit).

The financial statements were approved and authorised for issue by the Trustees on 25th September 2025 and signed on their behalf by:

Mr. J. Bangham
Treasurer

The notes on pages 34 to 57 form part of these financial statements.
Company Registered Number: 02414541

Cashflow Statement	Note	Total funds	
		2025	2024
		£	£
Cashflows from operating activities:			
Net cash (used in)/provided by operating activities	25	(524,896)	(82,080)
Cash flows from investing activities			
Dividends and interest from investments	5	121,868	136,164
Purchase of intangibles, property, plant and equipment	16,17	(405,832)	(817,307)
Proceeds from Sale of plant and equipment	4	7,000	-
Purchase of investments	18	(809,923)	(914,838)
Proceeds from sale of investments	18	1,184,609	884,863
Net cash provided by(used by) investing activities		**97,722**	**(711,118)**
Change in cash and cash equivalents in the reporting period		(427,174)	(793,198)
Cash and cash equivalents at the beginning of the period		846,681	1,639,879
Cash and cash equivalents at the end of the period	**25**	**419,507**	**846,681**

The notes on pages 34 to 57 form part of these financial statements

1. General Information

Weston Hospicecare Limited is a charity registered in England and Wales and a private company limited by guarantee. The registered office is Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, BS23 4YQ.

2. Accounting Policies

2.1 Basis of preparation of financial statements

The financial statements 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 Republic of Ireland (FRS 102), (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Weston Hospicecare meets the definition of a public entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).
The financial statements are prepared in sterling which is the functional currency of the charity and group and rounded to the nearest pound. Comparative information relates to the year ended 31st March 2024.

2.2 Preparation of the accounts on a going concern basis

The charity reported a cash outflow of £427k during the year. The Trustees aim to achieve a balanced financial performance, and they are confident that the steps that they have undertaken this year will result in a continued positive performance over the next 1-3 years. The Charity has reserves as disclosed on page 18 which the trustees consider adequate to support the Charity in the unlikely event that the anticipated positive performance over the next 3 years is not quite achieved and, on this basis, the Trustees have prepared the accounts on a going concern basis.

2.3 Basis of consolidation

The financial statements consolidate the accounts of Weston Hospicecare Limited and of its subsidiary undertaking ('subsidiary') on a line-by-line basis.
The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.
The income and expenditure account for the year dealt with in the accounts of the group was a £623k deficit (2024: £529k deficit).

2.4 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named on the reference and administrative details page. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

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

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

2.6 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and 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.

For Gifts in Wills, entitlement is taken as the earlier of the date on which either the charity is aware that probate has been granted the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a gift in will in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where Gifts in Wills 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 gift in will is treated as a contingent asset and disclosed if material (see note 30)

2.7 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.
All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities, they have been allocated on a basis consistent with the use of the resources.
Costs of generating funds are those costs incurred in fundraising and those costs incurred in trading activities that raise funds.
The costs of charitable activities are those of providing a community-based specialist palliative care service.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

2.8 Intangible Assets

Intangible assets over £500 are capitalised and stated at cost less amortisation. Amortisation is provided so as to write off the cost over their useful lives as follows:

Computer software	over 3 years

2.9 Tangible fixed assets and depreciation

Tangible fixed assets over £500 are capitalised and stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% straight line, except where an asset is re-lifed
Leasehold Property	evenly over the life of the lease
Motor vehicles	25% straight line
Fixtures & fittings	20% straight line
Computer equipment	over 3-5 years
Medical Equipment	25% straight line

Freehold property is stated at cost or valuation in the balance sheet less accumulated depreciation to date.

Assets under construction are capitalised but not depreciated until they are commissioned.

2.10 Investments

Listed investments are stated at market value at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Investments in subsidiaries are valued at cost less provision for impairment. These are valued at cost as there is not thought to be a significant difference with their market value.

2.11 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Items donated for resale are not included in the financial statements until they are sold.

2.12 Debtors

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

2.13 Cash at bank and in hand

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

2.14 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 and can be measured or estimated reliably.

2.15 Financial instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.16 Pensions

Employees can join a defined contribution pension scheme which is administered by Scottish Widows. The group also contributes to the NHS pension scheme on behalf of a number of staff who are eligible to join such schemes. Staff transferring from the NHS may continue to contribute to the NHS scheme. The NHS scheme is a defined benefit scheme but the charity is unable to identify its share of the underlying assets and liabilities and as permitted by FRS 102 (section 17 of Charities SORP), it accounts for the Plan as if it were a defined contribution scheme. As such these accounts do not recognise any assets or liabilities in relation to this scheme.

2.17 Donations in kind

In addition to the amounts included in the financial statements, the organisation benefited from many hours of volunteer help during the year, most of which came in the form of direct assistance in manning the administration office, fund raising, publicity and uncharged professional services. The charity could not have achieved its current level of accumulated funds or clinical service provision without their gratefully received assistance. Volunteers time is not recognised in the financial statements. We have also received support from local businesses such as donations of food and drink items which have been invaluable when running our events. Gifts in kind are not recognised in the financial statements.

2.18 Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight-line basis over the period of the lease.

2.19 Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make some judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure. However, the nature of estimation means that actual outcomes could differ from those estimates.

A key area of judgement in these financial statements is the recognition of legacy income, which requires judgement about whether the income is probable or not, and whether Weston Hospicecare holds entitlement to the monies. There is also estimation uncertainty regarding the reliability of the amount to be received. Many of the Gifts in Wills in the pipeline will include properties or shares which are inherently uncertain in value as well as sometimes there being uncertainty regarding the amount of the estate to which Weston Hospicecare is entitled. The value of accrued income relating to Gifts in Wills has been estimated at £48k at 31st March 2025 (2024 £90k).

There are also judgements made in determining whether provisions are required and at what value. A provision for dilapidation has been made either where a specific claim has been registered, or where a lease is due to end within the next three years and Weston Hospicecare

does not intend to renew the lease – for properties where the lease is intended to be renewed, such properties are maintained annually to a standard where the risk of dilapidation costs are negligible and therefore no provision is made. A dilapidations provision of £5k is held at the year-end relating to one shop and is disclosed in note 22 (2024 nil).

2.20 Employee Benefits

Short-term employee benefits and contributions to defined contribution pension schemes are recognised as an expense in the period in which they are incurred.

3. Donations and Gifts in Wills

	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Trusts and grants	243,460	49,775	**293,235**	128,806	28,500	**157,306**
Covenants and Gift Aid	-	294,628	**294,628**	-	302,806	**302,806**
Other Donations and Collections	1,000	410,005	**411,005**	1,000	341,102	**342,102**
Gifts in Wills	-	659,321	**659,321**	-	232,412	**232,412**
	244,460	**1,413,729**	**1,658,189**	**129,806**	**904,820**	**1,034,626**

4. Other trading activities

	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Fundraising	-	492,031	**492,031**	-	466,736	**466,736**
Lottery	-	160,575	**160,575**	-	167,112	**167,112**
Shops	-	2,453,669	**2,453,669**	-	2,525,812	**2,525,812**
	-	**3,106,275**	**3,106,275**	**-**	**3,159,660**	**3,159,660**

5. Investment Income

	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Dividends receivable	-	88,145	**88,145**	-	100,798	**100,798**
Interest receivable	-	33,723	**33,723**	-	35,366	**35,366**
	-	**121,868**	**121,868**	**-**	**136,164**	**136,164**

6. Charitable activities

	Restricted funds	Unrestricted funds	Designated funds	Total funds	Restricted funds	Unrestricted funds	Designated funds	Total funds
	2025	2025	2025	2025	2024	2024	2024	2024
	£	£	£	£	£	£	£	£
In-Patient Unit	-	839,410	-	**839,410**	-	745,701	-	**745,701**
Community	-	235,793	-	**235,793**	-	221,220	-	**221,220**
Day Services	-	58,958	-	**58,958**	-	55,937	-	**55,937**
Other Patient Services	-	102,178	-	**102,178**	-	93,643	-	**93,643**
	-	**1,236,339**	**-**	**1,236,339**	**-**	**1,116,501**	**-**	**1,116,501**

7. Other Income

	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Other income	-	31,298	**31,298**	-	13,421	**13,421**
	-	**31,298**	**31,298**	**-**	**13,421**	**13,421**

8. Costs of raising funds - voluntary income

		Unrestricted					Unrestricted			
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2025	2025	2025	2025	2025	2024	2024	2024	2024	2024
	£	£	£	£	£	£	£	£	£	£
Fundraising	-	129,948	47,527	-	**177,475**	5	107,577	42,914	-	**150,496**
Depreciation	8	575	958	-	**1,541**	1,196	844	1,066	-	**3,106**
	8	**130,523**	**48,485**	**-**	**179,016**	**1,201**	**108,421**	**43,980**	**-**	**153,602**

9. Costs of raising funds - fundraising

	Restricted funds	Unrestricted Direct	Unrestricted Support	Unrestricted Designated	Total funds	Restricted funds	Unrestricted Direct	Unrestricted Support	Unrestricted Designated	Total funds
	2025	2025	2025	2025	2025	2024	2024	2024	2024	2024
	£	£	£	£	£	£	£	£	£	£
Fundraising	25	297,537	88,167	-	**385,729**	7	298,466	81,304	-	**379,777**
Lottery	-	72,959	15,872	-	**88,831**	2	72,160	15,485	-	**87,647**
Shops	116	2,062,426	358,859	-	**2,421,401**	9	1,910,211	317,167	-	**2,227,387**
Depreciation	-	104,811	9,489	-	**114,300**	398	99,249	10,561	-	**110,208**
Loss on disposal of fixed assets	-	492	-	-	**492**	-	-	-	-	**-**
	141	**2,538,225**	**472,387**	**-**	**3,010,753**	**416**	**2,380,086**	**424,517**	**-**	**2,805,019**

10 - Costs of raising funds - Investment management costs

	Restricted funds	Unrestricted Direct	Unrestricted Support	Total funds	Restricted funds	Unrestricted Direct	Unrestricted Support	Total funds
	2025	2025	2025	2025	2024	2024	2024	2024
	£	£	£	£	£	£	£	£
Investment managers fees	-	23,596	-	**23,596**	-	23,969	-	**23,969**
	-	**23,596**	**-**	**23,596**	**-**	**23,969**	**-**	**23,969**

11. Expenditure on charitable activities

		Unrestricted					Unrestricted			
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2025	2025	2025	2025	2025	2024	2024	2024	2024	2024
	£	£	£	£	£	£	£	£	£	£
In-Patient Unit	1667	1,050,002	558,673	283	**1,610,625**	4,700	971,698	484,703	579	**1,461,680**
Community	1,011	459,660	113,567	-	**574,238**	1,773	444,841	110,820	480	**557,914**
Day Hospice	1,102	146,269	153,508	530	**301,409**	1,585	152,775	119,543	60	**273,963**
Other Patient Services	4,884	786,515	119,525	162	**911,086**	8,251	644,148	95,473	-	**747,872**
Depreciation	16,272	44,803	37,192	-	**98,267**	23,173	13,320	41,389	-	**77,882**
	24,936	**2,487,249**	**982,465**	**975**	**3,495,625**	**39,482**	**2,226,782**	**851,928**	**1,119**	**3,119,311**

12. Governance costs

	Restricted funds	Unrestricted		Total funds	Restricted funds	Unrestricted		Total funds
		Direct	Support			Direct	Support	
	2025	2025	2025	2025	2024	2024	2024	2024
	£	£	£	£	£	£	£	£
Audit fees	-	16,407	-	**16,407**	-	15,697	-	**15,697**
Auditors non-audit costs	-	11,896	-	**11,896**	-	14,714	-	**14,714**
Trustee indemnity insurance	-	598	-	**598**	-	638	-	**638**
Trustee other professional fees	-	-	-	**-**	-	3,540	-	**3,540**
	-	**28,901**	**-**	**28,901**	**-**	**34,589**	-	**34,589**

Governance costs shown above are no longer separately disclosed on the dace of the SOFA but are included within support costs.

13. Net Income/(Expenditure)

This is stated after charging/(crediting):

	Total funds 2025 £	Total funds 2024 £
Amortisation of intangible fixed assets	5,726	2,658
Depreciation on tangible fixed assets	255,264	215,060
Profit on disposal of fixed assets	3,711	-
Operating lease costs (land & buildings)	270,115	259,446
Operating lease costs (other)	1,963	1,526
Audit fees	16,275	15,697
Auditors non-audit fees (Corporation tax)	890	1,213
Auditors non-audit fees (VAT advice)	12,000	13,500

14. Staff costs

Staff costs were as follows:

	2025 £	2024 £
Wages and salaries	3,975,081	3,682,079
Social security costs	345,759	309,374
Defined contribution pension costs	243,761	236,386
	4,564,601	**4,227,839**

Social security and pension costs are allocated to activities in proportion to the related staff costs incurred.
During 2024/25 Redundancy and Termination payments amounted to £5,054 (2024: £1,000)

The key management personnel of the group, all employed by the Charity, were as follows:

2024/25 and 2023/24

- Chief Executive
- Director of Patient Services
- Director of Retail
- Director of Fundraising & Communications
- Director of Finance, IT and Risk
- Finance Manager
- Head of People Services
- Head of Estates and Facilities

The total employee benefit of the key management personnel was £536,302 (2024: £545,707)

The average monthly number of employees during the year were as follows:

	2025	**2024**
	Number	**Number**
Fundraising	11	12
Shops	63	60
Clinical	69	65
Premises and support	19	21
Management and administration	11	10
	173	**168**

The number of higher paid employees were:

	2025	**2024**
	Number	**Number**
In the band £60,001-£70,000	2	3
In the band £70,001-£80,000	1	-
In the band £80,001-£90,000	1	-
In the band £90,001-£100,000	-	1
	4	**4**

During the year pension contributions of £35,622 (2024: £34,872) were made on behalf of the staff earning in excess of £60,000.

	Cost of Gen. Vol. Income	Cost of Generating Funds			Resources Expended on Charitable Activities					
Support Function	**Fundraising (non-Events Team)**	**Lottery**	**Fundraising (Events Team)**	**Shops**	**IPU**	**Community**	**Day Hospice**	**Other Patient Services**	**Total funds 2025**	**Total funds 2024**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Catering	-	-	-	-	106,914	3,564	62,366	5,346	178,190	132,146
Management Services	13,355	6,678	20,033	26,708	26,710	20,033	13,355	6,678	133,550	135,988
Corporate	1,490	1,490	6,952	12,413	9,931	7,448	4,965	4,965	49,654	44,821
Facilities	4,489	-	13,468	62,851	287,318	26,936	35,915	17,957	448,934	408,437
Finance	4,203	2,349	9,582	66,434	33,873	14,835	4,761	25,490	161,527	158,860
Governance	772	202	1,259	12,747	7,171	2,183	1,763	2,804	28,901	34,589
People Services	6,559	1,711	10,694	108,225	60,886	18,537	14,972	23,812	245,396	188,242
Communications	6,332	-	12,410	52,270	22,428	16,589	8,526	22,146	140,701	48,004
IT	10,327	3,442	13,769	17,211	3,442	3,442	6,885	10,327	68,845	116,322
Support Costs excl JBH	**47,527**	**15,872**	**88,167**	**358,859**	**558,673**	**113,567**	**153,508**	**119,525**	**1,455,698**	**1,267,409**
Properties	958	224	3,454	5,811	17,712	3,582	9,957	5,941	47,639	53,016
Total Support costs	**48,485**	**16,096**	**91,621**	**364,670**	**576,385**	**117,149**	**163,465**	**125,466**	**1,503,337**	**1,320,425**

Staff costs	770,512	738,251
Revenue expenditure	638,444	503,222
Depreciation	94,381	78,952
Total	**1,503,337**	**1,320,425**

Allocation of support costs is based on the most appropriate method of allocation which includes number of meals, headcount, floor area etc.

Costs reported as 'Direct' costs under other categories are not included in the table shown. Costs which relate to restricted and designated funds have not been re-allocated.

16. Intangible assets

Charity and Group	Computer software
	£
Cost	
At 1st April 2024	97,064
Additions	40,000
Disposals	-
Transfer between classes	8,250
As at 31st March 2025	**145,314**
Amortisation	
As at 1st April 2024	89,910
Charge for the year	5,726
On disposals	-
As at 31st March 2025	**95,636**
Net book value	
At 31st March 2025	**49,678**
At 31st March 2024	7,154

Amortisation is included in the consolidated statement of financial activities within restricted and unrestricted expenditure on charitable activities.

17. Tangible fixed assets

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Group				
Cost				
At 1st April 2024	4,316,058	359,844	73,036	410,743
Additions	158,461	1,054	-	76,416
Disposals	-	-	(12,500)	(1,994)
Transfer between classes	128,439	-	-	-
At 31st March 2025	4,602,958	360,898	60,536	485,165
Depreciation				
At 1st April 2024	1,424,316	161,753	49,804	304,198
Charge for the year	109,536	34,737	11,165	40,306
On disposals	-	-	(12,500)	(1,030)
Transfer between classes	-	-	-	-
At 31st March 2025	1,533,852	196,490	48,469	343,474
Net book value				
At 31st March 2025	**3,069,106**	**164,408**	**12,067**	**141,691**
At 31st March 2024	2,891,742	198,091	23,232	106,545

	Assets under construction	Computer equipment	Medical equipment	Total
Group	£	£	£	£
Cost				
At 1st April 2024	144,471	144,239	244,361	**5,692,752**
Additions	83,587	13,824	32,490	**365,832**
Disposals	(1,705)	(3,756)	(7,445)	**(27,400)**
Transfer between classes	(136,689)	-	-	**(8,250)**
At 31st March 2025	89,664	154,307	269,406	**6,022,934**
Depreciation				
At 1st April 2024	-	87,235	158,074	**2,185,380**
Charge for the year	-	29,816	29,704	**255,264**
On disposals	-	(3,756)	(6,825)	**(24,111)**
Transfer between classes	-	-	-	-
At 31st March 2025	-	113,295	180,953	**2,416,533**
Net book value				
At 31st March 2025	**89,664**	**41,012**	**88,453**	**3,606,401**
At 31st March 2024	144,471	57,004	86,287	**3,507,372**

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Charity				
Cost				
At 1st April 2024	4,316,058	359,844	73,036	379,365
Additions	158,461	1,054	-	76,416
Disposals	-	-	(12,500)	(1,994)
Transfer between classes	128,439	-	-	-
At 31st March 2025	4,602,958	360,898	60,536	453,787
Depreciation				
At 1st April 2024	1,424,316	161,753	49,804	272,820
Charge for the year	109,536	34,737	11,165	40,306
On disposals	-	-	(12,500)	(1,030)
Transfer between classes	-	-	-	-
At 31st March 2025	1,533,852	196,490	48,469	312,096
Net book value				
At 31st March 2025	**3,069,106**	**164,408**	**12,067**	**141,692**
At 31st March 2024	2,891,742	198,091	23,232	106,546

	Assets under construction	Computer equipment	Medical equipment	Total
Charity	£	£	£	£
Cost				
At 1st April 2024	144,471	144,239	244,361	**5,661,374**
Additions	83,587	13,824	32,490	**365,832**
Disposals	(1,705)	(3,756)	(7,445)	**(27,400)**
Transfer between classes	(136,689)	-	-	**(8,250)**
At 31st March 2025	89,664	154,307	269,406	**5,991,556**
Depreciation				
At 1st April 2024	-	87,235	158,074	**2,154,002**
Charge for the year	-	29,816	29,704	**255,264**
On disposals	-	(3,756)	(6,825)	**(24,111)**
Transfer between classes	-	-	-	**-**
At 31st March 2025	-	113,295	180,953	**2,385,155**
Net book value				
At 31st March 2025	**89,664**	**41,012**	**88,453**	**3,606,401**
At 31st March 2024	144,471	57,004	86,287	3,507,372

18. Fixed asset investments

	Investments
Group	**£**
Market value	
At 1st April 2024	4,075,349
Additions	809,923
Disposals	(1,184,609)
Gains on disposals/revaluations	(67,675)
At 31st March 2025	**3,632,988**
Historical cost	3,499,831

Group investments, at market value, comprise:

	2025	2024
	£	**£**
Fixed Interest Securities	1,374,008	1,817,611
UK Equities	471,716	618,563
Overseas Equities	963,238	940,635
Alternative Investments	824,026	698,540
At 31st March 2025	**3,632,988**	**4,075,349**

Investments are classified as UK or Overseas, based on the domicile of the individual fund management companies included in the portfolio.

	Listed securities	Shares in group undertakings	Total
Charity	**£**	**£**	**£**
Market value			
At 1st April 2024	4,075,349	1,000	4,076,349
Additions	809,923	-	809,923
Disposals	(1,184,609)	-	(1,184,609)
Gains on disposals/revaluations	(67,675)	-	(67,675)
At 31st March 2025	**3,632,988**	**1,000**	**3,633,988**
Historical cost	3,499,831	1,000	3,500,831

19. Stocks

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Finished goods and goods for resale	35,139	36,219	-	-

In the year ended 31st March 2025 £72,852 was the amount of inventory recognised as an expense (2024: £73,034). Stock to the value of £3,510 has been written down in the year (2024: £5,168).

20. Debtors

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade Debtors	229,357	98,130	229,357	98,130
Amounts owed by group undertakings	-	-	4,580	-
Other debtors	70,216	5,887	68,563	5,621
Prepayments and accrued income	326,876	390,360	326,876	390,360
	626,449	**494,377**	**629,376**	**494,111**

As at 31st March 2025, trade debtors contained £15k relating to long-term debt (2024: Nil)

21. Creditors: Amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade Creditors	201,167	229,291	200,308	228,379
Amounts owed to group undertakings	-	-	-	2,283
Social security and other taxes	77,195	66,475	77,195	66,475
Other creditors	37,425	49,299	37,425	49,299
Accruals and deferred income	275,268	225,284	270,768	220,362
	591,055	**570,349**	**585,696**	**566,798**

Deferred income at 31st March 2025 was £116,282 (2024: £105,983). The amounts deferred at 31st March 2025 will be recognised in the 2025/26 financial year.
Deferred income relates to either invoices raised for the ICB block grant paid one month in advance or to lottery sales received for future draws.

22. Provisions

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Opening balance	-	-	-	-
Provision released	-	-	-	-
Provision created	5,000	-	5,000	-
Closing balance	**5,000**	**-**	**5,000**	**-**

The provisions shown are dilapidation provisions for costs of possible works to make good dilapidations of leased properties. Please refer to note 2.19 for an explanation of what drives the decision whether or not to include a dilapidation provision.

23. Statement of Group funds (consolidated)

	Brought Forward	Incoming resources	Resources expended	Transfers in/out	Gains/ (losses)	Carried forward
	£	£	£	£	£	£
Designated Funds						
Friends Designated Fund	2,030	-	(86)	(476)	-	1,468
Jill Dando Designated Fund	8,096	-	(889)	148	-	7,355
Capital Projects and Investment Losses Fund	586,874	-	-	(179,000)	-	407,874
Total designated funds	**597,000**	**-**	**(975)**	**(179,328)**	**-**	**416,697**
General Funds						
Weston Hospicecare Limited	7,249,303	5,838,419	(6,611,840)	683,665	(67,675)	7,091,872
Weston Hospicecare Mart Limited	44,690	71,090	(71,090)	-	-	44,690
Total general funds	**7,293,993**	**5,909,509**	**(6,682,930)**	**683,665**	**(67,675)**	**7,136,562**
Total unrestricted funds	**7,890,993**	**5,909,509**	**(6,683,905)**	**504,337**	**(67,675)**	**7,553,259**
Restricted funds						
Capital Donations	484,400	177,843	(16,420)	(460,673)	-	185,150
Operating Costs	21,410	66,617	(8,665)	(43,664)	-	35,698
Total restricted funds	**505,810**	**244,460**	**(25,085)**	**(504,337)**	**-**	**220,848**
Total funds	**8,396,803**	**6,153,969**	**(6,708,990)**	**-**	**(67,675)**	**7,774,107**

Purposes of unrestricted funds

Friends Designated Fund: The Board of Trustees resolved that £10,000 raised by the Friends of the Hospice would be set aside as a designated fund during the financial year 2015/16 and an additional £5,000 was added in 2019/20. The funds are being used for projects decided by the Friends of the Hospice, and views have been sought from their members.

Jill Dando Designated Fund: This fund has been designated by the Trustees in order to aid patients with insufficient personal resources to finance activities which have immediate spiritual, psychological or emotional impact on their wellbeing. An additional £1,596 was added in 2021/22.

Capital projects and investment losses Designated fund: This fund was set up in 2022/23 to account for costs of known future capital projects (within the next 18 months) and protect the Hospice against potential investment losses. The fund is to be reviewed on an annual basis.

Purposes of restricted funds

Grants and donations:

Weston Hospicecare Limited has received grants and donations where the donor has restricted the intended use of the income. Where these have been received in relation to capital items, the assets have been capitalised under tangible fixed assets and the grants received have been included as a restricted fund and the depreciation charged on these items in the year are set against this restricted fund.

Transfers between funds

The 2024/25 accounts show transfers to designated and from restricted funds to unrestricted general funds and vice versa. These have been undertaken for the following reasons:

Transfer	Amount £	Reason
Transfer from designated funds to general unrestricted funds	(179,328)	Release of 2024/25 capital project funds spent/Creation of fund to support future capital projects (£179,000). Interest income generated by the designated fund bank accounts, Friends and Jill Dando was £104. Funds added this year and transferred from General fund are £62. Funds spent on fixed assets which had been released to the general unrestricted fund (£494)
Transfer from restricted funds to general unrestricted funds	(390,633)	Restricted fund released to general fund once capital amount fully spent.
Transfer from restricted funds to general unrestricted funds	(71,633)	Release 2024/25 Government capital funding grant.
Transfer from restricted funds to the general unrestricted fund	(42,071)	Funds expended through general unrestricted fund but covered by restricted funding.
Total	(683,665)	

24. Analysis of net assets between funds

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total funds 2025 £	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Intangible assets	-	49,678	49,678	-	7,154	7,154
Tangible fixed assets	66,440	3,539,961	3,606,401	410,928	3,096,444	3,507,372
Fixed asset investments	-	3,632,988	3,632,988	-	4,075,349	4,075,349
Current assets	154,408	926,687	1,081,095	94,882	1,282,395	1,377,277
Creditors due within one year	-	(591,055)	(591,055)	-	(570,349)	(570,349)
Provisions	-	(5,000)	(5,000)	-	-	-
	220,848	**7,553,259**	**7,774,107**	**505,810**	**7,890,993**	**8,396,803**

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

	Note	2025	2024
		£	£
Net movement in funds for the reporting period (as per the statement of financial activities)		(622,696)	(528,896)
Adjustments for:			
Depreciation/Amortisation	16, 17	260,991	217,718
Dividends, interest and rents from investments		(121,868)	(136,164)
Net (gains)/losses on disposal and revaluation of investments		67,675	(112,633)
Gain on disposal of fixed assets	17	(3,712)	-
Decrease in stocks	19	1,080	682
(Increase) / Decrease in debtors	20	(132,072)	405,571
Increase in creditors	21	20,706	71,642
Increase in provisions	22	5,000	-
Net cash (used in) operating activities		**(524,896)**	**(82,080)**

Analysis of cash and cash equivalents:	2025	2024
Cash in hand	419,507	846,681
Total cash and cash equivalents	**419,507**	**846,681**

26. Pension commitments

The group contributes to personal pension schemes of its staff. These are defined contribution schemes.

The pension cost charge represents contributions payable by the charity and amounted to £243,761 (2024: £236,386). Contributions totalling £36,910 (2024: £48,085) were payable to the schemes at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31st March 2025 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2025	**2024**	**2025**	**2024**
Group	**£**	**£**	**£**	**£**
Expiry date:				
Within 1 year	238,595	224,649	4,060	1,526
Between 2 and 5 years	632,575	686,214	15,929	-
After more than 5 years	206,053	320,518	-	-
	1,077,223	**1,231,381**	**19,989**	**1,526**

At 31st March 2025 the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2025	**2024**	**2025**	**2024**
Charity	**£**	**£**	**£**	**£**
Expiry date:				
Within 1 year	238,595	224,649	4,060	1,526
Between 2 and 5 years	632,575	686,214	15,929	-
After more than 5 years	206,053	320,518	-	-
	1,077,223	**1,231,381**	**19,989**	**1,526**

28. Related Party Transactions

No trustee received any remuneration or were reimbursed expenses (2024: No trustees). Donations of £183 were received from one trustee during the period (2024: three trustees £408). During the year the Charity incurred costs of £598 (2024: £638) relating to trustees' indemnity insurance. There have been no additional related party transactions during the reporting period which require disclosure.

29. Capital Commitments

In 2025 Weston Hospicecare had capital commitments of £142k relating to the Clevedon Hill Road building improvements project (2024: £157k relating to the Waterloo Street building improvements project).

30. Contingent Assets

Where Gifts in Wills 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 Gift in Will is treated as a contingent asset. The estimated value of legacies not included as income in these accounts and which have been notified but not received as at 31 March 2025, was £361k (2024: 414k).

31. Subsidiaries

Weston Hospicecare Limited has one wholly owned trading subsidiary incorporated in the United Kingdom as detailed below.

Company name	Country	Percentage shareholding	Description
Weston Hospicecare Mart Limited (Registered number: 02516643)	England and Wales	100	Retailing of new goods and commission on gift aid via charity shops

The profits chargeable to corporation tax are gift aided to Weston Hospicecare Limited. A summary of the trading results of the subsidiary is shown below. Audited financial statements will be filed with the Registrar of Companies.

	2025 £	2024 £
Turnover	143,942	138,970
Cost of sales	(72,852)	(73,034)
Gross profit	**71,090**	**65,936**
Administration expenses	(11,798)	(10,282)
Profit/(loss) on ordinary activities before taxation	**59,292**	**55,654**
Tax on profit/(loss) on ordinary activities	-	-
Profit/(loss) for the financial year	**59,292**	**55,654**

Analysis of net assets of subsidiary	2025 £	2024 £
Fixed assets	-	-
Current assets	55,630	51,524
Current liabilities	(9,940)	(5,834)
Net assets	**45,690**	**45,690**

32. Taxation

The charity's main activities have been exempted from corporation tax under Part II of CTA 2010.

WESTON HOSPICECARE LIMITED

England & Wales - Charity number 900328

Accounts

Weston Hospicecare



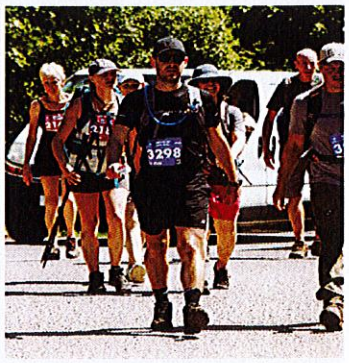
Annual reports and accounts

For the year ending March 2024









Registered Charity No. 900328 | westonhospicecare.org.uk
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Welcome from the Chair

Our perceptions of what the Government should provide changes over time, as does the relative levels of provision by the charitable and public sectors.

For many decades hospices in the UK have undertaken a role that many people now tend to think of as a "public service". The independent charitable organisations that support the hospices have pre-dated and are now prompting improvements in the statutory provision of palliative care. According to the Department for Health and Social Care, most hospices provide a range of services which go above and beyond the statutory services that the State is legally required to provide.

The proportion of direct funding for hospice care by the Government varies considerably across the country. According to recent Hospice UK bench marking, on average, the statutory funding received by a hospice covers around a third of their costs. Weston Hospicecare receives below that average and the rest must be made up through a combination of shops, fundraising events and gifts in wills, which are absolutely essential.

The last few years have been exceptionally tough for the whole charity sector in the UK. The Government announced additional funding for hospices during the coronavirus pandemic which helped for a while, but economic factors such as property prices, death rates and changing patterns of consumption, all influence the legacy gifts received by charities each year.

Hospice UK, which supports charities that provide palliative care services, expects the whole sector to experience a £77m shortfall this year. It is currently campaigning for additional NHS funding and for the Government to take action to help hospices with rising costs for energy, food and staff pay.

As with nearly every other hospice, we must eat into our reserves that were carefully conserved during the pre-pandemic years. Those reserves are finite and despite robust cost control and excellent financial management by our Senior Management Team, we face the possibility of having to take difficult decisions in the coming year.



Although the flexible nature of the current funding model for hospices is valued by some hospice leaders, we have joined the call to the Government to commit to an uplift to guarantee that support will be provided to any hospices which require assistance. Like other hospice charities we have approached our Integrated Care Board, which has a legal requirement to commission palliative and end of life care. Regrettably an All-Party Parliamentary Group inquiry recently found that ICB commissioning of hospice services is currently not fit for purpose and the value they provide to individuals and the wider health system is at risk.

In the current climate, demonstrating prudent stewardship of funds is therefore more critical than ever. For the public, this means avoiding taking unnecessary risks but also making sure that our donors' money is used appropriately to further our charity's purpose. As a Trustee, I and my colleagues on the Board, together with our CEO and the senior managers, will continue to work to demonstrate that we are doing this effectively and that we are driven by the right intentions at all times.

Dr Peter Smith
Chair of Trustees

Message from our Chief Executive

Welcome to our Statutory Accounts for 2023-24. As CEO of the charity, it is my pleasure to provide an executive summary of how the Hospice has fared in the year gone, and our plans for the year ahead.

Our financial year 2023-24 has been particularly notable for two reasons:

Firstly, we are doing more for our patients and service users than ever before thanks to our previous 5-year strategy, clear clinical objectives, strong staffing levels, healthy Hospice reserves, and refurbished facilities.

Secondly, it has been a difficult year financially with a large deficit recorded at end of year, the inevitable and predicted result of two years of rapidly increasing costs and downward pressure on our fundraising income resulting from the cost-of-living crisis nationally.

It is testament to the strength of the Hospice that we have been able to not only maintain but in fact enhance our clinical care provision even when faced with such a stark financial challenge. That challenge continues unabated into 2024-25 and we are determined to retain the advances we have made and keep all our clinical services intact, while growing our income to return to a balanced budget position.

After 6 years of planning and fundraising, the major refurbishment of our Day Services facilities for outpatients was undertaken and completed in August 2023, on time and within budget, with a majority of the project cost funded by the generosity of local supporters, trusts and foundations, and our Integrated Care Boards of BNSSG and Somerset. The grand opening event in September was a joyous occasion, blessed by lovely weather and with a host of key stakeholders and esteemed guests joining us for the afternoon's celebration. Pursuant to the refurbishment and with some further investment in our Day Services team, we expanded our Day Services provision via the Day Hospice programme, Outpatient clinics, and other specialist support groups.

Our Hospice medical team was boosted this year with an internal promotion to Palliative Care Specialist, and the recruitment of a new Palliative Care Specialty doctor.



Enhanced medical cover gave us confidence to successfully trial nurse-led admissions, and to participate in live research projects and submit several Hospice UK paper abstracts.

Plans were developed for refurbishment of selected areas of our In-Patient Unit (IPU), including a new spa bathroom, patient rooms, and family areas and we hope to see these plans come to fruition during 2024-25. Meanwhile, our IPU plant room equipment was replaced with new high-efficiency gas boilers and ancillary equipment to future-proof the IPU heating and hot water.

Also during the past year we completed a comprehensive refurbishment of our Hospice kitchen work areas and equipment, enabling us to significantly enhance our dietary and nutrition offering to patients, visitors and staff, and our Hospice courtyard was transformed, via grant funding, into a sensory garden with water feature for the enjoyment of patients and visitors.

This year we were delighted to receive iWantGreatCare certificates of excellence for three of our clinical service areas, while our iWGC scores remain high across all our care.

Our 5-year strategy cycle of 2018-2023 came to an end last year and we embarked upon a strategy refresh, with small teams of Hospice Trustees and senior managers working together on key strategic goals, and individual Hospice departments working on strategic initiatives to align with those goals. Our resulting strategy for 2024-26 was published in June 2024 and is available to view on our website.

This year, work commenced on a staff health and wellbeing framework, aimed at better supporting our staff both at work and at home, helping them to be at their absolute optimum selves, and we hope this will be completed during the year ahead as one part of our engagement with the North Somerset Health Workplace Awards scheme. Investment in our People Services department, both in staffing and the introduction of a new Ciphr HR-information system, will further boost our teams.

As well as Ciphr, this year we have invested in the Vantage IT system for document management and incident reporting, and the Assemble IT system for management of volunteers. Work has continued on improving our IT estate, including a refresh of all our PCs, server room enhancements, and a new BT telephony system was installed, and we hope to achieve Cyber Essentials accreditation in the year ahead.

In May 2023, we said a fond farewell to our Chair of Trustees, Judi Driscoll and the Board appointed new Chair, Dr Peter Smith and Vice-Chair, Mr John Bangham, along with several other new Board members. A smooth transition of Trustees was achieved, and a Board review conducted towards the end of the year confirmed strong governance and excellent alignment between Board and Executive is being achieved for the charity.

Our senior management team was strengthened with a new Head of Estate & Facilities joining us, further to the remodelling of our People Services department and Director of Finance, IT & Risk appointment the prior year.

Important work was undertaken last year, and continues this year, to convey to the Integrated Care Boards (ICBs) of Somerset and the BNSSG how unfair, insufficient and unequitable is our statutory funding model. Years upon years of funding cuts in real terms have now left the Hospice in a position where less than 20% of our total income is derived through NHS statutory funding. NHS pay awards given to all NHS clinicians and medics working in providers who are fully commissioned by the ICBs have not been extended to our own staff in the form of index-linked block funding uplifts, meaning our local community has once again needed to subsidise our staff and the Hospice, with every £1 of statutory funding matched by £4 of income sourced from our fundraising activities and retail stores. The current position is simply not sustainable, and we have been working closely with Hospice UK to understand the national picture and to align our regional efforts with sister hospices and approaches to parliament. This work will continue, and we will lobby those MPs elected on 4th July 2024 to understand our predicament and support our calls for fair and sustainable funding.

As a result of the statutory funding cuts in real terms, the pressure on our fundraising and retail income streams to plug the gap has never been greater.

It has been a difficult year for our fundraising team due to an unexpected change of leadership. The team nevertheless rose to the challenge and managed to meet their budgeted income and net income for the year, a superb achievement under those circumstances. In the meantime, our income from gifts in wills (legacies) was much reduced for the year, not due to waning support we trust as the level of notified gifts remains strong, but more likely due to delays in probate affecting many charities nationwide. We have invested to rebuild the fundraising team in the past year and we are confident the team will have further success and grow income in the year ahead in spite of the ongoing pressure on household budgets.

Our retail team has excelled, enjoying a record year, with income and net income at levels never before seen by the Hospice. This has helped to offset greatly reduced income from gifts in wills and has carried us through with a year-end deficit that was close to the predicted and budgeted deficit. We took the difficult decision to permanently close one of our longest-running shops in Baker St, Weston-super-Mare, and we also temporarily closed our Hill Road shop in Clevedon to undertake emergency repairs which remain ongoing this year. We completed an extensive program of repairs and improvements to our shop in Waterloo St, Weston-super-Mare which will serve us well in the years ahead. Our retail Donation Centre and Superstore at Searle Crescent, Weston-super-Mare, continued to deliver numbers of donations and sales exceeding all estimates and expectations, underlining the excellent decision to relocate our Retail Hub in 2022, and we migrated our furniture collections and delivery service to BoxMove which has markedly improved our furniture stock sales and turnover.

As we move forward in 2024/25 our focus will be on sustaining the many achievements and improvements realised to the Hospice over last year and prior years, while growing our income streams, amid a particularly difficult macro-economic environment. Alongside our overarching strategy, our internally-published MTFS (medium term financial strategy) with accompanying 5-year financial forecast gives us visibility and confidence

that we can weather the current storm, and our strategic risk register provides a framework for the identification, analysis and mitigation of key risks to the charity. We have reviewed our Hospice reserves investment portfolio, verified our selection of portfolio manager, and remodelled our cash reserves' investment monitoring to improve agility and maximise returns.

Last year we engaged a specialist third party to model our carbon footprint across the Hospice and all its activities, and this has provided a baseline for us to identify those areas where we can make most improvements and reductions, as we look to be carbon neutral by 2045.

Our published strategy leaves no doubt that our core focus remains on extending and improving the scope and range of our care to everyone who requires it, while ensuring Hospice sustainability in the long term.

I wish to thank our wonderful staff and volunteers, our Board of Trustees, and all members of the local community who support us and entrust us to the care of their loved ones, a privilege and honour which is never lost on us. Thanks to your loyalty and support, we are able to move forward with clear direction and confidence.

Paul Winspear
Chief Executive Officer

Trustees' Annual Report

The trustees are pleased to present their annual report with the audited, consolidated financial statements of Weston Hospicecare Limited ("the hospice") for the year ending 31st March 2024.

The trustees report incorporates the requirements of a Directors' report required by company law.

Objectives and activities
The objectives of the charity are to:

- provide medical, clinical and therapeutic care to any adult person who has a life limiting illness, promoting and valuing diversity, supporting them in their normal place of residence or within the hospice and so far as possible enabling patients to die in their preferred place of care;
- conduct, participate in and promote research into the treatment of persons suffering from cancer or other terminal illness;
- promote the teaching and education of those providing clinical or allied services; and
- provide emotional and spiritual support and guidance to patients and those around them.

The aim of the hospice is to provide specialist palliative care. To achieve this the hospice provides a health care environment, provided by well-trained and sensitive staff with sufficient time to address the complex needs of patients. The hospice supports colleagues (who have to work with many competing pressures) in both the primary healthcare setting and hospitals and other non-NHS healthcare environments.

Community
The hospice employs a Hospice Community Nurse Manager, nine Hospice Community Nurse Specialists (HCNS) and one Hospice Community Nurse (HCN). They are highly trained, skilled palliative care professionals. The HCNS are allocated to GP practices and work as core members of the primary healthcare team.

The role of the HCNS is to:

- support the patient and family by managing symptom control in a holistic way of seeing the symptoms as physical, emotional, social and spiritual;
- provide information regarding diagnosis and treatment;
- liaise with primary healthcare teams on a plan of care; and
- be the key worker within the hospice and refer patients to other hospice services and other community services.

In-Patient Unit
The hospice operates its own ten-bed in-patient unit at its headquarters in Weston-super-Mare. The unit provides high quality specialist clinical care for patients with life limiting conditions needing symptom control and palliative care.

Day Services
The hospice's multi-disciplinary Day Services runs three days a week and its main aims are to promote patient independence and improve quality of life through symptom control and rehabilitation, offering psychological support, and providing respite for carers. Patients' individual needs are a priority.

Within the Day Services environment complementary therapies and a range of creative therapies (dance and movement and crafts) are also provided.

The Family Support Team
This service provides emotional and spiritual support (e.g., bereavement care, bereavement groups, Men-In-Sheds, chaplaincy) to both patients and those close to them, as well as practical support and guidance.

Our volunteer Companions provide support to patients and carers, and our Chat and Cherish group exists for family and friends.

Bereavement groups are informal groups that offer a warm welcome to bereaved carers who would value social contact and support and may find it helpful to talk to others who understand the complex and mixed emotions bereavement can bring.

Public Benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. All our charitable activities focus on offering completely free care and support to people and their families affected by life limiting illnesses and are undertaken to further our charitable purposes for the public benefit. Our work is continued with families and carers after patients have died.



Strategic Report

The Strategic Report required under company law comprises three sections: Achievements and Performance, Financial Review and Plans for Future Periods.

Achievements and Performance

In last year's Trustees' Report, we set out the following priorities for the forthcoming year:

Priority	Outcome
Achieving Budget 2023/24	The budget set for 2023/24 was a realistic budget taking into account some of the cost of living pressures we were still facing at the time. We have finished the financial year in a position slightly worse than budget. Several of our retail units were still performing significantly better than expected and Fundraising finished well after a tough year. Our Integrated Care Board (ICB)'s gave us a higher than expected uplift in funding for this year. Gifts in wills were lower than anticipated and are always a tough one to budget for but we have a fairly strong pipeline going into the next financial year.
Consolidate on improvements made to expanding Clinical Services	Existing services have been maintained and some enhancements have also been made such as: • Our Day Services offering has been completely remodeled to give a more modern, lighter feeling area, including a new outside space which will serve our patients better - most of this project was thanks to grant funding. The trustees agreed to fund any shortfall from reserves. We have had great feedback from our patients about this new space. • Increased Medical Consultant time so we have another 4-6 sessions of palliative medical care. • We were one of only 5 hospices nationally to be accepted into the 6 month pilot study "to make the discussion and practice of corneal donation the norm in the hospice environment".
3 year strategy refresh	As we came to the final year of our previous 5-year strategy it was time to refresh and we have successfully published our new 3-year strategy. This will be monitored closely going forwards and progress will be reported on at full board meetings as well as the individual sub-committees. Our new 3-year strategy can be found at: https://www.westonhospicecare.org.uk/#flipbook-df_32224/1/
Governance initiatives	The NHS' Data Security and protection toolkit continues to be completed. In parallel, work is always ongoing with information governance and GDPR compliance, with the hospice Information Governance panel meeting monthly. A huge amount of effort has gone into risk assesments and we have successfully upgraded our risk management system using software package Vantage.

Community	2024	2023
Total number of patients	776	808
Discharges	107	52
Deaths	460	396
% died in preferred place of care	86%	91%

"We would like to thank you for the very kind and pleasant manner you and your team extended to our family as .... chose to spend her last few weeks with the family at home. It is without doubt that your devotion has helped us through a most difficult period. Thank you – I cannot find any better words, from the bottom of our hearts"

Weston Hospicecare Community Patient Relative, January 2024

- We aim for 80% of patients to complete an Advance Care Plan. In 2023-24, we achieved this with 91%.
- 86% of patients died in their preferred place of care (PPC). The ACP is the important figure for us, as we directly influence this and the PPC is dependent on the whole health and social care services.
- The community team had staff shortages during this year, due to long-term sickness, but at time of writing, we are fully staffed. Despite this, the community team made 1,928 visits and 9,481 contacts including phone and video calls.

In-patient Unit	2024	2023
Admissions	179	161
Discharges	29	43
Deaths	131	104
Average length stay (days)	15	14.8
Average bed occupancy	75%	73%

The in-patient Unit:

- Manages symptoms that are particularly complex and have been difficult to control at home.
- Helps people adapt to changes so they can go back home.
- Provides care at the end of life when it is not possible or preferred not to die at home.
- Operates a 24/7 Advice Line supported by nursing and medical staff which received 287 out of hours calls compared to 386 the previous year, providing invaluable advice to professionals, families and those looking after someone needing advice, or support to continue care in their normal place of residence. We are highlighting and pushing the use of the Advice Line during 2024-25.
- We have been fully staffed most of this year with resulting increase in bed capacity from 73% to 75%.

1,949 patients supported across all services in 2023/24 (2022/23: 1,745)

"Thank you all so much for the care and support given to us all. You aim to bring days to life but you gave mum extended days to life – through kind, compassionate care, and improved her quality of life tenfold by showing her you see her. She felt she had friends not carers supporting her. We greatly appreciate all the hard work and care given during mum's stay here. From doctors, nurses, nursing assistants, chefs, cleaners and volunteers, and of course Hospice supporters which make such places available to those who find themselves in need of care from living angels through their latest journey along life's path. Everyone has been so kind and caring and made mum's stay here like home. Everyone will remain in our thoughts and hearts forever"

IPU Patient Relative, January 2024

"Hospice is my life line, I feel that I am not alone with problems I can't cope with"

Day hospice Patient, December 2023

Day Services	2024	2023
Total number of patients	137	105
Attendance (sessions)	952	932
Complementary Therapy treatments	964	1,117

- Our Day Services play a crucial role in promoting independent living and quality of life for patients and carers.
- Day services numbers for the day have increased from 10 to 12 since the redevelopment works and reducing risks caused by COVID-19, with the plan to increase to 14 a day in 2024-25. Groups, such as Expressive Movement Therapy, Fatigue and Breathlessness have continued through this period.
- Redeveloping Day Services this year has made it a more welcoming area and more therapeutic environment. The new treatment rooms have had good take up for outpatients for both our doctors and community nurses. The redevelopment work allows the hospice to take advantage of our gardens with the new bi-fold doors. The use of natural lighting with skylights and added technology has improved our patient experience.

"A bright and airy space. Very relaxing. Loving it. As with most things, it's the people that make it extra special"

Day Services Patient on Improvement Work, October 2023.

- Non-cancer attendance 36%, an increase of 11%, partly due to recommencing the Fatigue and Breathlessness groups after COVID-19.
- This year we had a reduced number of volunteer contacts in Complementary Therapy, due partly to volunteers needing to relaunch their own business' after COVID-19. However, this year we provided 964 treatments to 373 (84 more clients than previous year) clients.

Family Support Team	2024	2023
Chaplaincy:		
Face to face contacts	1,431	885
Total number of patients	137	174
Bereavement service:		
Face to face contacts	1,136	651
Total number of clients	306	214
Volunteer contacts	796*	769*
Companion services:		
New referrals	50	48
Volunteer contacts	828	1,469

*Not including Men in Sheds, which is run by Volunteers

Caring for the family, including after death is a key component of hospice support. Face-to-face consultations have gone up in all areas of the Family Support Team now there are no COVID-19 restrictions, except the volunteer Companion service, which is probably due to not having a manager in this role for a large proportion of the year. Since new manager in post for the last quarter, it accounted for 36% of referrals.

"The service you offer.... it's like the rest of the health service is a sausage factory, you're thrown in and squeezed out to the shape the system needs you to be. The holistic hospice care is like a Labrador, can't do enough for you"

Weston Hospicecare Family Support Team Client, April 2023

"The Hospice has been my only support during the time since my husband died. I do not know how I would have managed without them. I have received great care and comfort in the most desperate of times. I do not think I could have managed or survived through my loss and grief for my beloved husband"

Weston Hospicecare Complementary Therapy and Bereavement Client. September 2023

Compliments and Complaints

- The hospice aims to provide the best possible care and as a hospice, we take every suggestion and complaint seriously and aim to learn from these occasions. We also take the opportunity to learn from compliments and share good practice.
- In 2023-24, we received 383 compliments in our clinical areas. We had 5 complaints this year (4 were verbal complaints), all dealt with satisfactorily and within timescale. This was the same as the previous year in our clinical areas.
- We aim for 90% of our patients' friends and family to rate their experience of our service as very good. In 2023-24, we achieved this with 98% (with 2% saying good).

iWantGreatCare

The hospice continues to take part in "iWantGreatCare", a platform to let patients leave meaningful feedback on their care, say thank you and help the next patients. iWantGreatCare demonstrates that we are transparent, aware and open to patients' experience as a central part of delivering high quality care.

https://www.iwantgreatcare.org/hospitals/weston-hospicecare-1

At the beginning of March 2023, Weston Hospicecare was awarded the iWantGreatCare certificate of excellence for delivering outstanding care. In March 2024 our Day Services, Inpatient Unit and Time For You received Certificates of Excellence.

Our People

Our people, whether paid staff or volunteers, are the heart of our organisation. Each person, in each team has an important role to play – bringing different skills, knowledge and expertise – which support the successful running of the hospice.



Our clinical teams are supported by our catering and housekeeping teams to provide the best care possible for our patients and their families/carers. Our retail and fundraising teams raise the much needed income to support the work we do. Our staff in finance, maintenance, facilities, reception, HR, training and volunteer services provide support to keep our other teams functioning. We focus our recruitment for both paid staff and volunteers on equal opportunities, concentrating on role requirements.

Employees

We remain committed to recruiting, developing and retaining qualified, experienced, competent and well-motivated professionals. We seek to recruit from all areas of our community and have enjoyed attending Jobs Fairs meeting people face to face to talk about the work we do and our roles.

As at the year-end we employed 115 whole time equivalent staff in the charity including Retail. Staff are supported through an Employee Assistance Programme, Mental Health First Aiders and Well Being Champions. We also have a Freedom to Speak Up Guardian and Freedom to Speak Up Champions, who provide a channel for staff to raise issues or concerns.

The hospice promotes continued learning and development and seeks opportunities and support for all staff to develop themselves both personally and professionally. We have secured funding for example from Health Education England (HEE) and one-off grants for a number of training courses for our staff including non-medical.

Volunteers

The hospice is reliant on the goodwill, commitment and dedication freely given by volunteers, who are the lifeblood of the hospice. Each volunteer brings their own specific skills, humour, interests and experience. Volunteers support the work of all teams whether it is in our main hospice building, out in our shops and donation centre, or working amongst the community in support groups.

We continually review volunteer recruitment and training to ensure we remain compliant but at the same time balanced for the tasks and frequency of the role being undertaken.

In October 2023, we introduced a new Volunteer Management System – Assemble, to modernise our on-boarding processes and enhance communication channels with our volunteers. Within the first 6 months we had an impressive 50% engagement rate. Work to further embed, develop and increase engagement will continue throughout 2024.

Services are also continually reviewed and new voluntary roles developed and reintroduced in line with service requirements.

The hospice strives to forge close ties within the community and continues to work with local schools and colleges in identifying opportunities for volunteering. We also retain links with companies who run employee volunteering schemes, community payback and with organisations who offer return to work programmes; offering long term unemployed people the opportunity to gain valuable skills and regain their confidence through volunteering.

Financial review

Overall the Charity had total income of £5,460k (2023 £5,519k) and generated a net deficit of £529k, a negative swing of £785k from the 2023 position of £256k net surplus.

Gifts in wills income decreased to £232k for the year (2023 £941k). Despite this, the pipeline for 2025 remains strong.

During the year, the value of investments increased giving positive movement of £113k, compared to the prior year loss of £276k. Volatility continues into the new year and is being monitored closely with our investment advisors, Rathbones and the hospice Finance and Business planning committee.

Over a three-year period, it is our plan to produce a balanced operating performance. The hospice is committed to minimising operating costs without impairing the quality of its services.
One future uncertainty has been around funding of the NHS pension increases from 14.3% to 20.6% introduced from 1st April 2019. It has since been confirmed that the government (via NHS England) will cover this increased cost until at least 31st March 2025.

Clinical income
We continue to be supported by our Integrated Care Boards, BNSSG and Somerset, though the percentage of our costs they support is decreasing year-on-year. Unavoidable cost increases for us are not being matched by additional funding at the same rate.

Charity Shops (retail trading)
Total retail income including gift aid was £2,723k (2023 £2,474k) (£2,526k excluding gift aid and round-up donations (2023 £2,337k)). Income for the last financial year includes £130k for a business interruption insurance claim relating to the COVID-19 enforced closures.
The total net contribution to the Hospice was £715k. (2023 £687k).

Our two new large format stores have been highly successful, generating a combined income of £795k over the year (including gift aid).



We have refined our new goods offerings to ensure these items complement our donated stock, with Christmas lines being especially popular. Christmas cards and related items generated £43k, (2023 £31k) and the creation of Christmas departments in each store produced an additional £73k from donated Christmas items (2023 £34k). We have also enhanced our transfer and stocktaking processes for new goods, ensuring store teams take ownership of the stock and its accuracy, thus giving us greater control over these items.

We have implemented a new logistics system, moving our furniture collection and delivery booking service online. This has increased stock generation, boosted delivery capacity, and improved our gift aid donor conversion rate.

We continue to explore new avenues for our donated stock. Building on the success of the Kilo sale in our warehouse, which allowed us to exit stock at a much greater profit than selling to rag merchants, we are also investigating other methods for exiting items such as bric-a-brac and furniture. One innovative approach includes selling items to our local rage room, providing an alternative to disposing of these items through rag merchants with no income.

Plans for the next twelve months:
In the coming year, our primary focus will be on maximizing the value of donated goods, particularly in light of the significant drop in rag prices. We are committed to finding innovative ways to enhance the profitability of these donations.

We plan to open a new store, expanding our retail presence and providing more opportunities for generating income. We will continue to look for new opportunities to develop retail income streams.



Staff training and volunteer engagement will be at the forefront of our efforts. We will implement comprehensive training programs to ensure our staff are well-equipped to manage our operations efficiently and effectively.

Engaging our volunteers remains a top priority, as their dedication and support are crucial to our success. We will focus on fostering a positive and inclusive environment, offering opportunities for skill development and recognising their invaluable contributions.

Overall, our strategy for the next 12 months is centered on optimising our resources, expanding our retail footprint, and investing in our team to drive continued success for Weston Hospicecare.

Fundraising
It's been a challenging but ultimately rewarding year in fundraising. We have reviewed and restructured the team to improve our ability to capitalise on untapped opportunities such as Individual Giving, In Memory and Gifts in Wills. Recruitment was and continues to pose challenges and it is a great credit to the team which has achieved budget whilst being significantly under-resourced. Gross income was £1,469k, (including restricted income), £700k less than last year, explained by the £709k drop in Gifts in Wills income since last year.

Our fundraising comes from a wide range of sources, such as, our own, well established programme of Events and Challenges, Community Fundraising from groups and organisations, not to mention donations from individual givers, both regular and occasional. We also enjoy support from Charitable Trusts, companies and of course, Gifts in Wills. The latter accounts for approximately 20% of overall income but is by its very nature unpredictable, as this financial year has so potently demonstrated and going forward we are seeking to reduce reliance on this income stream.



Hospice managed events, continued to show growth, in both numbers and income and our particular thanks go to those all-important participants and the significant corporate sponsorship we received from, The Grand Pier, Howards Motor Group and Thatcher's Cider to name but a few. A world record breaking spinathon organised by @Worle also raised well over £30k and got itself into the Guninness Book of Records. It is indeed gratifying to see the extreme lengths many people will go to, to support their local hospice.

Our Community Friends groups continued to raise funds and awareness and one particular highlight was the Goblet Cell Ball and other events, run in memory of Eve Lauder, which also raised over £25k.

Charitable Trust fundraising focused on the refurbishment of Day Services and our particular thanks go to Albert Hunt Charitable Trust, Garfield Weston and The Clark Foundation amongst others.

Our Weston Hospicecare Lottery declined slightly from last year, raising £167k, (2023 £184k) as we seek to establish the best approach to player recruitment next year.

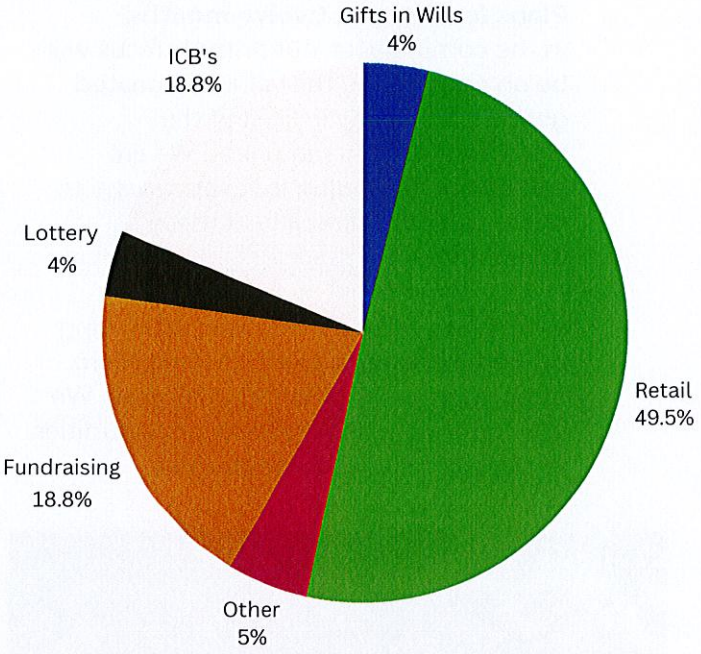
Gifts in Wills came in at £232k, and we are incredibly grateful to those very special donors who chose to give in this way and we will redouble our efforts to encourage more people to follow suit.

The Gifts in Wills income this year has dropped by a hefty £709k from £941k in 2023, and we will work to reduce this exposure. As a result we have significantly increased our legacy marketing and our Make your Will Week continues to grow both income and pledgers but this will only yield return in the medium term. As previously stated we will endeavor to mitigate our dependency on this income stream through growing alternative income streams whilst also further intensifying our legacy marketing.

We are extremely grateful to all our donors for continuing to support the delivery of free and exceptional care to people with life-limiting conditions and their families across our community. Your continued support makes all the difference.



Weston Hospicecare funding 2023/24



Investment Powers and Policy

Our investment portfolio is managed by Rathbones, who manage the funds according to a relatively low-risk profile consistent with the powers provided under the charity's memorandum and articles of association, and the investment policy set out by the trustees. The investment policy takes into account such factors as:

- A prudent level of reserves, as informed by regular reviews of the organisation's business plan, risk profile and reserves policy;
- A sufficient level of liquidity; and
- Appropriate diversification, at modest risk, within the investment asset pool.

During the financial year, the investment yield of approx. 2.70% (2023 2%) was a valuable source of income.
Investment performance is closely monitored bi-monthly by the finance and business planning committee. As a matter of good governance a robust tender process was run this year and Rathbones were re-elected as our investment managers.

Auditors

In accordance with Charity Commission recommendations the directors periodically review our Audit and accountancy services provision. This exercise was last undertaken in 2021.

Principle risks and uncertainties

Financial – Pressure continues on both contracted and voluntary income streams, in particular fundraising income during these difficult economic times. Attention is currently being paid to the impact of inflation (wage, general and utilities costs in particular) and the Board, supported by its sub-committees, continuously monitors in year business performance and the medium and longer-term financial risks and opportunities, weighing up the need to manage costs tightly within available income against ensuring appropriate investment in improving and developing our offer to best meet the needs of our patients and the wider community.

Operational – recruitment and retention of staff across all areas of the business has presented a significant challenge since the pandemic. Our investment in our staff through training, well-being support and a number of development channels is essential to both recruitment and retention and at March 2024, the number of vacant positions had dropped significantly with full establishment in place in clinical and medical areas. At this point it is other areas of the organisation such as retail and housekeeping where the ability to successfully recruit is proving more challenging.

Operational – ensure we have the ability to change the way we deliver services to respond to changing need. We work closely with stakeholders, including the patients who receive our services, as well as those who fund these services, to ensure that our activities are structured accordingly. In addition, we recognise the challenges of new technology and the different ways of communicating and processing transactions. The increasing risk related to cyber activities is managed proactively within the organisation, but we recognise that there is always more that can be done, and we continue to work in partnership with our IT service provider to actively mitigate this risk as it becomes more complex to manage.

Financial – The Trustees have considered whether there are any factors likely to affect the financial performance or position of the charity going forward and have identified that we, along with many other charities must analyse the impact of the current economic landscape and in particular the cost-of-living crisis and the increase in national living wage. The Medium-Term Financial Strategy considers these matters and how they might impact upon the overall finances through to March 2027. That said, the Hospice recognises the challenges of forecasting wider economic performance in these uncertain times and will continue to review the key indicators throughout this period.

Compliance – An integral component of protecting and enhancing our reputation is ensuring we are compliant on all aspects of our activity. The Strategic Risk Register currently recognises and monitors three key elements of the compliance framework relating to CQC and clinical practices; HR and People activity and monitoring against Health and Safety compliance. The planned investment in Vantage our new compliance management system will ensure there is greater visibility and transparency to our overall performance and our continued investment in staff training is critical to ensuring all staff and volunteers remain up to date with any legislative change.



Reserves Policy

The charity will maintain sufficient reserves, according to its Reserves Policy which requires the calculation of reserves on both a going concern basis, and on a theoretical basis of close-down. The minimum level of reserves is calculated for both scenarios and the higher of these two informs the ongoing minimum level of reserves. This exercise has revealed that the level of reserves demanded as a going concern is significantly higher than the level of reserves demanded for the theoretical close-down scenario, and thus it is the former which sets our level of reserves according to the calculation described below.

The reserves that would be necessary to maintain the charity's full objectives and services, taking into account the reasonably likely risks of fall in income and increase in cost over a future two-year period, is used for the calculation on a going concern basis.

Free reserves are defined in accordance with Charity Commission guidelines to exclude restricted and designated funds, and to exclude the value of fixed assets required to operate the hospice. Where a significant proportion of reserves relates to investment property the appropriateness of including its value will be assessed at the time of the calculation.

Reserve requirements are estimated by a risk-based approach estimating a plausible "worst case" reduction in our income streams and increase in our expenses – a range of annual percentage reductions between 5-30% are postulated for the various income streams and a 5% annual increase is postulated for our expenses. The resulting cash impact is aggregated over a two-year period which is considered to represent a reasonable period associated with the worst case scenario and is long enough for us to readjust income streams and, if necessary, to reduce expenditure.
There are also specific provisions made for future known issues e.g. trading losses, insofar as they have not been provided for in the financial statements.

The total reserves predicted by this calculation will be further increased by a factor of 10% as insurance against, and to meet the problems posed by, unforeseeable events with both very low probability and very high impact, such as (but not restricted to) the COVID-19 pandemic. This factor of 10% is based on our experience during the COVID-19 pandemic, extrapolated over the period envisaged.

The total funds held by the group at 31 March 2024 totalled £8,397k (2023: £8,926k) per the details set out in note 23 to the accounts.

Restricted funds at 31 March 2024 total £506k (2023: £463k), and are not available for general use by the Charity.

Designated funds total £597k at 31 March 2024 (2023 £768k) made up of the Friends fund, the Jill Dando fund set up in 2019 in memory and honour of our former patron, on the 20th anniversary of her untimely death and a fixed assets and potential investment losses fund, created in 2022/23.

Of the total funds referred to above, the free reserves available to the Charity, without the need to dispose of tangible fixed assets total £4.2m which would cover approximately 8 months running costs (2023: £4.9m).

The total unrestricted funds held by the group at 31 March 2024 were £7.9m. After deducting the value attributable to fixed assets, remaining free reserves were £4.2m. These have been allocated as follows:
Risk of future investment losses £0.4m
Identified 12 months capital expenditure £0.55m
Future operating risk contingency £3.1m
Leaving £1.1m available for investment in our charitable activities.
The trustees are considering the extent to which these risks should be reflected in the statutory financial statements through the introduction of designated funds reflecting

the major risk categories, thereby giving the reader of the statements a better understanding of the funds available for investment in charitable activities.

There is abnormal uncertainty surrounding the economic risks noted above, which could have a significant impact on our operations. The cost of living crisis could severely restrict our fundraising activities as people may not be able to afford to give as much to charity.
Therefore it is prudent and appropriate that we are carrying more reserves than usual during this period to guarantee the sustainability of our care, which thus far we have managed to maintain throughout the pandemic.

Pay rates for key management personnel
The board of trustees and the senior management team comprise the key management personnel of the hospice. All trustees give of their time freely and no trustees received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 28 of the accounts.

The current Chief Executive had his pay benchmarked against similar roles in comparable organisations. A similar exercise relating to other senior managers was carried out in 2022-23.

The Chief Executive and trustees undertake the pay review of other members of the senior management team, benchmarking informally. There is an emphasis on ensuring value for money whilst enabling the recruitment and retention of appropriate skills and experience.

The remuneration paid to key management personnel is set out in note 14 to the accounts.

Fundraising Practices
The Trustees confirm that Weston Hospicecare Limited undertakes its fundraising activities in accordance with best practice and in line with current Code of Fundraising Practice.

Weston Hospicecare Limited is registered with the Fundraising Regulator, the independent body established to set and maintain standards of appropriate charitable fundraising in the UK. We ensure we adhere to the 'fundraising promise' as set out by the Fundraising Regulator. We take the management of our data very seriously and conform to Data protection legislation. We only collect and use personal information for the use it was intended and do not sell or buy data to or from third parties. We send out two newsletters per year and those, along with any other communications, are based on the interests and wishes of the supporter.

We have ensured that we are complying with the General Data Protection Regulations which came into force in May 2018 by continually reviewing our policies and practices relating to personal data, including our consent procedures and our fundraising database retention periods. We provide all of our supporters with clear and easy opportunities to change their communication preferences at any time. Our Privacy Notice, outlining how we use supporter data is available on our website or can be communicated verbally or in writing for those without internet access by calling our supporter care department. We also have a complaints procedure should anyone wish to raise an issue or complain about any of our activities (including fundraising). During 2023/24 we didn't receive any complaints relating to our fundraising and communications practices.

Weston Hospicecare Limited also raises funds from trusts, foundations and companies. Funds raised are used as per the supporter's wishes, whether set aside for specific purposes (restricted)or for general hospice expenses (unrestricted). We ensure that we comply with any agreed

arrangements with our supporters such as named recognition in the statutory accounts.
We also have robust internal control systems to ensure that the grants are spent for the specified purpose (if any) and closely monitored. Any requests for anonymity are always respected and adhered to.

When entering into commercial partnerships we always obtain written agreements, making clear the roles and responsibilities of each party.

We recognise that the users of our services and indeed our supporters can be vulnerable and require protection from abuse and exploitation. The privacy and dignity of our patients and sensitivity to their needs and wellbeing is paramount to us. Our safeguarding adults at risk policy governs how we deal with vulnerable people and this can be made available on request, as required by the Fundraising Regulator.

Plans for future periods

Our financial focus during 2024/25 will once again be on the cost of living pressures we are now facing. We will also continue to look to develop ways we can reduce our carbon footprint and have already made a step forward on this by installing solar panels on our main Hospice building back in 2019 and are changing to LED lighting as and when we need to replace lights, both within the main Hospice building and across our Retail estate.

Budget 2024/25

We expect the majority of 2024/25 to continue to be affected in one way or another by the cost of living crisis. We anticipate only a slight increase in Fundraising income from the prior year as events start to creep back up to pre-pandemic participation levels and an increase in costs across the board. Retail income is improving due to the addition of our Superstore prior year and larger North Worle store in 2022/23.

We are closely watching the situation with the NHS pay awards as this may affect our ability to recruit and retain staff and we will continue to work closely with our Integrated Care Boards with whom we have built a strong relationship to share any concerns we have about sustaining pay increases.

The impact of cost of living means we expect to finish 2024/25 with a deficit which of necessity will be funded from the surplus reported for prior years.
Our approach is to take the Hospice forward through cycles of service development matched by income growth, to ensure we remain balanced and sustainable.

Governance

Alongside all usual governance activities, our key governance focus areas for 2024/25 will include:

- The hospice risk management system and processes around annual review of risk registers. As a Hospice we now have a senior member of staff focusing on risk and have implemented Risk management software package Vantage which will be expanded further.
- Continually improve our information governance and GDPR improvement plan, including the possibility of a new document management system such as Sharepoint to better manage control and permissions of digital data.
- Robust management of our Retail new goods with better stock-taking procedures.

Clinical Services & Strategy

Care for patients and their loved ones remains at the heart of everything we do.
The Day Services refurbishment has highlighted a desire to change the way we operate the various groups on each day and work will continue to get the right balance of services in this area.
Plans have been drawn up to refresh our rooms on the In Patient Unit which we hope to do with funding sought from Major donors, Corporate donors and Trusts.
Our In Patient Unit bathroom will undergo transformation to give it a 'spa-like' feel. This will be fully funded by Trusts and grants.

Electronic prescribing by our nurse prescribers will be bedded in, this has a huge benefit for our patients.
For any future increase in services, we will request full funding from our Integrated care boards before we proceed.

Strategy refresh
This year, the Hospice has replaced its 5-year strategy with a new 3-year strategy. The coming year the focus will be on delivery of our strategic intentions which will set the Hospice up for the foreseeable future, both operationally and financially and as always, will be patient focused. Progress on the strategy will be tracked and reported on at board meetings.

Structure, Governance and Management

Governing document
Weston Hospicecare is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

Operating name
The hospice operates under the name of Weston Hospicecare Limited. The hospice has one wholly owned trading subsidiary, Weston Hospicecare Mart Limited which deals with all new goods and commission on gift aid.

Trustee induction and training
Following selection and recruitment, the prospective trustees receive an induction pack, which covers the responsibilities of a trustee within the charity and specific information about Weston Hospicecare Limited, and receive training where appropriate. The existing Board of Trustees can co-opt new trustees at any time, usually after a probationary period as an observer. The AGM then ratifies co-opted trustees together with those retiring by rotation and offering themselves for re-election.

The hospice gives all trustees an extensive 'Trustee Manual' to guide them as to how the charity operates and what is expected of them.

Directors and trustees
The directors of the charitable company are its trustees for the purposes of charity law and throughout this report are collectively referred to as the trustees. Some of the trustees are also directors of the subsidiary company.

Recruitment and appointment of trustees
New trustees are recruited to the charity following an assessment of the skills and experience within the team and identification of any gaps; the aim is to have a broad range of skills and abilities including business, finance, human resources and clinical skills. All members of the Board are non-executive and the positions are unpaid.

Organisation
The main objective of the trustees is, in conjunction with the senior management team, to develop the strategic direction of the hospice ensuring that this remains within the remit of the charity, maintain the ethos and principles agreed, and to ensure that a robust monitoring system is in place to review performance. The day-to-day management of the hospice has been delegated to the Chief Executive and senior management team, consisting of:

- Chief Executive
- Director of Patient Services
- Director of Finance, IT and Risk
- Director of Fundraising and Communications
- Director of Retail
- Finance Manager
- Head of People Services
- Head of Estates and Facilities

There are bi-monthly meetings of the Board of Trustees and the senior management team attend these. In addition, sub-committees consist of trustees and the senior management team, meeting bi-monthly as a rule, covering subjects such as clinical governance, finance and business planning and income generation.

Each sub-committee has its own terms of reference.

There is appropriate clinical governance in place to monitor and improve our service.

Monitoring of staff and public health and safety is core to governance at all levels.

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

Trustees' responsibilities in relation to the financial statements

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

Company and charity 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 incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

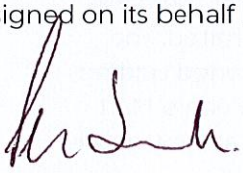
The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

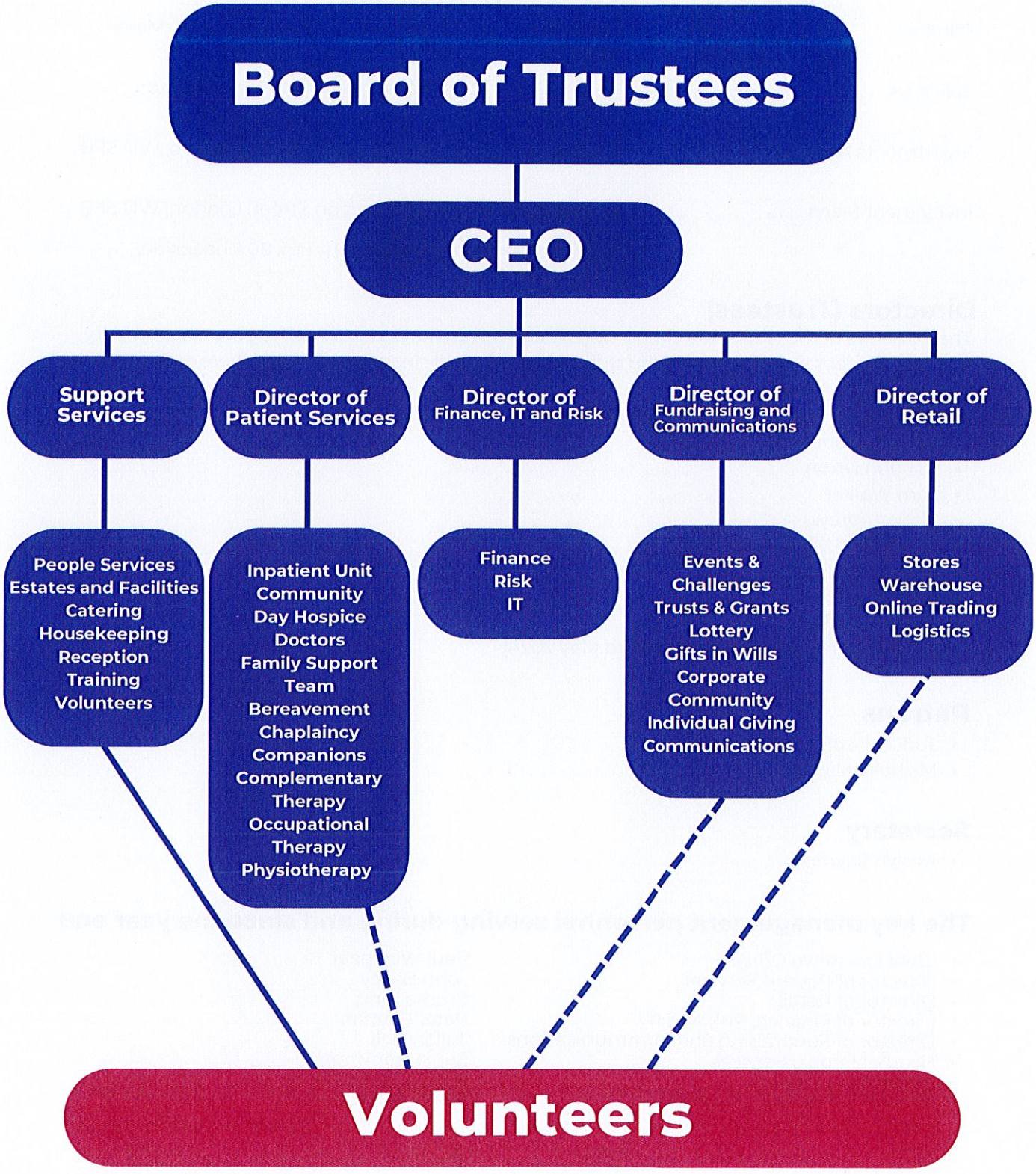
- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware; and
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken steps that he/she is obliged to take as directors in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This Report, incorporating the Strategic Report, was approved by the Trustees and signed on its behalf by:



Dr P Smith
Chair
26th September 2024

Weston Hospicecare Organogram



Reference and Admin details

Charity Number:	900328
Company Number:	02414541
Registered Office:	Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, North Somerset, BS23 4YQ

Our advisors

Auditors:	PKF Francis Clark, Blackbrook Gate 1, Blackbrook Business Park, Taunton, TA1 2PX
Bankers:	Lloyds Bank plc, 2 South Parade, Weston-super-Mare, BS23 1JL
Solicitors:	Bennetts Solicitors, Barley Wood Stables, Wrington, Bristol, BS40 5SA
Investments Advisors:	Rathbone Brothers plc, 1 Curzon Street, London, W1J 5FB
Investment Managers	Rathbone Brothers plc, 1 Curzon Street, London, W1J 5FB CCLA Investment Management Ltd, 80 Cheapside, London, EC2V 6DZ

Directors (Trustees)

The Directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year-end were as follows:

Dr Peter Smith, Chair

- John Bangham, Vice Chair, Treasurer
- John Katsouris
- Dr John Dixon
- Sam Walker
- Mark Andrews
- Christopher Georgiou
- Corrine Thomas
- Mark Antoine
- Sheila Dominey
- Jan Poulton-Sadler (appointed 23rd May 2024)

Patrons

- Judi Driscoll
- Michelle Michael

Secretary

- Roslyn Seymour

The key management personnel serving during and since the year end

• Chief Executive Officer	Paul Winspear
• Director of Patient Services	John Bailey
• Director of Retail	Emma King
• Director of Finance, Risk and IT	Peter Sloman
• Director of Fundraising and Communications	Julian Hall
• Head of People Services	Sonja Hammond
• Finance Manager	Roslyn Seymour
• Head of Estates and Facilities	Fiona Wilkie

Independent auditor's report to the members of Weston Hospicecare Limited

Opinion
We have audited the financial statements of Weston Hospicecare Limited (the 'Charitable Company') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Group and Charitable Company Balance Sheets, the Consolidated 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 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 and Charitable Company's affairs as at 31 March 2024 and of the Group's incoming resources and application of resources, including income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern
In auditing the financial statements, we have concluded the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate and that the trustees have disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.
In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the

financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the strategic report.

Responsibilities of Trustees
As explained more fully in the Statement of Trustees' Responsibilities set out on page 21, 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 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 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the Group. We gained an understanding of the sector in which the Group operates as part of this assessment to identify the key laws and regulations affecting the Group. The regulatory environment was discussed with the relevant individuals responsible for compliance and the Group's website for indication of any regulations and certification in place. The key regulations we identified were health and safety regulations, CQC regulations and breaches of The General Data Protection Regulation ("GDPR"). We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities: Statement of Recommended Practice (SORP).

We discussed with management how the compliance with these laws and regulations in monitored and discussed policies and procedures in place. As part of our planning procedures, we assessed the risk of any non-compliance with laws and regulations on the Group's ability to continue operating and the risk of material misstatement to the accounts.We also evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements. Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

- Enquiries of management regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements.
- Review of up to date correspondence with the CQC, CQC website and last inspection report to identify any non-compliance.
- Review of the group's GDPR policy, search of the ICO website and enquiries to the Data Protection Officer as to the occurrence and outcome of any reportable breaches.
- Reviewed legal and professional costs to identify any possible non-compliance or legal costs in respect of non-compliance.

We assessed the susceptibility of the financial statements to material misstatement through management override or fraud, including in relation to cash income and expenditure, and obtained an understanding of the controls in place to mitigate the risk of fraud. We also discussed with management whether there had been any instances of known or alleged fraud, of which there were none.Based upon our understanding we designed and conducted audit procedures including:

- Audited the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.
- Audited revenue and income recognition including that revenue is only recognised to the extent that the entity obtains right to consideration for its performance, and that this can be measured with reasonable accuracy.
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making the estimates.

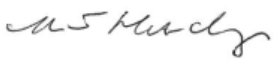
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements.

This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

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

Use of the audit report

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



Neil Hitchings (Senior Statutory Auditor)
PKF FRANCIS CLARK
Chartered Accountants and Statutory Auditor
Blackbrook Gate 1
Blackbrook Business Park
Taunton
Somerset
TA1 2PX

Date: 30 September 2024

	Note	Restricted Funds	Unrestricted Funds: General	Unrestricted Funds: Designated	Total Funds	Total Funds
		2024	2024	2024	2024	2023
		£	£	£	£	£
Income and Endowments from:						
Donations and gifts in wills	3	129,806	904,820	-	1,034,626	1,605,232
Other trading activities	4	-	3,159,660	-	3,159,660	3,040,926
Investment income	5	-	136,164	-	136,164	102,243
Charitable activities	6	-	1,116,501	-	1,116,501	1,148,079
Other income	7	-	13,421	-	13,421	22,988
Total income		**129,806**	**5,330,566**	**-**	**5,460,372**	**5,919,468**
Expenditure on:						
Raising funds	8,9,10	1,617	2,980,973	-	2,982,590	2,664,635
Charitable activities	11	39,482	3,078,710	1,119	3,119,311	2,722,997
Total Expenditure		**41,099**	**6,059,683**	**1,119**	**6,101,901**	**5,387,632**
Gains and (losses) on revaluation and disposal of investment assets		-	112,633	-	112,633	(275,535)
Net Income/(Expenditure)		88,707	(616,484)	(1,119)	(528,896)	256,301
Transfers between funds	23	(46,288)	216,303	(170,015)	-	-
Net movement of funds for the year		**42,419**	**(400,181)**	**(171,134)**	**(528,896)**	**256,301**
Total funds at 1st April 2023		463,391	7,694,174	768,134	8,925,699	8,669,398
Total funds at 31st March 2024	23,24	**505,810**	**7,293,993**	**597,000**	**8,396,803**	**8,925,699**

	Note	Restricted Funds	Unrestricted Funds: General	Unrestricted Funds: Designated	Total Funds	Total Funds
		2023	2023	2023	2023	2022
		£	£	£	£	£
Income and Endowments from:						
Donations and gifts in wills	3	123,095	1,482,137	-	1,605,232	1,423,793
Other trading activities	4	-	3,040,926	-	3,040,926	2,479,196
Investment income	5	-	102,243	-	102,243	69,555
Charitable activities	6	80,000	1,068,079	-	1,148,079	1,537,100
Other income	7	-	22,988	-	22,988	9,828
Total income		**203,095**	**5,716,373**	**-**	**5,919,468**	**5,519,472**
Expenditure on:						
Raising funds	8,9,10	1,814	2,662,755	66	2,664,635	2,209,414
Charitable activities	11	42,870	2,678,443	1,684	2,722,997	2,389,028
Total Expenditure		**44,684**	**5,341,198**	**1,750**	**5,387,632**	**4,598,442**
Gains and (losses) on revaluation and disposal of investment assets		-	(275,535)	-	(275,535)	159,935
Net Income/(Expenditure)		158,411	99,640	(1,750)	256,301	1,080,965
Transfers between funds	23	(7,934)	(748,559)	756,493	-	-
Net movement of funds for the year		**150,477**	**(648,919)**	**754,743**	**256,301**	**1,080,965**
Total funds at 1st April 2022		312,914	8,343,093	13,391	8,669,398	7,588,433
Total funds at 31st March 2023	23,24	**463,391**	**7,694,174**	**768,134**	**8,925,699**	**8,669,398**

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Intangible assets	16		7,154		1,504
Tangible assets	17		3,507,372		2,913,433
Investments	18		4,075,349		3,932,741
			7,589,875		**6,847,678**
Current assets					
Stocks	19	36,219		36,901	
Debtors	20	494,377		899,948	
Cash at bank and in hand		846,681		1,639,879	
		1,377,277		2,576,728	
Creditors: amounts falling due within one year	21	(570,349)		(498,707)	
Net current assets			**806,928**		**2,078,021**
Provisions	22		-		-
Total assets less current liabilities			**8,396,803**		**8,925,699**
Charity Funds					
Restricted funds	23		505,810		463,391
Unrestricted funds -					
General funds	23		7,293,993		7,694,174
Designated funds	23		597,000		768,134
			8,396,803		**8,925,699**

The financial statements were approved and authorised for issue by the Trustees on 26th September 2024 and signed on their behalf by:

Mr. J. Bangham
Treasurer

The notes on pages 33 to 56 form part of these financial statements.
Company Registered Number: 02414541

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Intangible assets	16		7,154		1,504
Tangible assets	17		3,507,372		2,913,433
Investments	18		4,076,349		3,933,741
			7,590,875		**6,848,678**
Current assets					
Stocks	19	-		-	
Debtors	20	494,111		933,281	
Cash at bank and in hand		833,925		1,579,779	
		1,328,036		2,513,060	
Creditors: amounts falling due within one year	21	(566,798)		(480,729)	
Net current assets			**761,238**		**2,032,331**
Provisions	22		-		-
Total assets less current liabilities			**8,352,113**		**8,881,009**
Charity Funds					
Restricted funds	23		505,810		463,391
Unrestricted funds -					
General funds	23		7,249,303		7,649,484
Designated funds	23		597,000		768,134
			8,352,113		**8,881,009**

The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account. The income and expenditure account for the year dealt with in the accounts of the group was a £529k deficit (2023: £256k surplus).

The financial statements were approved and authorised for issue by the Trustees on 26th September 2024 and signed on their behalf by:

Mr. J. Bangham
Treasurer

The notes on pages 33 to 56 form part of these financial statements.
Company Registered Number: 02414541

Cashflow Statement	Note	Total funds	
		2024	2023
		£	£
Cashflows from operating activities:			
Net cash (used in)/provided by operating activities	25	(82,080)	861,531
Cash flows from investing activities			
Dividends and interest from investments	5	136,164	102,243
Purchase of intangibles, property, plant and equipment	16,17	(817,307)	(270,417)
Purchase of investments	18	(914,838)	(1,917,267)
Proceeds from sale of investments	18	884,863	1,177,442
Net cash provided by(used by) investing activities		**(711,118)**	**(907,999)**
Change in cash and cash equivalents in the reporting period		(793,198)	(46,468)
Cash and cash equivalents at the beginning of the period		1,639,879	1,686,347
Cash and cash equivalents at the end of the period	**25**	**846,681**	**1,639,879**

The notes on pages 33 to 56 form part of these financial statements

1. General Information

Weston Hospicecare Limited is a charity registered in England and Wales and a private company limited by guarantee. The registered office is Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, BS23 4YQ.

2. Accounting Policies

2.1 Basis of preparation of financial statements

The financial statements 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 Republic of Ireland (FRS 102), (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Weston Hospicecare meets the definition of a public entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).
The financial statements are prepared in sterling which is the functional currency of the charity and group and rounded to the nearest pound. Comparative information relates to the year ended 31 March 2023.

2.2 Preparation of the accounts on a going concern basis

The charity reported a cash outflow of £793k during the year. The Trustees aim to achieve a balanced financial performance, and they are confident that the steps that they have undertaken this year will result in a continued positive performance over the next 1-3 years. The Charity has reserves as disclosed on page 17 which the trustees consider adequate to support the Charity in the unlikely event that the anticipated positive performance over the next 3 years is not quite achieved and, on this basis, the Trustees have prepared the accounts on a going concern basis.

2.3 Basis of consolidation

The financial statements consolidate the accounts of Weston Hospicecare Limited and of its subsidiary undertaking ('subsidiary') on a line-by-line basis.
The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.
The income and expenditure account for the year dealt with in the accounts of the group was a £529k deficit (2023: £256k surplus).

2.4 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named on the reference and administrative details page. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

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

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

2.6 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and 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.

For gifts in wills, entitlement is taken as the earlier of the date on which either the charity is aware that probate has been granted the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a gift in will in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where gifts in wills 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 gift in will is treated as a contingent asset and disclosed if material.

2.7 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.
All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities, they have been allocated on a basis consistent with the use of the resources.
Costs of generating funds are those costs incurred in fundraising and those costs incurred in trading activities that raise funds.
The costs of charitable activities are those of providing a community-based specialist palliative care service.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

2.8 Intangible Assets

Intangible assets over £500 are capitalised and stated at cost less amortisation. Amortisation is provided so as to write off the cost over their useful lives as follows:

Computer software	over 3 years

2.9 Tangible fixed assets and depreciation

Tangible fixed assets over £500 are capitalised and stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% straight line, except where an asset is re-lifed
Leasehold Property	evenly over the life of the lease
Motor vehicles	25% straight line
Fixtures & fittings	20% straight line
Computer equipment	over 3-5 years
Medical Equipment	25% straight line

Freehold property is stated at cost or valuation in the balance sheet less accumulated depreciation to date.

Assets under construction are capitalised but not depreciated until they are commissioned.

2.10 Investments

Listed investments are stated at market value at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Investments in subsidiaries are valued at cost less provision for impairment. These are valued at cost as there is not thought to be a significant difference with their market value.

2.11 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Items donated for resale are not included in the financial statements until they are sold.

2.12 Debtors

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

2.13 Cash at bank and in hand

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

2.14 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 and can be measured or estimated reliably.

2.15 Financial instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.16 Pensions

Employees can join a defined contribution pension scheme which is administered by Scottish Widows. The group also contributes to the NHS pension scheme on behalf of a number of staff who are eligible to join such schemes. Staff transferring from the NHS may continue to contribute to the NHS scheme. The NHS scheme is a defined benefit scheme but the charity is unable to identify its share of the underlying assets and liabilities and as permitted by FRS 102 (section 17 of Charities SORP), it accounts for the Plan as if it were a defined contribution scheme. As such these accounts do not recognise any assets or liabilities in relation to this scheme.

2.17 Donations in kind

In addition to the amounts included in the financial statements, the organisation benefited from many hours of volunteer help during the year, most of which came in the form of direct assistance in manning the administration office, fund raising, publicity and uncharged professional services. The charity could not have achieved its current level of accumulated funds or clinical service provision without their gratefully received assistance. Volunteers time is not recognised in the financial statements. We have also received support from local businesses such as donations of food and drink items which have been invaluable when running our events. Gifts in kind are not recognised in the financial statements.

2.18 Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight-line basis over the period of the lease.

2.19 Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make some judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure. However, the nature of estimation means that actual outcomes could differ from those estimates.

A key area of judgement in these financial statements is the recognition of legacy income, which requires judgement about whether the income is probable or not, and whether Weston Hospicecare holds entitlement to the monies. There is also estimation uncertainty regarding the reliability of the amount to be received. Many of the gifts in wills in the pipeline will include properties which are inherently uncertain in value as well as sometimes there being uncertainty regarding the amount of the estate to which Weston Hospicecare is entitled. The value of accrued income relating to gifts in wills has been estimated at £90k at 31st March 2024 (2023 £169k).

There are also judgements made in determining whether provisions are required and at what value. A provision for dilapidation has been made either where a specific claim has been registered, or where a lease is due to end within the next three years and Weston Hospicecare

does not intend to renew the lease – for properties where the lease is intended to be renewed, such properties are maintained annually to a standard where the risk of dilapidation costs are negligible and therefore no provision is made. A dilapidations provision of nil is held at the year-end and is disclosed in note 22 (2023 nil).

2.20 Employee Benefits

Short-term employee benefits and contributions to defined contribution pension schemes are recognised as an expense in the period in which they are incurred.

3. Donations and Gifts in wills

	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Trusts and grants	128,806	28,500	**157,306**	122,095	10,040	**132,135**
Covenants and Gift Aid	-	302,806	**302,806**	-	215,042	**215,042**
Other Donations and Collections	1,000	341,102	**342,102**	1,000	316,437	**317,437**
Gifts in wills	-	232,412	**232,412**	-	940,618	**940,618**
	129,806	**904,820**	**1,034,626**	**123,095**	**1,482,137**	**1,605,232**

4. Other trading activities

	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Fundraising	-	466,736	**466,736**	-	520,489	**520,489**
Lottery	-	167,112	**167,112**	-	183,823	**183,823**
Shops	-	2,525,812	**2,525,812**	-	2,336,614	**2,336,614**
	-	**3,159,660**	**3,159,660**	**-**	**3,040,926**	**3,040,926**

5. Investment Income

	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Dividends receivable	-	100,798	**100,798**	-	84,303	**84,303**
Interest receivable	-	35,366	**35,366**	-	17,940	**17,940**
	-	**136,164**	**136,164**	**-**	**102,243**	**102,243**

6. Charitable activities

	Restricted funds	Unrestricted funds	Designated funds	Total funds	Restricted funds	Unrestricted funds	Designated funds	Total funds
	2024	2024	2024	2024	2023	2023	2023	2023
	£	£	£	£	£	£	£	£
In-Patient Unit	-	745,701	-	**745,701**	-	708,909	-	**708,909**
Community	-	221,220	-	**221,220**	-	216,538	-	**216,538**
Day Services	-	55,937	-	**55,937**	80,000	53,892	-	**133,892**
Other Patient Services	-	93,643	-	**93,643**	-	88,740	-	**88,740**
	-	**1,116,501**	**-**	**1,116,501**	**80,000**	**1,068,079**	**-**	**1,148,079**

7. Other Income

	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Other income	-	13,421	**13,421**	-	22,988	**22,988**
	-	**13,421**	**13,421**	**-**	**22,988**	**22,988**

8. Costs of raising funds - voluntary income

		Unrestricted					Unrestricted			
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2024	2024	2024	2024	2024	2023	2023	2023	2023	2023
	£	£	£	£	£	£	£	£	£	£
Fundraising	5	107,577	42,914	-	**150,496**	15	164,199	32,076	-	**196,290**
Depreciation	1,196	844	1,066	-	**3,106**	170	1,227	918	-	**2,315**
	1,201	**108,421**	**43,980**	**-**	**153,602**	**185**	**165,426**	**32,994**	**-**	**198,605**

9. Costs of raising funds - fundraising

		Unrestricted					Unrestricted			
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2024	2024	2024	2024	2024	2023	2023	2023	2023	2023
	£	£	£	£	£	£	£	£	£	£
Fundraising	7	298,466	81,304	-	**379,777**	73	263,885	66,939	66	**330,963**
Lottery	2	72,160	15,485	-	**87,647**	21	73,499	11,494	-	**85,014**
Shops	9	1,910,211	317,167	-	**2,227,387**	109	1,651,190	266,717	-	**1,918,016**
Depreciation	398	99,249	10,561	-	**110,208**	1,426	96,094	9,095	-	**106,615**
Loss on disposal of fixed assets	-	-	-	-	**-**	-	927	-	-	**927**
	416	**2,380,086**	**424,517**	**-**	**2,805,019**	**1,629**	**2,085,595**	**354,245**	**66**	**2,441,535**

10 - Costs of raising funds - Investment management costs

		Unrestricted				Unrestricted		
	Restricted funds	Direct	Support	Total funds	Restricted funds	Direct	Support	Total funds
	2024	2024	2024	2024	2023	2023	2023	2023
	£	£	£	£	£	£	£	£
Investment managers fees	-	23,969	-	**23,969**	-	24,495	-	**24,495**
	-	**23,969**	**-**	**23,969**	**-**	**24,495**	**-**	**24,495**

11. Expenditure on charitable activities

	Unrestricted					Unrestricted				
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2024	2024	2024	2024	2024	2023	2023	2023	2023	2023
	£	£	£	£	£	£	£	£	£	£
In-Patient Unit	4,700	971,698	484,703	579	**1,461,680**	3,643	873,269	416,537	925	**1,294,374**
Community	1,773	444,841	110,820	480	**557,914**	1,619	390,152	97,348	100	**489,219**
Day Hospice	1,585	152,775	119,543	60	**273,963**	3,141	44,569	99,199	464	**147,373**
Other Patient Services	8,251	644,148	95,473	-	**747,872**	21,051	625,283	76,017	-	**722,351**
Depreciation	23,173	13,320	41,389	-	**77,882**	13,416	20,430	35,639	195	**69,680**
	39,482	**2,226,782**	**851,928**	**1,119**	**3,119,311**	**42,870**	**1,953,703**	**724,740**	**1,684**	**2,722,997**

12. Governance costs

	Restricted funds	Unrestricted		Total funds	Restricted funds	Unrestricted		Total funds
		Direct	Support			Direct	Support	
	2024	2024	2024	2024	2023	2023	2023	2023
	£	£	£	£	£	£	£	£
Audit fees	-	15,697	-	**15,697**	-	13,900	-	**13,900**
Auditors non-audit costs	-	14,714	-	**14,714**	-	2,262	-	**2,262**
Trustee indemnity insurance	-	638	-	**638**	-	638	-	**638**
Trustee other professional fees	-	3,540	-	**3,540**	-	-	-	**-**
	-	**34,589**	**-**	**34,589**	**-**	**16,800**	-	**16,800**

Governance costs shown above are no longer separately disclosed on the dace of the SOFA but are included within support costs.

13. Net Income/(Expenditure)

This is stated after charging/(crediting):	Total funds 2024 £	Total funds 2023 £
Amortisation of intangible fixed assets	2,658	9,465
Depreciation on tangible fixed assets	215,060	187,794
Loss on disposal of fixed assets	-	62
Operating lease costs (land & buildings)	259,446	220,715
Operating lease costs (other)	1,526	1,667
Audit fees	15,697	13,900
Auditors non-audit fees (Corporation tax)	1,213	2,262
Auditors non-audit fees (Vat advice)	13,500	-

14. Staff costs

Staff costs were as follows:

	2024 £	2023 £
Wages and salaries	3,682,079	3,264,572
Social security costs	309,374	278,105
Defined contribution pension costs	236,386	201,165
	4,227,839	**3,743,842**

Social security and pension costs are allocated to activities in proportion to the related staff costs incurred.

The key management personnel of the group, all employed by the Charity, were as follows:

2023/24 and 2022/23

- Chief Executive
- Director of Patient Services
- Director of Retail
- Director of Fundraising & Communications
- Director of Finance, IT and Risk
- Finance Manager
- Head of People Services
- Head of Estates and Facilities (2023/24 only)

The total employee benefit of the key management personnel was £545,707 (2023: £435,279)

The average monthly number of employees during the year were as follows:

	2024	2023
	Number	Number
Fundraising	12	15
Shops	60	56
Clinical	65	61
Premises and support	21	20
Management and administration	10	9
	168	**161**

The number of higher paid employees were:

	2024	2023
	Number	Number
In the band £60,001-£70,000	3	3
In the band £70,001-£80,000	-	-
In the band £80,001-£90,000	-	1
In the band £90,001-£100,000	1	-
	4	**4**

During the year pension contributions of £34,872 (2023: £28,674) were made on behalf of the staff earning in excess of £60,000.

	Cost of Gen. Vol. Income	Cost of Generating Funds			Resources Expended on Charitable Activities					
Support Function	**Fundraising (non-Events Team)**	**Lottery**	**Fundraising (Events Team)**	**Shops**	**IPU**	**Community**	**Day Hospice**	**Other Patient Services**	**Total funds 2024**	**Total funds 2023**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Catering	-	-	-	-	79,288	2,643	46,251	3,964	132,146	101,993
Management Services	13,599	6,799	20,398	27,198	27,198	20,398	13,599	6,799	135,988	131,033
Corporate	1,345	1,345	6,275	11,205	8,964	6,723	4,482	4,482	44,821	60,551
Facilities	4,084	-	12,253	57,181	261,400	24,506	32,675	16,338	408,437	358,883
Finance	6,370	4,941	7,721	63,465	34,567	17,173	2,621	22,002	158,860	100,486
Governance	789	-	2,297	15,973	8,125	3,611	1,252	2,542	34,589	16,800
People Services	4,292	-	12,499	86,930	44,219	19,652	6,814	13,836	188,242	188,787
Communications	7,201	2,400	9,601	12,001	2,400	2,400	4,800	7,201	48,004	-
IT	5,234	-	10,260	43,214	18,542	13,714	7,049	18,309	116,322	107,794
Support Costs excl JBH	**42,914**	**15,485**	**81,304**	**317,167**	**484,703**	**110,820**	**119,543**	**95,473**	**1,267,409**	**1,066,327**
Properties	1,066	249	3,844	6,468	19,711	3,987	11,080	6,611	53,016	45,652
Total Support costs	**43,980**	**15,734**	**85,148**	**323,635**	**504,414**	**114,807**	**130,623**	**102,084**	**1,320,425**	**1,111,979**

Staff costs	738,251	607,040
Revenue expenditure	503,222	440,615
Depreciation	78,952	64,324
Total	**1,320,425**	**1,111,979**

Allocation of support costs is based on the most appropriate method of allocation which includes number of meals, headcount, floor area etc.

Costs reported as 'Direct' costs under other categories are not included in the table shown. Costs which relate to restricted and designated funds have not been re-allocated.

16. Intangible assets

Charity and Group	Computer software
	£
Cost	
At 1st April 2023	91,047
Additions	-
Disposals	(2,291)
Transfer between classes	8,308
As at 31st March 2024	**97,064**
Amortisation	
As at 1st April 2023	89,543
Charge for the year	2,658
On disposals	(2,291)
As at 31st March 2024	**89,910**
Net book value	
At 31st March 2024	**7,154**
At 31st March 2023	1,504

Amortisation is included in the consolidated statement of financial activities within restricted and unrestricted expenditure on charitable activities.

17. Tangible fixed assets

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Group				
Cost				
At 1st April 2023	3,747,100	377,889	74,622	419,029
Additions	489,827	21,688	-	54,875
Disposals	(1,551)	(39,733)	(1,586)	(63,161)
Transfer between classes	80,682	-	-	-
At 31st March 2024	4,316,058	359,844	73,036	410,743
Depreciation				
At 1st April 2023	1,336,900	166,746	37,503	333,558
Charge for the year	88,967	34,740	13,887	33,801
On disposals	(1,551)	(39,733)	(1,586)	(63,161)
Transfer between classes	-	-	-	-
At 31st March 2024	1,424,316	161,753	49,804	304,198
Net book value				
At 31st March 2024	**2,891,742**	**198,091**	**23,232**	**106,545**
At 31st March 2023	2,410,200	211,143	37,119	85,471

	Assets under construction	Computer equipment	Medical equipment	Total
Group	£	£	£	£
Cost				
At 1st April 2023	97,239	218,762	254,535	**5,189,176**
Additions	136,222	40,920	73,775	**817,307**
Disposals	-	(115,443)	(83,949)	**(305,423)**
Transfer between classes	(88,990)	-	-	**(8,308)**
At 31st March 2024	144,471	144,239	244,361	**5,692,752**
Depreciation				
At 1st April 2023	-	177,438	223,598	**2,275,743**
Charge for the year	-	25,240	18,425	**215,060**
On disposals	-	(115,443)	(83,949)	**(305,423)**
Transfer between classes	-	-	-	**-**
At 31st March 2024	-	87,235	158,074	**2,185,380**
Net book value				
At 31st March 2024	**144,471**	**57,004**	**86,287**	**3,507,372**
At 31st March 2023	97,239	41,324	30,937	**2,913,433**

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Charity				
Cost				
At 1st April 2023	3,747,100	377,889	74,622	387,422
Additions	489,827	21,688	-	54,875
Disposals	(1,551)	(39,733)	(1,586)	(62,932)
Transfer between classes	80,682	-	-	-
At 31st March 2024	4,316,058	359,844	73,036	379,365
Depreciation				
At 1st April 2023	1,336,900	166,746	37,503	301,950
Charge for the year	88,967	34,740	13,887	33,801
On disposals	(1,551)	(39,733)	(1,586)	(62,932)
Transfer between classes	-	-	-	-
At 31st March 2024	1,424,316	161,753	49,804	272,819
Net book value				
At 31st March 2024	**2,891,742**	**198,091**	**23,232**	**106,546**
At 31st March 2023	2,410,200	211,143	37,119	85,471

	Assets under construction	Computer equipment	Medical equipment	Total
Charity	£	£	£	£
Cost				
At 1st April 2023	97,239	218,762	254,535	**5,157,569**
Additions	136,222	40,920	73,775	**817,307**
Disposals	-	(115,443)	(83,949)	**(305,194)**
Transfer between classes	(88,990)	-	-	**(8,308)**
At 31st March 2024	144,471	144,239	244,361	**5,661,374**
Depreciation				
At 1st April 2023	-	177,438	223,598	**2,244,136**
Charge for the year	-	25,240	18,425	**215,060**
On disposals	-	(115,443)	(83,949)	**(305,194)**
Transfer between classes	-	-	-	**-**
At 31st March 2024	-	87,235	158,074	**2,154,002**
Net book value				
At 31st March 2024	**144,471**	**57,004**	**86,287**	**3,507,372**
At 31st March 2023	97,239	41,324	30,937	**2,913,433**

18. Fixed asset investments

	Investments
Group	**£**
Market value	
At 1st April 2023	3,932,741
Additions	914,838
Disposals	(884,863)
Gains on disposals/revaluations	112,633
At 31st March 2024	**4,075,349**
Historical cost	3,879,793

Group investments, at market value, comprise:	2024	2023
	£	**£**
Fixed Interest Securities	1,817,611	1,209,268
UK Equities	618,563	703,557
Overseas Equities	940,635	1,100,957
Alternative Investments	698,540	918,959
At 31st March 2024	**4,075,349**	**3,932,741**

Investments are classified as UK or Overseas, based on the domicile of the individual fund management companies included in the portfolio.

	Listed securities	Shares in group undertakings	Total
Charity	**£**	**£**	**£**
Market value			
At 1st April 2023	3,932,741	1,000	3,933,741
Additions	914,838	-	914,838
Disposals	(884,863)	-	(884,863)
Gains on disposals/revaluations	112,633	-	112,633
At 31st March 2024	**4,075,349**	**1,000**	**4,076,349**
Historical cost	3,879,793	1,000	3,880,793

19. Stocks

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Finished goods and goods for resale	36,219	36,901	-	-

In the year ended 31st March 2024 £73,034 was the amount of inventory recognised as an expense (2023: £61,812). Stock to the value of £5,168 has been written down in the year (2023: £6,092).

20. Debtors

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade Debtors	98,130	408,071	98,130	408,071
Amounts owed by group undertakings	-	-	-	33,333
Other debtors	5,887	70,946	5,621	70,946
Prepayments and accrued income	390,360	420,931	390,360	420,931
	494,377	**899,948**	**494,111**	**933,281**

21. Creditors: Amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade Creditors	229,291	160,204	228,379	147,842
Amounts owed to group undertakings	-	-	2,283	-
Social security and other taxes	66,475	66,027	66,475	66,027
Other creditors	49,299	36,116	49,299	35,187
Accruals and deferred income	225,284	236,360	220,362	231,673
	570,349	**498,707**	**566,798**	**480,729**

Deferred income at 31st March 2024 was £105,983 (2023: £102,292). The amounts deferred at 31st March 2024 will be recognised in the 2024/25 financial year.
Deferred income relates to either invoices raised for the ICB block grant paid one month in advance or to lottery sales received for future draws.

22. Provisions

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Opening Balance	-	91,750	-	91,750
Provision released	-	(91,750)	-	(91,750)
Provision created	-	-	-	-
Closing balance	**-**	**-**	**-**	**-**

The provisions shown are dilapidation provisions for costs of possible works to make good dilapidations of leased properties. Please refer to note 2.19 for an explanation of what drives the decision whether or not to include a dilapidation provision.

23. Statement of Group funds (consolidated)

	Brought Forward	Incoming resources	Resources expended	Transfers in/out	Gains/ (losses)	Carried forward
	£	£	£	£	£	£
Designated Funds						
Friends Designated Fund	3,276	-	(543)	(703)	-	2,030
Jill Dando Designated Fund	8,584	-	(576)	88	-	8,096
Capital Projects and Investment Losses Fund	756,274	-	-	(169,400)	-	586,874
Total designated funds	**768,134**	**-**	**(1,119)**	**(170,015)**	**-**	**597,000**
General Funds						
Weston Hospicecare Limited	7,649,484	5,191,596	(5,920,713)	216,303	112,633	7,249,303
Weston Hospicecare Mart Limited	44,690	138,970	(138,970)	-	-	44,690
Total general funds	**7,694,174**	**5,330,566**	**(6,059,683)**	**216,303**	**112,633**	**7,293,993**
Total unrestricted funds	**8,462,308**	**5,330,566**	**(6,060,802)**	**46,288**	**112,633**	**7,890,993**
Restricted funds						
Capital Donations	440,664	112,552	(26,098)	(42,718)	-	484,400
Operating Costs	22,727	17,254	(15,001)	(3,570)	-	21,410
Total restricted funds	**463,391**	**129,806**	**(41,099)**	**(46,288)**	**-**	**505,810**
Total funds	**8,925,699**	**5,460,372**	**(6,101,901)**	**-**	**112,633**	**8,396,803**

Purposes of unrestricted funds

Friends Designated Fund: The Board of Trustees resolved that £10,000 raised by the Friends of the Hospice would be set aside as a designated fund during the financial year 2015/16 and an additional £5,000 was added in 2019/20. The funds are being used for projects decided by the Friends of the Hospice, and views have been sought from their members.

Jill Dando Designated Fund: This fund has been designated by the Trustees in order to aid patients with insufficient personal resources to finance activities which have immediate spiritual, psychological or emotional impact on their wellbeing. An additional £1,596 was added in 2021/22.

Capital projects and investment losses Designated fund: This fund was set up in 2022/23 to account for costs of known future capital projects (within the next 18 months) and protect the Hospice against potential investment losses. The fund is to be reviewed on an annual basis.

Purposes of restricted funds

Grants and donations:

Weston Hospicecare Limited has received grants and donations where the donor has restricted the intended use of the income. Where these have been received in relation to capital items, the assets have been capitalised under tangible fixed assets and the grants received have been included as a restricted fund and the depreciation charged on these items in the year are set against this restricted fund.

Transfers between funds

The 2023/24 accounts show transfers to designated and from restricted funds to unrestricted general funds and vice versa. These have been undertaken for the following reasons:

Transfer	Amount £	Reason
Transfer from designated funds to general unrestricted funds	(170,015)	Funds spent on fixed assets which had already been released to the general fund (£730). Release of 2023/24 capital project funds spent/Creation of fund to support future capital projects (£169,400). Interest income generated by the designated fund bank accounts, Friends and Jill Dando was £115.
Transfer from restricted funds to the general unrestricted fund	(42,718)	Restricted fund released to general fund once capital amount fully spent.
Transfer from restricted funds to the general unrestricted fund	(3,570)	Funds expended through general unrestricted fund but covered by restricted funding.
Total	(216,303)	

24. Analysis of net assets between funds

	Restricted Funds 2024 £	Unrestricted Funds 2024 £	Total funds 2024 £	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Intangible assets	-	7,154	7,154	-	1,504	1,504
Tangible fixed assets	410,928	3,096,444	3,507,372	118,881	2,794,552	2,913,433
Fixed asset investments	-	4,075,349	4,075,349	-	3,932,741	3,932,741
Current assets	94,882	1,282,395	1,377,277	344,510	2,232,218	2,576,728
Creditors due within one year	-	(570,349)	(570,349)	-	(498,707)	(498,707)
Provisions	-	-	-	-	-	-
	505,810	**7,890,993**	**8,396,803**	**463,391**	**8,462,308**	**8,925,699**

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

	Note	2024	2023
		£	£
Net movement in funds for the reporting period (as per the statement of financial activities)		(528,896)	256,301
Adjustments for:			
Depreciation/Amortisation	16, 17	217,718	197,259
Dividends, interest and rents from investments		(136,164)	(102,243)
Net (gains)/losses on disposal and revaluation of investments		(112,633)	275,535
Loss on disposal of fixed assets	17	-	62
Decrease/(Increase) in stocks	19	682	(5,667)
Decrease in debtors	20	405,571	302,276
Increase in creditors	21	71,642	29,758
(Decrease) in provisions	22	-	(91,750)
Net cash (used in)/provided by operating activites		**(82,080)**	**861,531**

Analysis of cash and cash equivalents:	2024	2023
Cash in hand	846,681	1,639,879
Total cash and cash equivalents	**846,681**	**1,639,879**

26. Pension commitments

The group contributes to personal pension schemes of its staff. These are defined contribution schemes.

The pension cost charge represents contributions payable by the charity and amounted to £236,386 (2023: £201,165). Contributions totaling £48,085 (2023: £36,251) were payable to the schemes at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31st March 2024 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2024	2023	2024	2023
Group	£	£	£	£
Expiry date:				
Within 1 year	224,649	254,891	1,526	1,667
Between 2 and 5 years	686,214	781,441	-	1,530
After more than 5 years	320,518	435,322	-	-
	1,231,381	**1,471,654**	**1,526**	**3,197**

At 31st March 2024 the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2024	2023	2024	2023
Charity	£	£	£	£
Expiry date:				
Within 1 year	224,649	254,891	1,526	1,667
Between 2 and 5 years	686,214	781,441	-	1,530
After more than 5 years	320,518	435,322	-	-
	1,231,381	**1,471,654**	**1,526**	**3,197**

28. Related Party Transactions

No trustee received any remuneration or were reimbursed expenses (2023: Expenses for one trustee relating to mileage £284). Donations of £408 were received from three trustees during the period (2023: two trustees £440). During the year the Charity incurred costs of £638 (2023: £638) relating to trustees' indemnity insurance. There have been no additional related party transactions during the reporting period which require disclosure.

29. Capital Commitments

In 2023/24 Weston Hospicecare had capital commitments of £157k relating to the Waterloo Street building improvements project (2023: £383k relating to the Day Services refurbishment project).

30. Contingent Assets

Where gifts in wills 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 gift in will is treated as a contingent asset. The estimated value of legacies not included as income in these accounts and which have been notified but not received as at 31 March 2024, was £414k (2023: 158k).

31. Subsidiaries

Weston Hospicecare Limited has one wholly owned trading subsidiary incorporated in the United Kingdom as detailed below.

Company name	Country	Percentage shareholding	Description
Weston Hospicecare Mart Limited (Registered number: 02516643)	England and Wales	100	Retailing of new goods and commission on gift aid via charity shops

The profits chargeable to corporation tax are gift aided to Weston Hospicecare Limited. A summary of the trading results of the subsidiary is shown below. Audited financial statements will be filed with the Registrar of Companies.

	2024 £	2023 £
Turnover	138,970	111,946
Cost of sales	(73,034)	(61,796)
Gross profit	**65,936**	**50,150**
Administration expenses	(10,282)	(10,016)
Profit/(loss) on ordinary activities before taxation	**55,654**	**40,134**
Tax on profit/(loss) on ordinary activities	-	-
Profit/(loss) for the financial year	**55,654**	**40,134**

Analysis of net assets of subsidiary	2024 £	2023 £
Fixed assets	-	-
Current assets	51,524	97,003
Current liabilities	(5,834)	(51,313)
Net assets	**45,690**	**45,690**

32. Taxation

The charity's main activities have been exempted from corporation tax under Part II of CTA 2010.

WESTON HOSPICECARE LIMITED

England & Wales - Charity number 900328

Accounts

Weston Hospicecare



Annual reports and accounts

For the year ending March 2023









Registered Charity No. 900328 | westonhospicecare.org.uk
Company Registration No. 2414541

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Welcome from the Chair

I am pleased to present such a positive annual report and accounts for the year ended 31 March 2023.

I was delighted that Weston Hospicecare had been voted “Best Charity” of the year in the Great British Awards – Business and Community, and this is a reflection of the leadership of our outgoing Chair Judi Driscoll, who retired in May 2023, and our excellent Chief Executive Paul Winspear and his senior management team, as well as all members of staff and volunteers.

Taking the Chair of a Charity that has very recently been awarded the status of the “Best in Britain” is an awesome responsibility.

“Our Hospice” arose from the desire of the people of Weston-super-Mare and the surrounding area, to create better conditions for those who were unfortunately affected by serious and life-threatening illnesses. From the outset, we were able to place specialist nurses to assist our primary care services with people who wished to remain in their own homes at the end of life. Gradually, through the efforts of our supporters and other benefactors, we were able to establish a fully functioning hospice with facilities to take people in, to be cared for with compassion and great expertise.

Palliative care is not simply about relief of physical distress. We also work hard to help the families and friends of our patients, as they must deal with enormous upheavals in their lives. In this regard we know that there is much more we can do. This year will see the beginning of an expansion in our “day services”, from within a newly modernised and extended hospice building.

To be able to maintain and develop our work, we need a secure and constant supply of money. The tireless efforts of our retail and fundraising teams and the steadfast support of the army of volunteers and helpers has



been nothing short of remarkable throughout the pandemic years. The future of the economies of Europe are still under threat from war and rapidly changing demographics, so the relationship between our Hospice and our community needs to be constantly refreshed.

During the last year we saw the departures of several longstanding members of the Board of Trustees, who have given unstintingly their time and expertise to the Charity. John Davey, Simon Price, Leslie Millar and Liz Turner. They are now to be followed by Hilary Emery, Michelle Michael and our outgoing Chair, Judi Driscoll. Working with such people has been for me, an essential part of learning the role of a Trustee and I would like to record the Board thanks and appreciation for their many years of loyal service.

I am delighted to be able to announce however that the Board have invited both Judi and Michelle to be our new Patrons.

I am confident that with the range of expertise on the new Board of Trustees and the continuing work of the management teams, the Hospice will continue to flourish and diversify its activities in coming years.

Dr Peter Smith
Chair of Trustees

Message from our Chief Executive



2022/23 has been notable for many reasons, not least a return to something a little more normal after two prior years having been heavily impacted by the pandemic. COVID-19 still managed to affect us to a lesser degree, not through lockdowns but in sickness levels and a continuing need to self-isolate and test. A risk-based approach to relaxation of COVID-19 precautions saw us gradually throw off the final shackles of the illness and by the end of the year, things really did feel close to normal.

However, the past few years will have a longer-lasting legacy, including a workplace landscape altered permanently with staff expecting a degree of flexibility in their working arrangements that didn't exist before, social impacts on everyone but most particularly our children and elderly, late illness diagnoses affecting end of life prognosis and care, and many related aspects. During the same period rampant inflation and a resulting cost of living crisis, continuing reverberations of Brexit, political disarray at Westminster and the loss of a beloved monarch have caused a sense of disquiet in some staff and exacerbated mental health conditions in others. It really has been a challenging time for a hospice!

And yet, in spite of all this, we have enjoyed a very successful year at Weston Hospicecare, centred around continuation of every clinical service line and expansion of our care activities where we have been able to secure necessary funding. Key care provision achievements of 2022/23 include:

- Construction and commissioning of two bespoke garden counselling rooms.
- Additional resource in our Family Support Team, and a growth of our Children and Young Persons' bereavement counselling service.
- Improvements to our IPU common areas enjoyed by patients, visitors and staff.
- Total replacement of our IPU plant room with the installation of twin high-efficiency gas boilers and maximum backup/redundancy.
- Landscaping of our courtyard to install a sensory garden for the enjoyment of patients, visitors and staff with water feature commemorating our 30th anniversary.
- Relocation of our Men-in-Sheds from the small shed on hospice grounds to a large cricket pavilion in the town; having planted the seed here, the 'shedders' have grown and transplanted to a community setting where the impact of their group is more publicly visible.
- A steady march towards electronic prescribing, albeit with some IT challenges still to overcome.
- A green light from our Board of Trustees to embark on the largest single project in the last 10 years at the hospice – a total transformation of our Day Hospice spaces, with work starting in April 2023.
- A green light from our Board of Trustees for the renovation and modernisation of our hospice kitchen.
- Continuation and further development of our clinical services are described within the Quality Accounts for the full year.

Maintaining and growing our care provision is only possible if we can keep growing our income, particularly in light of high inflation and cost pressures on both payroll and non-payroll expenses. During 2022/23 we have had several discussions with the Integrated Care Boards of

Somerset and the BNSSG, resulting in some improvements to our block funding contracts, which we greatly appreciate. Nonetheless, and affected slightly by a particularly strong income year thanks to higher than usual legacy (gifts in wills) income, our commissioners contributed just 18.2% of our total income for 2022/23, with the remaining 81.8% coming from our Retail stores and our various Fundraising activities.

2022/23 was a transformative year for our Retail division, with our new Superstore/Donation Centre opening just prior to year beginning and exceeding our expectations throughout the period, joined by an even larger store at North Worle, the combination of these taking our Retail income and net income to new highs.

On the senior management team we welcomed a new member Peter Sloman, Director of Finance, IT and Risk. At the time of writing, we have recruited a new Director of Fundraising & Communications, Julian Hall and a new Head of Estate & Facilities, Fiona WIlkie.

Elsewhere, it has been a time of considerable change for our Board of Trustees with a number of Trustees stepping down, replacement Trustees joining us, and the Chair of Trustees due to change hands in May 2023. Our governance structures stay as strong as before, with all Trustee sub-committees functioning as required. I wish to thank those Trustees who have stepped down for their service: Leslie Millar, Simon Price, John Davey, Liz Turner, Hilary Emery, Michelle Michael, and most particularly our Chair of Trustees Judi Driscoll who is handing over the Chair to Dr Peter Smith in May 2023, and supported by Vice-Chair John Bangham.

The only ever-constant is change, and each of us is a steward of the hospice for a short time before passing the baton on to someone else. As an institution, the hospice goes from strength to strength and belongs to the local people of Somerset and North Somerset whom we serve, and on whose behalf we were excited not only to receive not only the South West award but the national award of 'Charity of the Year' in the Great British Business and Community Awards for 2022.

On behalf of everyone associated with the hospice, I wish to sincerely thank our staff, volunteers, trustees and supporters for your diligence and hard work to ensure the hospice continues to thrive.

Paul Winspear
Chief Executive Officer

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Trustees Annual Report

The trustees are pleased to present their annual report with the audited, consolidated financial statements of Weston Hospicecare Limited ("the hospice") for the year ending 31st March 2023.

The trustees report incorporates the requirements of a Directors' report required by company law.

Objectives and activities
The objectives of the charity are to:

- provide medical, clinical and therapeutic care to any adult person who has a life limiting illness, promoting and valuing diversity, supporting them in their normal place of residence or within the hospice and so far as possible enabling patients to die in their preferred place of care;
- conduct, participate in and promote research into the treatment of persons suffering from cancer or other terminal illness;
- promote the teaching and education of those providing clinical or allied services; and
- provide emotional and spiritual support and guidance to patients and those around them.

The aim of the hospice is to provide specialist palliative care. To achieve this the hospice provides a health care environment, provided by well-trained and sensitive staff with sufficient time to address the complex needs of patients. The hospice supports colleagues (who have to work with many competing pressures) in both the primary healthcare setting and hospitals and other non-NHS healthcare environments.

Community
The hospice employs eight Hospice Community Nurse Specialists (HCNS) and one Hospice Community Nurse (HCN). They are highly trained, skilled palliative care professionals. The HCNS are allocated to GP practices and work as core members of the primary healthcare team.
The role of the HCNS is to:

- support the patient and family by managing symptom control such as pain and nausea;
- provide information regarding diagnosis and treatment;
- liaise with primary healthcare teams on a plan of care; and
- be the key worker within the hospice and refer patients to other hospice services and other community services.

In-Patient Unit
The hospice operates its own ten-bed in-patient unit at its headquarters in Weston-super-Mare. The unit provides high quality specialist clinical care for patients with life limiting conditions needing symptom control and palliative care.

Day Services
The hospice's multi-disciplinary Day Services runs three days a week and its main aims are to promote patient independence and improve quality of life through symptom control and rehabilitation, offering psychological support, and providing respite for carers. Patients' individual needs are a priority.

Within the Day Services environment complementary therapies and a range of creative therapies (dance and movement and crafts) are also provided.

The Family Support Team
This service provides emotional and spiritual support (e.g. bereavement care, Buddy groups, Men-In-Sheds, chaplaincy) to both patients and their loved ones, as well as practical support and guidance.

Our volunteer Companions provide support to patients and carers, and our Chat and Cherish group exists for family and friends.

Buddy groups are informal bereavement groups that offer a warm welcome to bereaved carers who would value social contact and support and may find it helpful to talk to others who understand the complex and mixed emotions bereavement can bring.

Public Benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. All our charitable activities focus on offering completely free care and support to people and their families affected by life limiting illnesses and are undertaken to further our charitable purposes for the public benefit. Our work is continued with families and carers after patients have died.



Strategic Report

The Strategic Report required under company law comprises three sections: Achievements and Performance, Financial Review and Plans for Future Periods.

Achievements and Performance

In last year's Trustees' Report, we set out the following priorities for the forthcoming year:

Priority	Outcome
Achieving Budget 2022/23	The budget set for 2022/23 was a prudent budget taking into account some of the cost of living pressures starting to emerge at the time. We have finished the financial year in a position better than budgeted thanks to several of our retail units performing significantly better than expected, rent reviews in our favour and also helped by £130k relating to a covid-19 business interruption claim. Our Integrated Care Board (ICB)'s gave us a higher than expected uplift in funding for this year and we have had great support from the public, despite cost of living pressures, although our Hospice managed events did see a drop in participation and sponsorship.
Consolidate on improvements made to expanding Clinical Services	Existing services have been maintained and some enhancements have also been made such as: • Installation of two new garden counselling rooms thanks to grant funding • The children and young person's bereavement counsellor role has been changed from fixed-term to permanent due to the difference we can see the role has made to our younger bereavement patients. • Purchase of two cuddle beds to allow patients in our in-patient unit to spend the night in the same bed as their loved ones which really has made such a positive difference.
Retail operations review	In July 22 we got the keys to our new North Worle store which opened its doors mid-August. This has been a great success for us so far, allowing easier donation drop-off along with our Superstore. Work continues to streamline and make more efficient various operations across the retail estate.
5 year strategy - year 4	Work continues to scope out our Hospice @ Home service which was part of our 5 year strategy and the refurbishment of our Day Services space within the Hospice is well underway.
Governance initaitives	The NHS' Data Security and protection toolkit continues to be completed. In parallel, work is always ongoing with information governance and GDPR compliance, with the hospice Information Governance panel meeting monthly. A huge amount of effort has gone into risk assesments and we are in the process of upgrading our risk management system using software package Vantage

Community	2023	2022
Total number of patients	808	737
Discharges	52	76
Deaths	396	345
% died in preferred place of care	91%	88%

"We will never forget all that you did for …. We are all so grateful to you – your medical expertise, care, reassurance and compassion gave …. confidence and allowed us all to have precious extra time with him. Saying thank you seems inadequate really, but thank you so much"

A Weston Hospicecare Community Patient's relative, June 2022

- We aim for 80% of patients to complete an Advance Care Plan. In 2022-23, we achieved this with 90%.
- 91% of patients died in their preferred place of care, 3% higher than the previous year.
- The community team had staff shortages during this year, but at time of writing we are fully staffed. Despite this the community team made 2,043 visits and 10,041 contacts including phone and video calls.

In-patient Unit	2023	2022
Admissions	161	144
Discharges	43	26
Deaths	104	107
Average length stay (days)	14.8	15.7
Average bed occupancy	73%	67%

The in-patient Unit:

- Manages symptoms that are particularly complex and have been difficult to control at home.
- Helps people adapt to changes so they can go back home.
- Provides care at the end of life when it is not possible or preferred not to die at home.
- Operates a 24/7 Advice Line supported by nursing and medical staff which received 386 out of hours calls compared to 321 the previous year, providing invaluable advice to professionals, families and those looking after someone needing advice, or support to continue care in their normal place of residence.
- ·Similar to most healthcare settings, due to COVID-19 pandemic, we have regularly risked assessed and reviewed policies to ensure safety of staff and patients. At time of writing restrictions are back to what they were pre-pandemic.
- We have been fully staffed most of this year with resulting increase in bed capacity from 67% to 73%.

1,745 patients supported across all services in 2022/23

"I cannot even begin to explain how much your love, care and support has meant to me over these last few weeks. Your cuddles when I felt sad, the fantastic tray of morning delights 'just how I liked them' first thing just added the cherry to the top.
This hospice is a wondrous charity and anyone who works here are so beautiful, inside and out.
I love everything that happens here, what a close knit team you are and talk to each other so well. Teamwork is definitely a word that runs through this place.
I wasn't expecting to be here half as long as I was and I'm very grateful to have been given this chance to experience time having respite to clear my head, tell my children, create important memories for my kids and get myself together.
Now I am deteriorating quickly but it's great to know who is looking after me.
I love you all so much for the love and kindness you have shown me. I know it's your job but it's so much more than that for you I know.
With lots of love to you for your advice, wisdom, you are beautiful souls"
A Weston Hospicecare In-patient,
September 2022

Day Services	2023	2022
Total number of patients	105	84
Attendance (sessions)	932	617
Complementary Therapy treatments	1,117	1,141

- Our Day Services play a crucial role in promoting independent living and quality of life for patients and carers.
- Day Numbers remained limited to 10 patients a day, due to initial risk assessments and staffing still being affected by COVID-19, but Day Services continued three days a week.Some groups, such as Expressive Movement Therapy have also continued through this period.
- We are redeveloping Day Services to make it a more therapeutic environment and inviting for younger patients who are an increasing part of our patient cohort. We will add treatment rooms that will also be available for out-patients, as well as taking advantage of our gardens by adding bi-fold doors, improving natural lighting with skylights and add technology to improve our patient's experience.
- Non-cancer attendance 25%, a decrease of 9%, mainly due to fatigue and breathlessness and neurological groups not recommencing after COVID-19.
- This year we had a reduced number of volunteer contact in Complementary Therapy, due partly to volunteers needing to relaunch their own business' after COVID-19.However, this year we provided 1,117 treatments to 289 clients.

"I am usually very stressed and down, but coming here I was listened to and nothing was too much trouble. I was always looked after well and also have a lovely meal"

A Weston Hospicecare Day Services patient, April 2022

Family Support Team	2023	2022
Chaplaincy:		
Face to face contacts	885	1,072
Total number of patients	174	185
Bereavement service:		
Face to face contacts	651	641
Total number of clients	214	274
Volunteer contacts	769*	551
Companion services:		
New referrals	48	40
Volunteer contacts	1,469	953

*Not including Men in Sheds, which is run by Volunteers

- Caring for the family, including after death is a key component of hospice support.
- Our clinical volunteers remain integral to the work of the hospice, providing companionship and emotional support.

"My friend has benefitted greatly from the companion that you arranged for her, also the visit from your chaplain and the additions to her flat via the occupational therapist. There are so many things put in place now thanks to you, so thank you so much"

A Weston Hospicecare Family Support team client, November 2022

"The support I received from everyone helped me carry on caring for my husband and helped me cope when he passed away. I'm not sure if I could have managed without the support. Thank you.
First time hypnotherapy session can't believe how relaxed it made me feel. Felt I had an out of body experience in a nice way leaving all my worries behind"

A Weston Hospicecare Complementary Therapy patient, May 2022

Compliments and Complaints

- The hospice aims to provide the best possible care and as a hospice, we take every suggestion and complaint seriously and aim to learn from these occasions. We also take the opportunity to learn from compliments and share good practice.
- In 2022-23, we received 499 compliments in our clinical areas. This is up from 403 in 2021-22. We had 5 complaints this year (3 were verbal complaints), none of a serious nature and all dealt with satisfactorily. There were 2 more from the previous year in our clinical areas.
- We aim for 90% of our patient's friends and family to rate their experience of our service as very good. In 2022-23, we achieved this with 96% (with 4% good).

IWantGreatCare

The hospice continues to take part in "iWantGreatCare", a platform to let patientsleave meaningful feedback on their care, say thank you and help the next patients.

IWantGreatCare demonstrates that we are transparent, aware and open to patients' experience as a central part of delivering high quality care.

https://www.iwantgreatcare.org/hospitals/weston-hospice

At the beginning of 2023, Weston Hospicecare was awarded the iWantGreatCare certificate of excellence for delivering outstanding care.

Our People

Our people, whether paid staff or volunteers, are the heart of our organisation. Each person, in each team has an important role to play – bringing different skills, knowledge and expertise – which support the successful running of the hospice.



Our clinical teams are supported by our catering and housekeeping teams to provide the best care possible for our patients and their families/carers. Our retail and fundraising teams raise the much needed income to support the work we do. Our staff in finance, maintenance, facilities, reception, HR, training and volunteer services provide support to keep our other teams functioning.
We focus our recruitment for both paid staff and volunteers on equal opportunities, concentrating on role requirements.

Employees
We remain committed to recruiting, developing and retaining qualified, experienced, competent and well-motivated professionals. We seek to recruit from all areas of our community and have enjoyed being able to return to attending Jobs Fairs meeting people face to face to talk about our roles.

As at the year-end we employed 113 whole time equivalent staff in the charity including Retail. Staff are supported through an Employee Assistance Programme and Mental Health First Aiders. We also have a Freedom to Speak Up Guardian and Freedom to Speak Up Champions, who provide a channel for staff to raise issues or concerns.

The hospice promotes continued learning and development and seeks opportunities and support for all staff to develop themselves both personally and professionally. We have secured funding from Health Education England (HEE) for a number of training courses for our staff including non-medical.

Volunteers
The hospice is reliant on the goodwill, commitment and dedication freely given by volunteers, who are the lifeblood of the hospice. Each volunteer brings their own specific skills, humour, interests and experience. Volunteers support the work of all teams whether it is in our main hospice building, out in our shops and donation centre, or working amongst the community in support groups.

We continually review volunteer recruitment and training to ensure we remain compliant but at the same time balanced for the tasks and frequency of the role being undertaken.

During 2023, we will be bringing in a new Volunteer Management System, Assemble. Assemble is a market leading 'one stop shop' volunteer portal. Assemble will modernise our on-boarding processes and enhance communication channels with our volunteers.

Services are also continually reviewed and new voluntary roles developed and reintroduced in line with service requirements.

The hospice strives to forge close ties within the community and continues to work with local schools and colleges in identifying opportunities for volunteering. We also retain links with companies who run employee volunteering schemes, community payback and with organisations who offer return to work programmes; offering long term unemployed the opportunity to gain valuable skills and regain their confidence through volunteering.



Financial review

Overall the Charity had total income of £5,919k (2022 £5,519k) and generated a net surplus of £256k, a negative swing of £825k from the 2022 position of £1,081k net surplus.

Gifts in wills income increased to £941k for the year (2022 £859k).

During the year, the value of investments decreased giving a negative movement of £276k, compared to the prior year gain of £160k. Volatility continues into the new year and is being monitored closely with our investment advisors, Rathbones and the hospice Finance and Business planning committee.

Over a three-year period, it is our plan to produce a balanced operating performance. The hospice is committed to minimising operating costs without impairing the quality of its services.
One future uncertainty has been around funding of the NHS pension increases from 14.3% to 20.6% introduced from 1st April 2019. It has since been confirmed that the government (via NHS England) will cover this increased cost until at least 31st March 2024.

Clinical income
There were no further grants from NHS England, administered by Hospice UK, as this previous funding was to support bed capacity and continued Hospice services throughout the pandemic (2022 £493k).

Charity Shops (retail trading)
Total retail income including gift aid was £2,474k (2022 £1,938k) (£2,337k excluding gift aid and round-up donations (2022 £1,852k)). Income for this financial year includes £130k for an ongoing business interruption insurance claim relating to the COVID-19 enforced closures.
The total net contribution to the Hospice was £687k. (2022 £532k).

In August we successfully opened our new large format store in North Worle. This is the largest store that WHC has opened to date and this has significantly increased the income in to the business with a net income of £134k in its first eight months of trade.



We have continued to scale back our offer of new goods to ensure that these products fulfil a specific role in our stock offer. We have also continued to strengthen our stocktaking procedure by introducing blind stock takes every two months and allowing stores to transfer new goods via our till system Cybertill, this had landed well with our retail team, ensuring accurate data capture.

We have started to explore new avenues for retail including holding a successful Kilo sale within the warehouse which allowed us to exit stock from our system which a much greater profit than selling to the rag merchant.

Plans for the next twelve months:
The focus will be on continuing to grow our retail income by investing in training and development for our existing retail team as well as expanding our team where we will see the appropriate return.

There is also a continued focus on gift aid. Whilst we have seen an improvement, both from a financial and compliance viewpoint over the last twelve months on both sales and donor conversion we are aware there is still room to grow this. We will also continue to focus on internal processes, checks and

auditing and will be looking to implement a new processing system.

The supply of donated goods remains a high priority and we intend to continue to push to generate more stock as well as maximising the potential of all the items already coming into our stores and donation centre. We will also be launching a new volunteer management system which will enable us to have greater oversight of our existing volunteer team as well as easing the on boarding for all new volunteers. We expect to see an increase in volunteer hours due to this.



Fundraising

The fundraising team consists of 13 members and raised £2,177k this year, compared to £1,851k in 2021/22. This income comes from a huge range of avenues, consisting of individuals from appeals, regular giving and donations, the local community through fundraising events and challenges, in aid events, community talks and groups. All the way through to large donations from local and national grant giving trusts and gifts in wills.

The support from the local community has again been very strong and we would like to thank all the individuals, volunteers, community groups and companies for helping raise £222k for community and corporate fundraising. We were also the charity chosen by the Captains of Burnham and Berrow Golf Club after attending our own Charity Golf Day and they raised £13k for the Hospice. Our supporters donated £263k in the form of appeal, in-memory, funeral and one-off donations. Our regular givers, A minute-a-month donors and memory tree donors raised £72k. The invaluable regular and one-off support from our community is very much appreciated.

Hospice-managed events were still feeling the impact of COVID-19, with participant numbers not having made a complete recovery to pre-pandemic levels. We had the Men's March in March, the Mendip Challenge in June, Moonlight Beach Walk in September, Strictly fun dancing and our Gala dinner in November and Light up a Life services in December, along with a host of challenge events, bringing in £213k for the year. Our headline sponsors for the events were Howards Motor Group, Thatchers Cider and The Grand Pier and we are very grateful for the continuing support they provide.

Gifts in wills income totalled £941k this year and we remain very thankful to these special donors and anyone who will be leaving us a future gift in their will. Make your will week in February was a huge success, doubling income from the prior year and has resulting in multiple future pledges to the Hospice.



The Trusts and Grants team were very successful in bringing in £132k this year compared to £119k in 2021/22. Our Day Hospice Improvement Project starting in April 2023 was the focus of a lot of grant funding for this year.

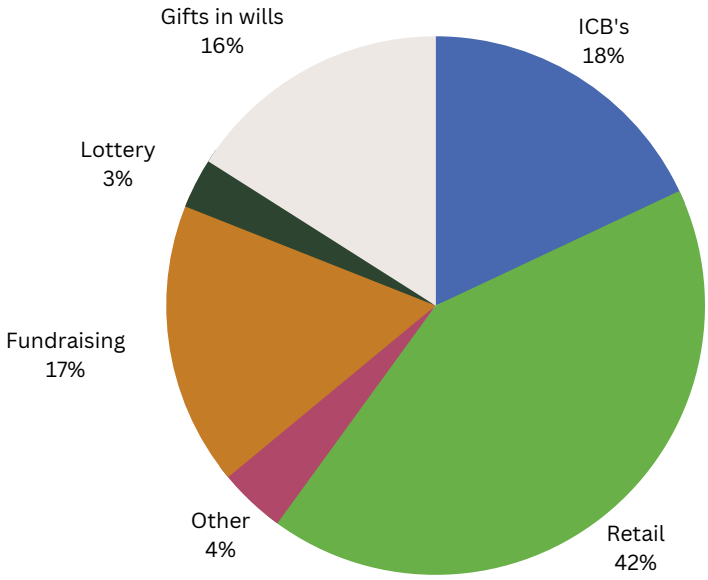
Next year we will be spending time reporting on the valuable work the trusts have allowed us to do. We would like to extend our thanks to the following who have all given us invaluable funding this year: The Albert Hunt Trust, The Foxglove Trust, Garfield Weston Foundation, WG Edwards Charitable Foundation, Hospital Saturday Fund, The Fairfield Charitable Trust, Weston Town Council, St James Place, Skipton Building Society, Yorkshire Building Society Charitable Foundation, The People Charitable Trust, One Stop Community Partnership, National Garden Scheme, The Inman Charity, Petal Trust.

Our Hospice Lottery brought in £184k this year, down from £199k in 2021/22. This decrease is attributed to lack of canvassing since the pandemic. For next year a strategy will be put in place to grow the Lottery income to exceed pre-pandemic levels.

Amidst the challenges posed by the high cost of living, we are overwhelmed with gratitude for the unwavering support of our local community. Their heartfelt donations have provided comfort, solace and dignity to those with terminal illness, demonstrating the incredible power of compassion and solidarity.



Weston Hospicecare funding 2022/23



Investment Powers and Policy

Our investment portfolio is managed by Rathbones, who manage the funds according to a relatively low-risk profile consistent with the powers provided under the charity's memorandum and articles of association, and the investment policy set out by the trustees. The investment policy takes into account such factors as:

- A prudent level of reserves, as informed by regular reviews of the organisation's business plan, risk profile and reserves policy;
- A sufficient level of liquidity; and
- Appropriate diversification, at modest risk, within the investment asset pool.

During the financial year, the investment yield of approx. 2% was a valuable source of income.

Investment performance is closely monitored bi-monthly by the finance and business planning committee. As a matter of good governance a robust tender process was run this year and Rathbones were re-elected as our investment managers.

Auditors

In accordance with Charity Commission recommendations the directors periodically review our Audit and accountancy services provision. This exercise was last undertaken in 2021.

Principle risks and uncertainties

Financial – Pressure continues on both contrated and voluntary income streams, in particular fundraising income during these difficult economic times. Attention is currently being paid to the impact of inflation (wage, general and utilities costs in particular) and the Board, supported by its sub-committees, continuously monitors in year business performance and the medium and longer-term financial risks and opportunities, weighing up the need to manage costs tightly within available income against ensuring appropriate investment in improving and developing our offer to best meet the needs of our patients and the wider community.

Operational – recruitment and retention of staff across all areas of the business has presented a significant challenge since the pandemic. Our investment in our staff through training, well-being support and a number of development channels is essential to both recruitment and retention and at March 2023, the number of vacant positions had dropped significantly with full establishment in place in clinical and medical areas. At this point it is other areas of the organisation such as retail and housekeeping where the ability to successfully recruit is proving more challenging.

Operational – ensure we have the ability to change the way we deliver services to respond to changing need. We work closely with stakeholders, including the patients who receive our services, as well as those who fund these services, to ensure that our activities are structured accordingly. In addition, we recognise the challenges of new technology and the different ways of communicating and processing transactions. The increasing risk related to cyber activities is managed proactively within the organisation, but we recognise that there is always more that can be done, and we continue to work in partnership with our IT service provider to actively mitigate this risk as it becomes more complex to manage.

Financial – The Trustees have considered whether there are any factors likely to affect the financial performance or position of the charity going forward and have identified that we, along with many other charities must analyse the impact of the current economic landscape and in particular the cost-of-living crisis and the increase in national living wage. The Medium-Term Financial Strategy considers these matters and how they might impact upon the overall finances through to March 2027. That said, the Hospice recognises the challenges of forecasting wider economic performance in these uncertain times and will continue to review the key indicators throughout this period.

Compliance – An integral component of protecting and enhancing our reputation is ensuring we are compliant on all aspects of our activity. The Strategic Risk Register currently recognises and monitors three key elements of the compliance framework relating to CQC and clinical practices. HR and People activity and monitoring against Health and Safety compliance. The planned investment in Vantage our new compliance management system will ensure there is greater visibility and transparency to our overall performance and our continued investment in staff training is critical to ensuring all staff and volunteers remain up to date with any legislative change.



Reserves Policy
The charity will maintain sufficient reserves, according to its Reserves Policy which requires the calculation of reserves on both a going concern basis, and on a theoretical basis of close-down. The minimum level of reserves is calculated for both scenarios and the higher of these two informs the ongoing minimum level of reserves. This exercise has revealed that the level of reserves demanded as a going concern is significantly higher than the level of reserves demanded for the theoretical close-down scenario, and thus it is the former which sets our level of reserves according to the calculation described below.

The reserves that would be necessary to maintain the charity's full objectives and services, taking into account the reasonably likely risks of fall in income and increase in cost over a future two-year period, is used for the calculation on a going concern basis.

Free reserves are defined in accordance with Charity Commission guidelines to exclude restricted and designated funds, and to exclude the value of fixed assets required to operate the hospice. Where a significant proportion of reserves relates to investment property the appropriateness of including its value will be assessed at the time of the calculation.

Reserve requirements are estimated by a risk-based approach estimating a plausible "worst
case" reduction in our income streams and increase in our expenses – a range of annual percentage reductions between 10-40% are postulated for the various income streams and a 5% annual increase is postulated for our expenses. The resulting cash impact is aggregated over a two-year period which is considered to represent a reasonable period associated with the worst case scenario and is long enough for us to readjust income streams and, if necessary, to reduce expenditure. There are also specific provisions made for future known issues e.g. trading losses, insofar as they have not been provided for in the financial statement.

The total reserves predicted by this calculation will be further increased by a factor of 10% as insurance against, and to meet the problems posed by, unforeseeable events with both very low probability and very high impact, such as (but not restricted to) the COVID-19 pandemic. This factor of 10% is based on our experience during the COVID-19 pandemic, extrapolated over the period envisaged.

The total funds held by the group at 31 March 2023 totalled £8,926k (2022: £8,669k) per the details set out in note 23 to the accounts.

Restricted funds at 31 March 2023 total £463k (2022: £313k), and are not available for general use by the Charity.

Designated funds total £768k at 31 March 2023 (2022 £13k) made up of the Friends fund, the Jill Dando fund set up in 2019 in memory and honour of our former patron, on the 20th anniversary of her untimely death and a fixed assets and potential investment losses fund, created in 2022/23

Of the total funds referred to above, the free reserves available to the Charity, without the need to dispose of tangible fixed assets total £4.9m which would cover approximately 11 months running costs (2022: £5.5m).

The total unrestricted funds held by the group at 31 March 2023 were £8.4m. After deducting the value attributable to fixed assets, remaining free reserves were £4.9m. These have been allocated as follows:
Risk of future investment losses £0.4m
Identified 12 months capital expenditure £0.4m
Future operating risk contingency £2.9m
Leaving £1.2m available for investment in our charitable activities.
The trustees are considering the extent to which these risks should be reflected in the statutory financial statements through the introduction of designated funds reflecting

the major risk categories, thereby giving the reader of the statements a better understanding of the funds available for investment in charitable activities.

There is abnormal uncertainty surrounding the economic risks noted above, which could have a significant impact on our operations. The cost of living crisis could severely restrict our fundraising activities as people may not be able to afford to give as much to charity.
Therefore it is prudent and appropriate that we are carrying more reserves than usual during this period to guarantee the sustainability of our care, which thus far we have managed to maintain throughout the pandemic.

Pay rates for key management personnel
The board of trustees and the senior management team comprise the key management personnel of the hospice. All trustees give of their time freely and no trustees received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 28 of the accounts.

The current Chief Executive had his pay benchmarked against similar roles in comparable organisations. A similar exercise relating to other senior managers was carried out in 2022-23.

The Chief Executive and trustees undertake the pay review of other members of the senior management team, benchmarking informally. There is an emphasis on ensuring value for money whilst enabling the recruitment and retention of appropriate skills and experience.

The remuneration paid to key management personnel is set out in note 14 to the accounts.

Fundraising Practices
The Trustees confirm that Weston Hospicecare Limited undertakes its fundraising activities in accordance with best practice and in line with current Code of Fundraising Practice.

Weston Hospicecare Limited is registered with the Fundraising Regulator, the independent body established to set and maintain standards of appropriate charitable fundraising in the UK. We ensure we adhere to the 'fundraising promise' as set out by the Fundraising Regulator. We take the management of our data very seriously and conform to Data protection legislation. We only collect and use personal information for the use it was intended and do not sell or buy data to or from third parties. We send out two newsletters per year and those, along with any other communications are based on the interests and wishes of the supporter.

We have ensured that we are complying with the General Data Protection Regulations which came into force in May 2018 by continually reviewing our policies and practices relating to personal data, including our consent procedures and our fundraising database retention periods. We provide all of our supporters with clear and easy opportunities to change their communication preferences at any time. Our Privacy Notice, outlining how we use supporter data is available on our website or can be communicated verbally or in writing for those without internet access by calling our supporter care department. We also have a complaints procedure should anyone wish to raise an issue or complain about any of our activities (including fundraising). During 2022/23 we didn't receive any complaints relating to our fundraising and communications practices.

Weston Hospicecare Limited also raises funds from trusts, foundations and companies. Funds raised are used as per the supporter's wishes, whether set aside for specific purposes (restricted)or for general hospice expenses (unrestricted). We ensure that we comply with any agreed

arrangements with our supporters such as named recognition in the statutory accounts.
We also have robust internal control systems to ensure that the grants are spent for the specified purpose (if any) and closely monitored. Any requests for anonymity are always respected and adhered to.

When entering into commercial partnerships we always obtain written agreements, making clear the roles and responsibilities of each party.

We recognise that the users of our services and indeed our supporters can be vulnerable and require protection from abuse and exploitation. The privacy and dignity of our patients and sensitivity to their needs and wellbeing is paramount to us. Our safeguarding adults at risk policy governs how we deal with vulnerable people and this can be made available on request, as required by the Fundraising Regulator.

Plans for future periods

Our financial focus during 2023/24 will once again be on the cost of living pressures we are all now facing. We will also continue to look to develop ways we can reduce our carbon footprint and have already made a step forward on this by installing solar panels on our main Hospice building back in 2019.

Budget 2023/24
We expect the majority of 2023/24 to continue to be affected in one way or another by the cost of living crisis. We anticipate only a slight increase in Fundraising income from the prior year as events start to creep back up to pre-pandemic participation levels and an increase in costs across the board. Retail income is improving due to the addition of our Superstore prior year and larger North Worle store in 2022/23. Investment valuation movements are unbudgeted but are currently a concern due to the ongoing situation in Ukraine.

We are closely watching the situation with the NHS pay awards as this may affect our ability to recruit and retain staff and we will continue to work closely with our Clinical Commissioning Groups with whom we have built a strong relationship to share any concerns we have about sustaining pay increases.

Refurbishment of our Day Hospice facility commenced in April 2023 and trusts and grants fundraising is still focused on covering costs of furnishings and refinements.

The impact of cost of living means we expect to finish 2023/24 with a deficit which of necessity will be funded from the surplus reported for 2022/23.
Our approach is to take the Hospice forward through cycles of service development matched by income growth, to ensure we remain balanced and sustainable.

Governance
Alongside all usual governance activities, our key governance focus areas for 2023/24 will include:

- The hospice risk management system and processes around annual review of risk registers. As a Hospice we now have a senior member of staff focussing on risk and are in the process of implementing risk management software.
- Continually improve our information governance and GDPR improvement plan, including the possibility of a new document management system such as Sharepoint to better manage control and permissions of digital data.
- Robust management of our Retail new goods with better stock-taking procedures.

Clinical Services & Strategy
Care for patients and their loved ones remains at the heart of everything we do.
In 2023/24 our Day Services offering will be refurbished, and planned opening will be September 23. Work on this could not have commenced without the generous support from various trust funders and the belief from our trustee's that this was a very much needed service for our local community.

The clinical strategy set out plans for a Hospice at Home service, this will continue to be explored with our clinical commissioning groups in 2023/24 with the hopes of this service being fully funded.

Strategy refresh
The Hospice last produced a 5 year strategy back in 2018/19 and as such the final year covered was 2023. This year the focus will be on producing a new 5 year strategy which will set the Hospice up for the foreseeable future, both operationally and financially and as always, will be patient focused.

Structure, Governance and Management

Governing document
Weston Hospicecare is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

Operating name
The hospice operates under the name of Weston Hospicecare Limited. The hospice has one wholly owned trading subsidiary, Weston Hospicecare Mart Limited which deals with all new goods and commission on gift aid.

Trustee induction and training
Following selection and recruitment, the prospective trustees receive an induction pack, which covers the responsibilities of a trustee within the charity and specific information about Weston Hospicecare Limited, and receive training where appropriate. The existing Board of Trustees can co-opt new trustees at any time, usually after a probationary period as an observer. The AGM then ratifies co-opted trustees together with those retiring by rotation and offering themselves for re-election. The hospice gives all trustees an extensive 'Trustee Manual' to guide them as to how the charity operates and what is expected of them.

Directors and trustees
The directors of the charitable company are its trustees for the purposes of charity law and throughout this report are collectively referred to as the trustees. Some of the trustees are also directors of the subsidiary company.

Recruitment and appointment of trustees
New trustees are recruited to the charity following an assessment of the skills and experience within the team and identification of any gaps; the aim is to have a broad range of skills and abilities including business, finance, human resources and clinical skills. All members of the Board are non-executive and the positions are unpaid.

Organisation
The main objective of the trustees is, in conjunction with the senior management team, to develop the strategic direction of the hospice ensuring that this remains within the remit of the charity, maintain the ethos and principles agreed, and to ensure that a robust monitoring system is in place to review performance. The day-to-day management of the hospice has been delegated to the Chief Executive and senior management team, consisting of:

- Chief Executive
- Director of Patient Services
- Director of Finance, IT and Risk
- Director of Fundraising and Communications
- Director of Retail
- Finance Manager
- Head of People Services

There are bi-monthly meetings of the Board of Trustees and the senior management team attend these. In addition, sub-committees consist of trustees and the senior management team, meeting bi-monthly as a rule, covering subjects such as clinical governance, finance and business planning and income generation. Each sub-committee has its own terms of reference.

There is appropriate clinical governance in place to monitor and improve our service.

Monitoring of staff and public health and safety is core to governance at all levels.

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

Trustees' responsibilities in relation to the financial statements

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

Company and charity 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 incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

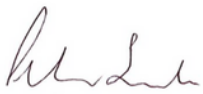
The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

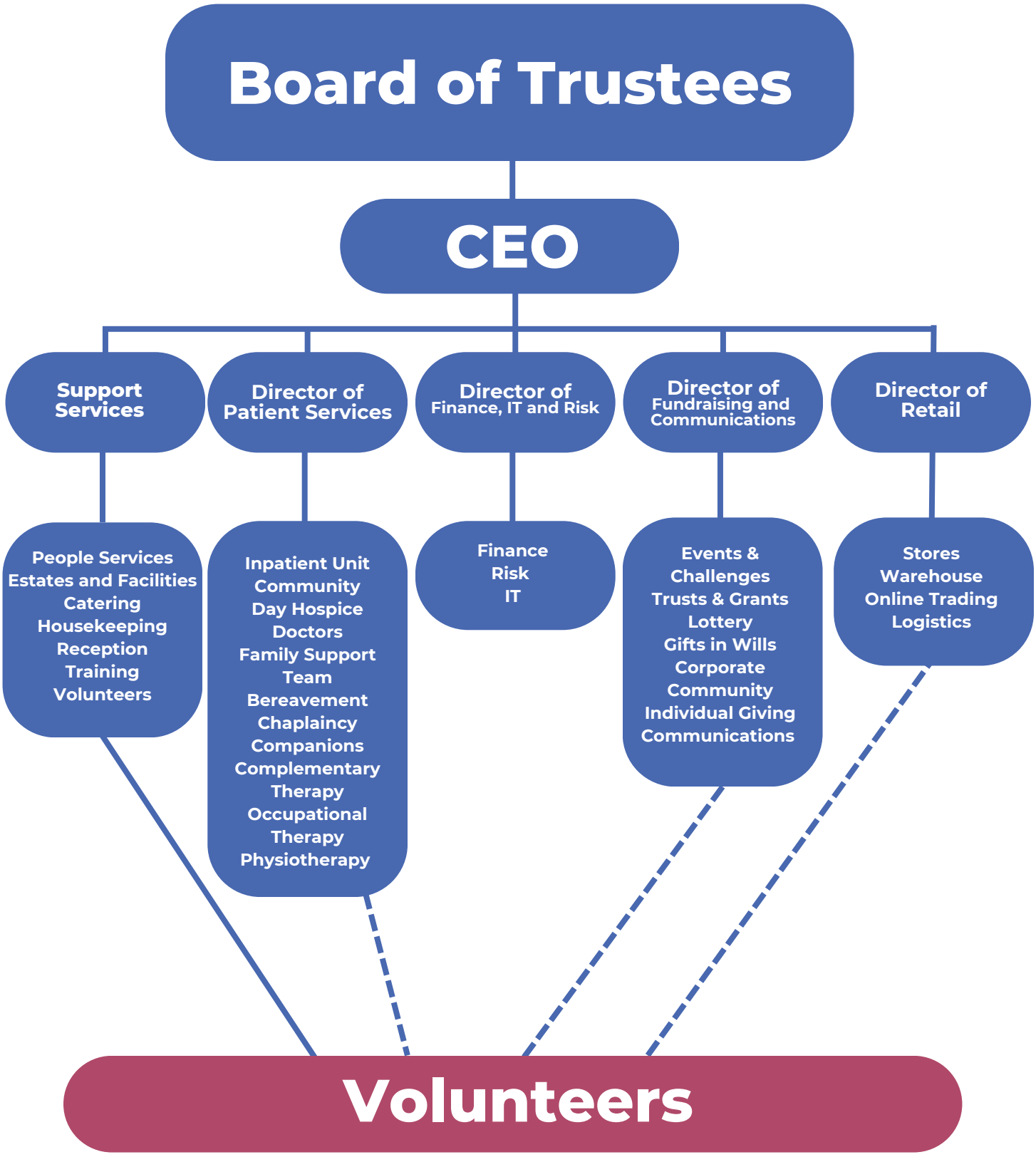
- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware; and
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken steps that he/she is obliged to take as directors in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This Report, incorporating the Strategic Report, was approved by the Trustees and signed on its behalf by:



Dr P Smith
Chair
28th September 2023

Organogram


Board of Trustees
CEO
Support Services
Director of Patient Services
Director of Finance, IT and Risk
Director of Fundraising and Communications
Director of Retail
People Services
Estates and Facilities
Catering
Housekeeping
Reception
Training
Volunteers
Inpatient Unit
Community
Day Hospice
Doctors
Family Support Team
Bereavement
Chaplaincy
Companions
Complementary Therapy
Occupational Therapy
Physiotherapy
Finance
Risk
IT
Events & Challenges
Trusts & Grants
Lottery
Gifts in Wills
Corporate
Community
Individual Giving
Communications
Stores
Warehouse
Online Trading
Logistics
Volunteers

Reference and Admin details

Charity Number:	900328
Company Number:	02414541
Registered Office:	Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, North Somerset, United Kingdom

Our advisors

Auditors:	PKF Francis Clark, Blackbrook Gate 1, Blackbrook Business Park, Taunton, TA1 2PX
Bankers:	Lloyds Bank plc, 2 South Parade, Weston-super-Mare, BS23 1JL
Solicitors:	Bennetts Solicitors, Barley Wood Stables, Wrington, Bristol, BS40 5SA
Investments Advisors:	Rathbone Brothers plc, 1 Curzon Street, London, W1J SFB
Investment Managers	Rathbone Brothers plc, 1 Curzon Street, London, W1J SFB CCLA Investment Management Ltd, 80 Cheapside, London, EC2V 6DZ

Directors (Trustees)

The Directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year-end were as follows:

- Dr Peter Smith, Chair
- John Bangham, Vice Chair, Treasurer
- Judi Driscoll, Chair (resigned 25th May 2023, and appointed Patron from the same date)
- John Davey, Vice Chair, Treasurer (resigned 24th November 2022)
- John Katsouris
- Dr John Dixon
- Leslie Millar (resigned 20th April 2022)
- Hilary Emery (resigned 25th May 2023)
- Michelle Michael (resigned 25th May 2023, and appointed Patron from the same date)
- Simon Price (resigned 26th January 2023)
- Elizabeth Turner (resigned 24th November 2022)
- Sam Walker (appointed 26th January 2023)
- Mark Andrews (appointed 26th January 2023)
- Christopher Georgiou (appointed 26th January 2023)
- Corrine Thomas (appointed 23rd March 2023)
- Mark Antoine (appointed 23rd March 2023)
- Sheila Dominey (appointed 25th May 2023)

Secretary

- John Davey (resigned 24th November 2022
- Roslyn Seymour (appointed 24th November 2022

The key management personnel serving during and since the year end

• Chief Executive Officer	Paul Winspear
• Director of Patient Services	John Bailey
• Director of Retail	Emma King
• Director of Finance, Risk and IT	Peter Sloman
• Director of Fundraising and Communications	Mark Flower (resigned 23rd January 2023)
• Director of Fundraising and Communications	Julian Hall (appointed 24th April 2023)
• Head of People Services	Sonja Hammond
• Finance Manager	Roslyn Seymour

Independent auditor's report to the members of Weston Hospicecare Limited

Opinion
We have audited the financial statements of Weston Hospicecare Limited (the 'Charitable Company') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, the Consolidated 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 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 and Charitable Company's affairs as at 31 March 2023 and of the Group's incoming resources and application of resources, including income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern
In auditing the financial statements, we have concluded the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate and that the trustees have disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.
In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the

financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the strategic report.

Responsibilities of Trustees
As explained more fully in the Statement of Trustees' Responsibilities set out on page 30, 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 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 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the Group. We gained an understanding of the sector in which the Group operates as part of this assessment to identify the key laws and regulations affecting the Group. The regulatory environment was discussed with the relevant individuals responsible for compliance and the Group's website for indication of any regulations and certification in place. The key regulations we identified were health and safety regulations, CQC regulations and breaches of The General Data Protection Regulation ("GDPR"). We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities: Statement of Recommended Practice (SORP).

We discussed with management how the compliance with these laws and regulations in monitored and discussed policies and procedures in place. As part of our planning procedures, we assessed the risk of any non-compliance with laws and regulations on the Group's ability to continue operating and the risk of material misstatement to the accounts.We also evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements. Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

- Enquiries of management regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements.
- Review of up to date correspondence with the CQC, CQC website and last inspection report to identify any non-compliance.
- Review of the group's GDPR policy, search of the ICO website and enquiries to the Data Protection Officer as to the occurrence and outcome of any reportable breaches.
- Reviewed legal and professional costs to identify any possible non-compliance or legal costs in respect of non-compliance.

We assessed the susceptibility of the financial statements to material misstatement through management override or fraud, including in relation to cash income and expenditure, and obtained an understanding of the controls in place to mitigate the risk of fraud. We also discussed with management whether there had been any instances of known or alleged fraud, of which there were none.Based upon our understanding we designed and conducted audit procedures including:

- Audited the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.
- Audited revenue and income recognition including that revenue is only recognised to the extent that the entity obtains right to consideration for its performance, and that this can be measured with reasonable accuracy.
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making the estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements.

This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

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

Use of the audit report

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



.....

Nicholas Farrant BA MSc FCA (Senior Statutory Auditor)
PKF FRANCIS CLARK
Chartered Accountants and Statutory Auditor
Blackbrook Gate 1
Blackbrook Business Park
Taunton
Somerset
TA1 2PX

Date: 12 October 2023

	Note	Restricted Funds	Unrestricted Funds: General	Unrestricted Funds: Designated	Total Funds	Total Funds
		2023	2023	2023	2023	2022
		£	£	£	£	£
Income and Endowments from:						
Donations and gifts in wills	3	123,095	1,482,137	-	1,605,232	1,423,793
Other trading activities	4	-	3,040,926	-	3,040,926	2,479,196
Investment income	5	-	102,243	-	102,243	69,555
Charitable activities	6	80,000	1,068,079	-	1,148,079	1,537,100
Other income	7	-	22,988	-	22,988	9,828
Total income		**203,095**	**5,716,373**	**-**	**5,919,468**	**5,519,472**
Expenditure on:						
Raising funds	8,9,10	1,814	2,662,755	66	2,664,635	2,209,414
Charitable activities	11	42,870	2,678,443	1,684	2,722,997	2,389,028
Total Expenditure		**44,684**	**5,341,198**	**1,750**	**5,387,632**	**4,598,442**
Gains and (losses) on revaluation and disposal of investment assets		-	(275,535)	-	(275,535)	159,935
Net Income/(Expenditure)		158,411	99,640	(1,750)	256,301	1,080,965
Transfers between funds	23	(7,934)	(748,559)	756,493	-	-
Net movement of funds for the year		**150,477**	**(648,919)**	**754,743**	**256,301**	**1,080,965**
Total funds at 1st April 2022		312,914	8,343,093	13,391	8,669,398	7,588,433
Total funds at 31st March 2023	23,24	**463,391**	**7,694,174**	**768,134**	**8,925,699**	**8,669,398**

	Note	Restricted Funds	Unrestricted Funds: General	Unrestricted Funds: Designated	Total Funds	Total Funds
		2022	2022	2022	2022	2021
		£	£	£	£	£
Income and Endowments from:						
Donations and gifts in wills	3	65,035	1,358,758	-	1,423,793	1,363,098
Other trading activities	4	-	2,479,196	-	2,479,196	1,687,541
Investment income	5	-	69,554	1	69,555	65,439
Charitable activities	6	527,824	1,009,276	-	1,537,100	1,720,048
Other income	7	-	9,828	-	9,828	40,134
Total income		**592,859**	**4,926,612**	**1**	**5,519,472**	**5,876,260**
Expenditure on:						
Raising funds	8,9,10	1,841	2,206,877	696	2,209,414	1,936,619
Charitable activities	11	56,522	2,331,569	937	2,389,028	2,292,754
Total Expenditure		**58,363**	**4,538,446**	**1,633**	**4,598,442**	**4,229,373**
Gains and (losses) on revaluation and disposal of investment assets		-	159,935	-	159,935	313,169
Net Income/(Expenditure)		534,496	548,101	(1,632)	1,080,965	960,056
Transfers between funds	23	(504,522)	502,670	1,852	-	-
Net movement of funds for the year		**29,974**	**1,050,771**	**220**	**1,080,965**	**960,056**
Total funds at 1st April 2021		282,940	7,292,322	13,171	7,588,433	6,628,377
Total fund at 31st March 2022	23,24	**312,914**	**8,343,093**	**13,391**	**8,669,398**	**7,588,433**

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Intangible assets	16		1,504		10,969
Tangible assets	17		2,913,433		2,830,872
Investments	18		3,932,741		3,468,461
			6,847,678		**6,310,292**
Current assets					
Stocks	19	36,901		31,234	
Debtors	20	899,948		1,202,224	
Cash at bank and in hand		1,639,879		1,686,347	
		2,576,728		2,919,805	
Creditors: amounts falling due within one year	21	(498,707)		(468,949)	
Net current assets			**2,078,021**		**2,450,856**
Provisions	22		-		(91,750)
Total assets less current liabilities			**8,925,699**		**8,669,398**
Charity Funds					
Restricted funds	23		463,391		312,914
Unrestricted funds -					
General funds	23		7,694,174		8,343,093
Designated funds	23		768,134		13,391
			8,925,699		**8,669,398**

The financial statements were approved and authorised for issue by the Trustees on 28th September 2023 and signed on their behalf by:

Mr. J. Bangham
Trustee

The notes on pages 33 to 56 form part of these financial statements.
Company Registered Number: 02414541

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Intangible assets	16		1,504		10,969
Tangible assets	17		2,913,433		2,830,872
Investments	18		3,933,741		3,469,451
			6,848,678		**6,311,292**
Current assets					
Stocks	19	-		-	
Debtors	20	933,281		1,236,920	
Cash at bank and in hand		1,579,779		1,630,613	
		2,513,060		2,867,533	
Creditors: amounts falling due within one year	21	(480,729)		(462,367)	
Net current assets			**2,032,331**		**2,405,166**
Provisions	22		-		(91,750)
Total assets less current liabilities			**8,881,009**		**8,624,708**
Charity Funds					
Restricted funds	23		463,391		312,914
Unrestricted funds -					
General funds	23		7,649,484		8,298,403
Designated funds	23		768,134		13,391
			8,881,009		**8,624,708**

The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account. The income and expenditure account for the year dealt with in the accounts of the group was a £256k surplus (2022: £1,081k surplus).

The financial statements were approved and authorised for issue by the Trustees on 28th September 2023 and signed on their behalf by:

Mr. J. Bangham
Trustee

The notes on pages 33 to 56 form part of these financial statements.
Company Registered Number: 02414541

Cashflow Statement	Note	Total funds	
		2023	**2022**
		£	**£**
Cashflows from operating activities:			
Net cash provided by operating activities	25	861,531	649,323
Cash flows from investing activities			
Dividends and interest from investments	5	102,243	69,555
Purchase of intangibles, property, plant and equipment	16,17	(270,417)	(435,929)
Purchase of investments	18	(1,917,267)	(1,475,108)
Proceeds from sale of investments	18	1,177,442	1,037,733
Net cash provided by(used by) investing activities		**(907,999)**	**(803,749)**
Change in cash and cash equivalents in the reporting period		(46,468)	(154,426)
Cash and cash equivalents at the beginning of the period		1,686,347	1,840,773
Cash and cash equivalents at the end of the period	**25**	**1,639,879**	**1,686,347**

The notes on pages 33 to 56 form part of these financial statements

1. General Information

Weston Hospicecare Limited is a charity registered in England and Wales and a private company limited by guarantee. The registered office is Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, BS23 4YQ.

2. Accounting Policies

2.1 Basis of preparation of financial statements

The financial statements 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 Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Weston Hospicecare meets the definition of a public entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).
The financial statements are prepared in sterling which is the functional currency of the charity and group and rounded to the nearest pound. Comparative information relates to the year ended 31 March 2022.

2.2 Preparation of the accounts on a going concern basis

The charity reported a cash outflow of £46k during the year. The Trustees aim to achieve a balanced financial performance, and they are confident that the steps that they have undertaken this year will result in a continued positive performance over the next 1-3 years. The Charity has reserves as disclosed on page 14 which the trustees consider adequate to support the Charity in the unlikely event that the anticipated positive performance over the next 3 years is not quite achieved and, on this basis, the Trustees have prepared the accounts on a going concern basis.

2.3 Basis of consolidation

The financial statements consolidate the accounts of Weston Hospicecare Limited and of its subsidiary undertaking ('subsidiary') on a line-by-line basis.
The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.
The income and expenditure account for the year dealt with in the accounts of the group was a £256k surplus (2022: £1,081k surplus).

2.4 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named on the reference and administrative details page. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

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

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

2.6 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and 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.

For gifts in wills, entitlement is taken as the earlier of the date on which either the charity is aware that probate has been granted the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a gift in will in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where gifts in wills 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 gift in will is treated as a contingent asset and disclosed if material.

2.7 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.
All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities, they have been allocated on a basis consistent with the use of the resources.
Costs of generating funds are those costs incurred in fundraising and those costs incurred in trading activities that raise funds.
The costs of charitable activities are those of providing a community-based specialist palliative care service.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

2.8 Intangible Assets

Intangible assets over £500 are capitalised and stated at cost less amortisation. Amortisation is provided so as to write off the cost over their useful lives as follows:

Computer software	over 3 years

2.9 Tangible fixed assets and depreciation

Tangible fixed assets over £500 are capitalised and stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% straight line, except where an asset is re-lifed
Leasehold Property	evenly over the life of the lease
Motor vehicles	25% straight line
Fixtures & fittings	20% straight line
Computer equipment	over 3-5 years
Medical Equipment	25% straight line

Freehold property is stated at cost or valuation in the balance sheet less accumulated depreciation to date.

Assets under construction are capitalised but not depreciated until they are commissioned.

2.10 Investments

Listed investments are stated at market value at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Investments in subsidiaries are valued at cost less provision for impairment. These are valued at cost as there is not thought to be a significant difference with their market value.

2.11 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Items donated for resale are not included in the financial statements until they are sold.

2.12 Debtors

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

2.13 Cash at bank and in hand

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

2.14 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 and can be measured or estimated reliably.

2.15 Financial instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.16 Pensions

Employees can join a defined contribution pension scheme which is administered by Scottish Widows. The group also contributes to the NHS pension scheme on behalf of a number of staff who are eligible to join such schemes. Staff transferring from the NHS may continue to contribute to the NHS scheme. The NHS scheme is a defined benefit scheme but the charity is unable to identify its share of the underlying assets and liabilities and as permitted by FRS 102 (section 17 of Charities SORP), it accounts for the Plan as if it were a defined contribution scheme. As such these accounts do not recognise any assets or liabilities in relation to this scheme.

2.17 Donations in kind

In addition to the amounts included in the financial statements, the organisation benefited from many hours of volunteer help during the year, most of which came in the form of direct assistance in manning the administration office, fund raising, publicity and uncharged professional services. The charity could not have achieved its current level of accumulated funds or clinical service provision without their gratefully received assistance. Volunteers time is not recognised in the financial statements.

2.18 Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight-line basis over the period of the lease.

2.19 Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make some judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure. However, the nature of estimation means that actual outcomes could differ from those estimates.

A key area of judgement in these financial statements is the recognition of legacy income, which requires judgement about whether the income is probable or not, and whether Weston Hospicecare holds entitlement to the monies. There is also estimation uncertainty regarding the reliability of the amount to be received. Many of the gifts in wills in the pipeline will include properties which are inherently uncertain in value as well as sometimes there being uncertainty regarding the amount of the estate to which Weston Hospicecare is entitled. The value of accrued income relating to gifts in wills has been estimated at £169k at 31st March 2023.

There are also judgements made in determining whether provisions are required and at what value. A provision for dilapidation has been made either where a specific claim has been registered, or where a lease is due to end within the next three years and Weston Hospicecare does not intend to renew the lease – for properties where the lease is intended to be renewed,

such properties are maintained annually to a standard where the risk of dilapidation costs are negligible and therefore no provision is made. A dilapidations provision of nil is held at the year-end and is disclosed in note 22.

2.20 Employee Benefits

Short-term employee benefits and contributions to defined contribution pension schemes are recognised as an expense in the period in which they are incurred.

3. Donations and Gifts in wills

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2023	**2023**	**2023**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**
Trusts and grants	122,095	10,040	**132,135**	64,035	54,664	**118,699**
Covenants and Gift Aid	-	215,042	**215,042**	-	155,619	**155,619**
Other Donations and Collections	1,000	316,437	**317,437**	1,000	289,355	**290,355**
Gifts in wills	-	940,618	**940,618**	-	859,120	**859,120**
	123,095	**1,482,137**	**1,605,232**	**65,035**	**1,358,758**	**1,423,793**

4. Other trading activities

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2023	**2023**	**2023**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**
Fundraising	-	520,489	**520,489**	-	427,705	**427,705**
Lottery	-	183,823	**183,823**	-	199,451	**199,451**
Shops	-	2,336,614	**2,336,614**	-	1,852,040	**1,852,040**
	-	**3,040,926**	**3,040,926**	**-**	**2,479,196**	**2,479,196**

5. Investment Income

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2023	**2023**	**2023**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**
Dividends receivable	-	84,303	**84,303**	-	63,810	**63,810**
Interest receivable	-	17,940	**17,940**	-	5,745	**5,745**
	-	**102,243**	**102,243**	**-**	**69,555**	**69,555**

6. Charitable activities

	Restricted funds	Unrestricted Direct	Designated	Total funds	Restricted funds	Unrestricted Direct	Designated	Total funds
	2023	**2023**	**2023**	**2023**	**2022**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**
In-Patient Unit	-	708,909	-	**708,909**	1,250	672,797	-	**674,047**
Community	-	216,538	-	**216,538**	-	216,027	-	**216,027**
Day Hospice	80,000	53,892	-	**133,892**	20,000	53,478	-	**73,478**
Other Patient Services	-	88,740	-	**88,740**	13,462	66,974	-	**80,436**
Grants - Other	-	-	-	**-**	493,112	-	-	**493,112**
	80,000	**1,068,079**	**-**	**1,148,079**	**527,824**	**1,009,276**	**-**	**1,537,100**

7. Other Income

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2023	**2023**	**2023**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**
Other income	-	22,988	**22,988**	-	9,828	**9,828**
	-	**22,988**	**22,988**	**-**	**9,828**	**9,828**

8. Costs of raising funds - voluntary income

		Unrestricted					Unrestricted			
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2023	**2023**	**2023**	**2023**	**2023**	**2022**	**2022**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Fundraising	15	164,199	32,076	-	**196,290**	-	130,454	27,654	-	**158,108**
Depreciation	170	1,227	918	-	**2,315**	415	1,010	914	-	**2,339**
	185	**165,426**	**32,994**	**-**	**198,605**	**415**	**131,464**	**28,568**	**-**	**160,447**

9. Costs of raising funds - fundraising

	Restricted funds	Unrestricted			Total funds	Restricted funds	Unrestricted			Total funds
		Direct	Support	Designated			Direct	Support	Designated	
	2023	**2023**	**2023**	**2023**	**2023**	**2022**	**2022**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Fundraising	73	263,885	66,939	66	**330,963**	-	234,440	59,410	696	**294,546**
Lottery	21	73,499	11,494	-	**85,014**	-	73,920	9,959	-	**83,879**
Shops	109	1,651,190	266,717	-	**1,918,016**	-	1,338,958	234,865	-	**1,573,823**
Depreciation	1,426	96,094	9,095	-	**106,615**	1,426	66,909	9,063	-	**77,398**
Loss on disposal of fixed assets	-	927	-	-	**927**	-	-	-	-	**-**
	1,629	**2,085,595**	**354,245**	**66**	**2,441,535**	**1,426**	**1,714,227**	**313,297**	**696**	**2,029,646**

10 - Costs of raising funds - Investment management costs

	Restricted funds	Unrestricted		Total funds	Restricted funds	Unrestricted		Total funds
		Direct	Support			Direct	Support	
	2023	**2023**	**2023**	**2023**	**2022**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Investment managers fees	-	24,495	-	**24,495**	-	19,321	-	**19,321**
	-	**24,495**	**-**	**24,495**	**-**	**19,321**	**-**	**19,321**

11. Expenditure on charitable activities

	Restricted funds	Unrestricted Direct	Unrestricted Support	Unrestricted Designated	Total funds	Restricted funds	Unrestricted Direct	Unrestricted Support	Unrestricted Designated	Total funds
	2023	**2023**	**2023**	**2023**	**2023**	**2022**	**2022**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**
In-Patient Unit	3,643	873,269	416,537	925	**1,294,374**	2,816	768,073	352,033	8	**1,122,930**
Community	1,619	390,152	97,348	100	**489,219**	1,998	386,730	88,253	455	**477,436**
Day Hospice	3,141	44,569	99,199	464	**147,373**	199	73,253	68,499	219	**142,170**
Other Patient Services	21,051	625,283	76,017	-	**722,351**	37,096	460,191	61,962	-	**559,249**
Depreciation	13,416	20,430	35,639	195	**69,680**	14,413	37,056	35,519	255	**87,243**
	42,870	**1,953,703**	**724,740**	**1,684**	**2,722,997**	**56,522**	**1,725,303**	**606,266**	**937**	**2,389,028**

12. Governance costs

	Restricted funds	Unrestricted Direct	Unrestricted Support	Total funds	Restricted funds	Unrestricted Direct	Unrestricted Support	Total funds
	2023	**2023**	**2023**	**2023**	**2022**	**2022**	**2022**	**2022**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Audit fees - PKF Francis Clark	-	13,900	-	**13,900**	-	12,750	-	**12,750**
Audit fees - Mazars	-	-	-	**-**	-	2,336	-	**2,336**
Auditors non-audit costs - PKF Francis Clark	-	2,262	-	**2,262**	-	2,050	-	**2,050**
Auditors non-audit costs - Mazars	-	-	-	**-**	-	1,727	-	**1,727**
Trustee indemnity insurance	-	638	-	**638**	-	2,120	-	**2,120**
Trustee other professional fees	-	-	-	**-**	-	4,968	-	**4,968**
	-	**16,800**	**-**	**16,800**	**-**	**25,951**	**-**	**25,951**

Governance costs shown above are no longer separately disclosed on the dace of the SOFA but are included within support costs.

13. Net resources expended

This is stated after charging/(crediting):

	Total funds 2023 £	Total funds 2022 £
Amortisation of intangible fixed assets	9,465	19,412
Depreciation on tangible fixed assets	187,794	167,893
Loss on disposal of fixed assets	62	-
Operating lease costs (land & buildings)	220,715	248,262
Operating lease costs (other)	1,667	1,667
Audit fees	13,900	15,086
Auditors non-audit fees	2,262	3,777

14. Staff costs

Staff costs were as follows:

	2023 £	2022 £
Wages and salaries	3,264,572	2,783,280
Social security costs	278,105	226,634
Defined contribution pension costs	201,165	178,723
	3,743,842	**3,188,637**

Social security and pension costs are allocated to activities in proportion to the related staff costs incurred.

The key management personnel of the group, all employed by the Charity, were as follows:

2022/23 and 2021/22

- Chief Executive
- Director of Patient Services
- Director of Retail
- Director of Fundraising & Communications
- Director of Finance, IT and Risk (2022/23 only)
- Finance Manager
- Head of People Services

The total employee benefit of the key management personnel was £435,279 (2022: £369,160)

The average monthly number of employees during the year were as follows:

	2023	**2022**
	Number	**Number**
Fundraising	15	12
Shops	56	49
Clinical	61	58
Premises and support	20	19
Management and administration	9	9
	161	**147**

The number of higher paid employees were:

	2023	**2022**
	Number	**Number**
In the band £60,001-£70,000	1	2
In the band £70,001-£80,000	2	-
In the band £80,001-£90,000	-	-
In the band £90,001-£100,000	1	1
	4	**3**

During the year pension contributions of £28,674 (2022: £17,720) were made on behalf of the staff earning in excess of £60,000.

	Cost of Gen. Vol. Income	Cost of Generating Funds		Resources Expended on Charitable Activities					
Support Function	**Fundraising (non-Events Team)**	**Lottery**	**Fundraising (Events Team)**	**Shops**	**IPU**	**Community**	**Day Hospice**	**Other Patient Services**	**Total funds 2023**	**Total funds 2022**
	£	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Catering	-	-	-	-	61,195	2,040	35,698	3,060	101,993	87,105
Management Services	13,103	6,552	19,654	26,207	26,207	19,655	13,103	6,552	131,033	118,660
Corporate	1,817	1,817	8,477	15,137	12,110	9,083	6,055	6,055	60,551	61,015
Facilities	3,589	-	10,766	50,244	229,685	21,533	28,711	14,355	358,883	274,511
Finance	4,029	3,125	4,884	40,144	21,866	10,863	1,658	13,917	100,486	70,627
Governance	383	-	1,116	7,758	3,946	1,754	608	1,235	16,800	25,950
People Services	4,304	-	12,535	87,182	44,346	19,710	6,834	13,876	188,787	162,922
IT	4,851	-	9,507	40,045	17,182	12,710	6,532	16,967	107,794	101,845
Support Costs excl JBH	**32,076**	**11,494**	**66,939**	**266,717**	**416,537**	**97,348**	**99,199**	**76,017**	**1,066,327**	**902,635**
Properties	918	215	3,310	5,570	16,973	3,433	9,540	5,693	45,652	45,496
Total Support costs	**32,994**	**11,709**	**70,249**	**272,287**	**433,510**	**100,781**	**108,739**	**81,710**	**1,111,979**	**948,131**

Staff costs	607,040	536,624
Revenue expenditure	440,615	345,681
Depreciation	64,324	65,826
Total	**1,111,979**	**948,131**

Allocation of support costs is based on the most appropriate method of allocation which includes number of meals, headcount, floor area etc.

Costs reported as 'Direct' costs under other categories are not included in the table shown. Costs which relate to restricted and designated funds have not been re-allocated.

16. Intangible assets

Charity and Group	**Computer software**
	£
Cost	
At 1st April 2022	91,047
Additions	-
Disposals	-
Transfer between classes	-
As at 31st March 2023	**91,047**
Amortisation	
As at 1st April 2022	80,078
Charge for the year	9,465
On disposals	-
As at 31st March 2023	**89,543**
Net book value	
At 31st March 2023	**1,504**
At 31st March 2022	10,969

Amortisation is included in the consolidated statement of financial activities within restricted and unrestricted expenditure on charitable activities.

17. Tangible fixed assets

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Group				
Cost				
At 1st April 2022	3,667,824	361,951	48,856	381,170
Additions	79,276	15,938	25,766	31,632
Disposals	-	-	-	(1,135)
Transfer between classes	-	-	-	7,362
At 31st March 2023	3,747,100	377,889	74,622	419,029
Depreciation				
At 1st April 2022	1,263,818	132,603	22,555	305,792
Charge for the year	73,082	34,143	14,948	27,974
On disposals	-	-	-	(208)
Transfer between classes	-	-	-	-
At 31st March 2023	1,336,900	166,746	37,503	333,558
Net book value				
At 31st March 2023	2,410,200	211,143	37,119	85,471
At 31st March 2022	2,404,006	229,348	26,301	75,378

	Assets under construction	Computer equipment	Medical equipment	Total
Group	£	£	£	£
Cost				
At 1st April 2022	15,591	209,259	234,378	**4,919,029**
Additions	89,423	8,225	20,157	**270,417**
Disposals	865	-	-	**(270)**
Transfer between classes	(8,640)	1,278	-	**-**
At 31st March 2023	97,239	218,762	254,535	**5,189,176**
Depreciation				
At 1st April 2022	-	160,322	203,067	**2,088,157**
Charge for the year	-	17,116	20,531	**187,794**
On disposals	-	-	-	**(208)**
Transfer between classes	-	-	-	**-**
At 31st March 2023	-	177,438	223,598	**2,275,743**
Net book value				
At 31st March 2023	97,239	41,324	30,937	**2,913,433**
At 31st March 2022	15,591	48,937	31,311	**2,830,872**

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Charity				
Cost				
At 1st April 2022	3,667,824	361,951	48,856	349,563
Additions	79,276	15,938	25,766	31,632
Disposals	-	-	-	(1,135)
Transfer between classes	-	-	-	7,362
At 31st March 2023	3,747,100	377,889	74,622	387,422
Depreciation				
At 1st April 2022	1,263,818	132,603	22,555	274,184
Charge for the year	73,082	34,143	14,948	27,974
On disposals	-	-	-	(208)
Transfer between classes	-	-	-	-
At 31st March 2023	1,336,900	166,746	37,503	301,950
Net book value				
At 31st March 2023	2,410,200	211,143	37,119	85,471
At 31st March 2022	2,404,006	229,348	26,301	75,378

	Assets under construction	Computer equipment	Medical equipment	Total
Charity	£	£	£	£
Cost				
At 1st April 2022	15,591	209,259	234,378	**4,887,422**
Additions	89,423	8,225	20,157	**270,417**
Disposals	865	-	-	**(270)**
Transfer between classes	(8,640)	1,278	-	**-**
At 31st March 2023	97,239	218,762	254,535	**5,157,569**
Depreciation				
At 1st April 2022	-	160,322	203,067	**2,056,550**
Charge for the year	-	17,116	20,531	**187,794**
On disposals	-	-	-	**(208)**
Transfer between classes	-	-	-	**-**
At 31st March 2023	-	177,438	223,598	**2,244,136**
Net book value				
At 31st March 2023	97,239	41,324	30,937	**2,913,433**
At 31st March 2022	15,591	48,937	31,311	**2,830,872**

18. Fixed asset investments

	Investments
Group	**£**
Market value	
At 1st April 2022	3,468,451
Additions	1,917,267
Disposals	(1,177,442)
Gains on disposals/revaluations	(275,535)
At 31st March 2023	**3,932,741**
Historical cost	3,861,048

Group investments, at market value, comprise:	2023	2022
	£	**£**
Fixed Interest Securities	1,209,268	853,686
UK Equities	703,557	794,554
Overseas Equities	1,100,957	862,590
Alternative Investments	918,959	957,621
At 31st March 2023	**3,932,741**	**3,468,451**

Investments are classified as UK or Overseas, based on the domicile of the individual fund management companies included in the portfolio.

	Listed securities	Shares in group undertakings	Total
Charity	**£**	**£**	**£**
Market value			
At 1st April 2022	3,468,451	1,000	3,469,451
Additions	1,917,267	-	1,917,267
Disposals	(1,177,442)	-	(1,177,442)
Gains on disposals/revaluations	(275,535)	-	(275,535)
At 31st March 2023	**3,932,741**	**1,000**	**3,933,741**
Historical cost	3,861,048	1,000	3,862,048

19. Stocks

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Finished goods and goods for resale	36,901	31,234	-	-

In the year ended 31st March 2023 £61,812 was the amount of inventory recognised as an expense (2022: £56,447). Stock to the value of £6,092 has been written down in the year (2022: £4,306).

20. Debtors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade Debtors	408,071	77,617	408,071	77,617
Amounts owed by group undertakings	-	-	33,333	34,765
Other debtors	70,946	68,418	70,946	68,368
Prepayments and accrued income	420,931	1,056,189	420,931	1,056,170
	899,948	**1,202,224**	**933,281**	**1,236,920**

21. Creditors: Amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade Debtors	160,204	135,346	147,842	132,515
Social security and other taxes	66,027	56,018	66,027	56,018
Other creditors	36,116	33,206	35,187	33,206
Accruals and deferred income	236,360	244,379	231,673	240,628
	498,707	**468,949**	**480,729**	**462,367**

Deferred income at 31st March 2023 was £102,292 (2022: £105,430). The amounts deferred at 31st March 2023 will be recognised in the 2023/24 financial year.
Deferred income relates to either invoices raised for the ICB block grant paid one month in advance or to lottery sales received for future draws.

22. Provisions

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Opening Balance	91,750	124,421	91,750	124,421
Provision released	(91,750)	(37,671)	(91,750)	(37,671)
Provision created	-	5,000	-	5,000
Closing balance	**-**	**91,750**	**-**	**91,750**

The provisions shown are dilapidation provisions for costs of possible works to make good dilapidations of leased properties. Please refer to note 2.19 for an explanation of what drives the decision whether or not to include a dilapidation provision.

23. Statement of Group funds (consolidated)

	Brought Forward	Incoming resources	Resources expended	Transfers in/out	Gains/ (losses)	Carried forward
	£	£	£	£	£	£
Designated Funds						
Friends Designated Fund	3,906	-	(832)	202	-	3,276
Jill Dando Designated Fund	9,485	-	(918)	17	-	8,584
Capital Projects and Investment Losses Fund	-	-	-	756,274	-	756,274
Total designated funds	**13,391**	**-**	**(1,750)**	**756,493**	**-**	**768,134**
General Funds						
Weston Hospicecare Limited	8,298,403	5,604,427	(5,229,252)	(748,559)	(275,535)	7,649,484
Weston Hospicecare Mart Limited	44,690	111,946	(111,946)	-	-	44,690
Total general funds	**8,343,093**	**5,716,349**	**(5,341,198)**	**(748,559)**	**(275,535)**	**7,694,174**
Total unrestricted funds	**8,356,484**	**5,716,373**	**(5,342,948)**	**7,934**	**(275,535)**	**8,462,308**
Restricted funds						
Capital Donations	272,834	173,511	(14,990)	9,309	-	440,664
Operating Costs	40,080	29,584	(29,964)	(17,243)	-	22,727
Total restricted funds	**312,914**	**203,095**	**(44,684)**	**(7,934)**	**-**	**463,391**
Total funds	**8,669,398**	**5,919,468**	**(5,387,632)**	**-**	**(275,535)**	**8,925,699**

Purposes of unrestricted funds

Friends Designated Fund: The Board of Trustees resolved that £10,000 raised by the Friends of the Hospice would be set aside as a designated fund during the financial year 2015/16 and an additional £5,000 was added in 2019/20. The funds are being used for projects decided by the Friends of the Hospice, and views have been sought from their members.

Jill Dando Designated Fund: This fund has been designated by the Trustees in order to aid patients with insufficient personal resources to finance activities which have immediate spiritual, psychological or emotional impact on their wellbeing. An additional £1,596 was added in 2021/22.

Capital projects and investment losses Designated fund: This fund was set up in 2022/23 to account for costs of known future capital projects (within the next 18 months) and protect the Hospice against potential investment losses. The fund is to be reviewed on an annual basis.

Purposes of restricted funds

Grants and donations:

Weston Hospicecare Limited has received grants and donations where the donor has restricted the intended use of the income. Where these have been received in relation to capital items, the assets have been capitalised under tangible fixed assets and the grants received have been included as a restricted fund and the depreciation charged on these items in the year are set against this restricted fund.

The Big Lottery Fund:
The charity recognises the contribution of funding from The Big Lottery Fund, which is recorded in the charity's accounts as a restricted fund. The movement on this fund during the financial year was as follows:

	Brought Forward	Incoming resources	Resources expended	Transfers in/out	Gains/ (losses)	Carried forward
	£	£	£	£	£	£
The Big Lottery Fund	93	-	(93)	-	-	-

Transfers between funds

The 2022/23 accounts show transfers to designated and from restricted funds to unrestricted general funds and vice versa. These have been undertaken for the following reasons:

Transfer	Amount £	Reason
Transfer from general unrestricted fund to designated Friends funds	(756,493)	Funds spent on fixed assets which had already been released to the general fund (£195). Creation of Designated fund to support future capital projects and potential investment losses (£756,274). Interest income generated by the designated fund bank accounts, Friends and Jill Dando (£24)
Transfer from restricted funds to the general unrestricted fund	15,748	Transfer to cover spend shown in the general unrestricted fund covered by restricted funding part-year.
Transfer from general unrestricted fund to restricted capital	(7,814)	Funds expensed for Day Hospice project in 2021/22 moved to work in progress when project approved in 2022/23.
Total	(748,559)	

24. Analysis of net assets between funds

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total funds 2023 £	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Intangible assets	-	1,504	1,504	-	10,969	10,969
Tangible fixed assets	118,881	2,794,552	2,913,433	17,351	2,813,521	2,830,872
Fixed asset investments	-	3,932,741	3,932,741	-	3,468,451	3,468,451
Current assets	344,510	2,232,218	2,576,728	295,563	2,624,242	2,919,805
Creditors due within one year	-	(498,707)	(498,707)	-	(468,949)	(468,949)
Provisions	-	-	-	-	(91,750)	(91,750)
	463,391	**8,462,308**	**8,925,699**	**312,914**	**8,356,484**	**8,669,398**

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

	Note	2023	2022
		£	£
Net movement in funds for the reporting period (as per the statement of financial activities)		256,301	1,080,965
Adjustments for:			
Depreciation/Amortisation	16, 17	197,259	187,305
Dividends, interest and rents from investments		(102,243)	(69,555)
Net losses/(gains) on disposal and revaluation of investments		275,535	(159,935)
Loss on disposal of fixed assets	17	62	-
(Increase)/Decrease in stocks	19	(5,667)	42,138
Decrease/(Increase) in debtors	20	302,276	(472,079)
Increase in creditors	21	29,758	73,155
(Decrease) in provisions	22	(91,750)	(32,671)
Net cash provided by operating activites		**861,531**	**649,323**

Analysis of cash and cash equivalents:	2023	2022
Cash in hand	1,639,879	1,686,347
Total cash and cash equivalents	**1,639,879**	**1,686,347**

26. Pension commitments

The group contributes to personal pension schemes of its staff. These are defined contribution schemes.

The pension cost charge represents contributions payable by the charity and amounted to £201,165 (2022: £178,723). Contributions totalling £36,251 (2022: £33,042) were payable to the schemes at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31st March 2023 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2023	**2022**	**2023**	**2022**
Group	**£**	**£**	**£**	**£**
Expiry date:				
Within 1 year	254,891	254,714	1,667	1,667
Between 2 and 5 years	781,441	867,947	1,530	3,198
After more than 5 years	435,322	605,661	-	-

At 31st March 2023 the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2023	**2022**	**2023**	**2022**
Charity	**£**	**£**	**£**	**£**
Expiry date:				
Within 1 year	254,891	254,714	1,667	1,667
Between 2 and 5 years	781,441	867,947	1,530	3,198
After more than 5 years	435,322	605,661	-	-

28. Related Party Transactions

No trustee received any remuneration, however one trustee was reimbursed expenses to the value of £284 for the current year (2022: £315). The expenses related to mileage claims. Donations of £440 were received from two trustees during the period (2022: two trustees £212). During the year the Charity incurred costs of £638 (2022: £2,120) relating to trustees' indemnity insurance. There have been no additional related party transactions during the reporting period which require disclosure.

29. Capital Commitments

In 2022/23 Weston Hospicecare had capital commitments of £383k relating to the Day Hospice refurbishment project (2021/22 Nil). Of this amount £257k is covered by restricted funding received in both 2021/22 and 2022/23.

30. Subsidiaries

Weston Hospicecare Limited has one wholly owned trading subsidiary incorporated in the United Kingdom as detailed below.

Company name	Country	Percentage shareholding	Description
Weston Hospicecare Mart Limited (Registered number: 02516643)	England and Wales	100	Retailing of new goods and commission on gift aid via charity shops

The profits chargeable to corporation tax are gift aided to Weston Hospicecare Limited. A summary of the trading results of the subsidiary is shown below. Audited financial statements will be filed with the Registrar of Companies.

	2023	2022
	£	£
Turnover	111,946	90,186
Cost of sales	(61,796)	(54,347)
Gross profit	**50,150**	**35,839**
Administration expenses	(10,016)	(14,039)
Profit/(loss) on ordinary activities before taxation	**40,134**	**21,800**
Tax on profit/(loss) on ordinary activities	-	-
Profit/(loss) for the financial year	**40,134**	**21,800**

	2023	2022
Analysis of net assets of subsidiary	£	£
Fixed assets	-	-
Current assets	97,003	87,037
Current liabilities	(51,313)	(41,347)
Net assets	**45,690**	**45,690**

31. Taxation

The charity's main activities have been exempted from corporation tax under Part II of CTA 2010.

WESTON HOSPICECARE LIMITED

England & Wales - Charity number 900328

Accounts

Weston Hospicecare Limited

Trustees' Report and Consolidated Financial Statements

For the year ended 31st March 2022

Charity Number 900328

Company Registration Number 2414541

Weston Hospicecare Limited, Registered Charity No. 900328, Registered in England No. 2414541

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Welcome from the Chair



I can think of no more appropriate way to begin this report than by saying a big thank you to all our staff and volunteers who have worked so hard throughout a difficult year to adapt and adjust so that we continue to provide expert and compassionate care to those with life limiting illnesses in our local community. In turn, we are grateful to the community for their continued support. We hope to build even closer links to the community with the facilities at our new superstore and donation centre in Weston-super-Mare.

Many people think of the hospice as a building, but our work is much wider than that. In fact much of our work takes place in people's homes where we help to relieve their symptoms and enable them to spend time with those most important to them. Life limiting health conditions are an enormous challenge and we are here to help patients and their loved ones deal with the illness as well as the pain of bereavement and grief. During the past year 1925 patients have been supported by our services.

As Chair of our local hospice I know I speak for my fellow trustees, the senior management team, our staff and volunteers, and all who support us in reporting that we have overcome the many continued challenges that COVID-19 and the economy have brought us to end the year in a healthy financial position.

The next year will, without doubt, bring its own challenges, not the least of which is the impact of high inflation on both our operating costs and the ability of the community to support us. I am confident that we have the skills and resilience to cope well with these difficulties.

The Board of Trustees has not changed its composition this year. As always we bear in mind the needs of our normal succession planning, and will always consider further candidates for the office of trustees as they arise.

Since 31st March one trustee, Mr Leslie Millar, has resigned and I would like to thank him for his years of service to the Hospice.

Judi Driscoll
Chair of Trustees

Message from our Chief Executive



2021/22 has been another challenging year for Weston Hospicecare.

Whereas the third COVID-19 lockdown measures were well on their way to being eased by the start of this year, the effects of the pandemic lingered on throughout the year, affecting us in various ways.

We kept precautionary measures in force at the hospice and adjusted these up and down during the year according to the national and local threat levels, as determined by risk assessments. Staff continued to work in PPE, visiting numbers and hours were controlled, infection control measures were heightened, some hybrid working was implemented, PCR and LFT testing regimes were continued, and enhanced reporting procedures were followed.

Later in the year, as case rates increased once more, we experienced severe staff shortages due to a combination of COVID-19 sickness absence, self-isolation requirements, other illness absence, and vacant posts which have proved difficult to fill given the current workforce pressures. These staff shortages put a huge strain on our remaining staff as we sought to cover for absent colleagues while keeping all our services running. Many of these staff were already feeling the effects of the pandemic during 2020/21, culminating in exhaustion and in some cases burned-out colleagues. At the end of 2021/22 we were in recovery mode, battling to fill those vacant posts and making sure we gave staff sufficient time and space to decompress from the last two years. During this same period we had changes in certain key clinical staff as long-serving staff retired and other staff stepped up, a process that required careful management, and we are delighted to have been able to promote from within to key posts.

We managed to keep all of our clinical and front-line services running during these difficult days, though we did need to close some of our IPU beds for a time as we were so short-staffed on the unit. Our Community Nurse Specialist team, Family Support Team, Day Services and Complementary Services continued without interruption, making such adjustments to service delivery as necessary to keep our patients safe. Of particular note, we made an extraordinary number of home visits to support patients at home at a time when other primary care services were extremely stretched and unable to respond.

In the face of these difficulties we nonetheless managed to:

- Expand the service delivery of our young person's bereavement counselling via recruitment to a new post.
- Recruit a clinical educator onto our team to enhance the personal and professional development of our clinical staff.
- Enhance the inter-system connectivity of our patient management system.
- Undertook several quality improvement projects.
- Commenced the scoping of further clinical service delivery expansion.
- Upgraded some of our facilities for clinical staff, patients and their loved ones.

I am very proud of our staff, for their dedication and sheer effort expended to not only maintain but augment our services during such a difficult year.

With just approx. 20% of our total income derived from the NHS, and with the effects of the pandemic still affecting everything from attendance at events to footfall in shops, our fundraising and retail teams worked harder than ever to optimise our income.

Our fundraising team had a good year, boosted by generous gifts in wills on which we rely so much, and building further upon the income growth already achieved in the two prior years. All our main events returned, and some new initiatives were introduced. Our retail team had a good year too, culminating in the relocation of our hub (warehouse & logistics centre) to a new site co-located with our first superstore and bespoke donation centre. This has proved a great success and has provided an excellent platform for our retail division going into 2022/23.

Elsewhere, we undertook some restructuring of our management team and ancillary services to better support our clinicians, re-tendered our IT support contract, and worked hard to recruit a new cohort of volunteers to replace those who had decided to step down from their roles during the pandemic.

As these financial statements show, we returned excellent overall financial results in 2021/22, further boosting our strong hospice reserves. We acknowledge we are temporarily carrying higher reserves than usual but we do have imminent plans for the expansion of our clinical care provision which will require some capital funding, and like everyone else we are being subjected to significant cost rises which will make it increasingly difficult to balance our annual books. For all these reasons we feel this is prudent position to occupy until things return to a more steady and predictable state.

Looking ahead to 2022/23 and beyond, the hospice is financially sound and well poised to weather the current economic uncertainties, while planning for future expansion of our clinical services – in particular looking at possible ways of increasing our support for the home care environment via a Hospice at Home service, and transforming the environment for our Day Hospice attendees and Outpatients. We need to be more cost-efficient than ever in the inflationary environment, we have a good deal of recruitment to achieve and staff who need extra care and consideration as we adjust to life after the pandemic, but the road to recovery is clearly identified and we are already on the next stage of our hospice journey.

I'd like to sincerely thank all of our supporters, volunteers, the Board of Trustees and our staff for making 2021/22 such a successful year for Weston Hospicecare.

Paul Winspear
Chief Executive Officer

Trustees Annual Report

The trustees are pleased to present their annual report with the audited, consolidated financial statements of Weston Hospicecare Limited ("the hospice") for the year ending 31st March 2022.

The trustees report incorporates the requirements of a Directors' report required by company law.

Objectives and activities
The objectives of the charity are to:

- provide medical, clinical and therapeutic care to any adult person who has a life limiting illness, promoting and valuing diversity, supporting them in their normal place of residence or within the hospice and so far as possible enabling patients to die in their preferred place of care;
- conduct, participate in and promote research into the treatment of persons suffering from cancer or other terminal illness;
- promote the teaching and education of those providing clinical or allied services; and
- provide emotional and spiritual support and guidance to patients and those around them.

The aim of the hospice is to provide specialist palliative care. To achieve this the hospice provides a health care environment, provided by well-trained and sensitive staff with sufficient time to address the complex needs of patients. The hospice supports colleagues (who have to work with many competing pressures) in both the primary healthcare setting and hospitals and other non-NHS healthcare environments.

Community
The hospice employs eight Hospice Community Nurse Specialists (HCNS) and one Hospice Community Nurse (HCN). They are highly trained, skilled palliative care professionals. The HCNS are allocated to GP practices and work as core members of the primary healthcare team.
The role of the HCNS is to:

- support the patient and family by managing symptom control such as pain and nausea;
- provide information regarding diagnosis and treatment;
- liaise with primary healthcare teams on a plan of care; and
- be the key worker within the hospice and refer patients to other hospice services and other community services.

In-Patient Unit
The hospice operates its own ten-bed in-patient unit at its headquarters in Weston-super-Mare. The unit provides high quality specialist clinical care for patients with life limiting conditions needing symptom control and palliative care.

Day Services
The hospice's multi-disciplinary Day Services runs three days a week and its main aims are to promote patient independence and improve quality of life through symptom control and rehabilitation, offering psychological support, and providing respite for carers. Patients' individual needs are a priority.

Within the Day Services environment complementary therapies and a range of creative therapies (dance and movement and crafts) are also provided.

The Family Support Team
This service provides emotional and spiritual support (e.g. bereavement care, Buddy groups, Men-In-Sheds, chaplaincy) to both patients and their loved ones, as well as practical support and guidance.

Our volunteer Companions provide support to patients and carers, and our Chat and Cherish group exists for family and friends.

Buddy groups are informal bereavement groups that offer a warm welcome to bereaved carers who would value social contact and support and may find it helpful to talk to others who understand the complex and mixed emotions bereavement can bring.

Public Benefit



We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. All our charitable activities focus on offering completely free care and support to people and their families affected by life limiting illnesses and are undertaken to further our charitable purposes for the public benefit. Our work is continued with families and carers after patients have died.

Strategic Report

The Strategic Report required under company law comprises three sections: Achievements and Performance, Financial Review and Plans for Future Periods.

Achievements and Performance

In last year's Trustees' Report, we set out the following priorities for the forthcoming year:

Priority	Outcome
Achieving Budget 2021/22	The budget set for 2021/22 was built assuming that we would still be experiencing a fall in our retail and fundraising income resulting from a pandemic hangover. We made every effort to maximise our income by using innovative ideas for Fundraising and minimise costs. Our Retail income was actually a lot better than anticipated and we also benefitted from an interim payment for a business interruption claim. In addition we received government restart grants for our shops. The hospice also benefitted from a significant amount of funding from NHS England through Hospice UK to support our clinical services areas and help us to continue supporting our patients throughout the pandemic and free up bed space for the NHS COVID-19 response.
Consolidate on improvements made to expanding Clinical Services in 2020/21	Existing services have been maintained as much as possible, although there has been some disruption due to COVID-19 as mentioned in the clinical section of the report below. Some enhancements have also been made such as: • A clinical educator has been recruited to enhance the training services offered to our clinical team. • A children and young person's bereavement counsellor has been appointed so that we can expand our bereavement services.
Retail operations review	In December 21 we got the keys to our new Superstore and Donation centre which opened its doors at the end of February 22. This has been a great success for us so far and allowed us to dispose of our old Hub facility which had no income generation capacity for us. During the year we have also reviewed and improved on our new goods and stock count processes which are now robust.
5 year strategy – year 3	Having a clinical educator was part of the 5 year strategy for the Hospice so we are pleased we have been able to recruit to that role this year. Work also continues to scope out our Hospice @ Home service and Day Hospice refurbishment.
Governance initiatives	The NHS' Data Security & Protection toolkit continues to be completed. In parallel, work is always ongoing with information governance and GDPR compliance, with the hospice Information Governance panel meeting monthly. A huge amount of effort has gone risk assessments, especially during the pandemic and we are looking to upgrade our risk management system.

Community

	2022	2021
Total number of patients	**737**	**909**
Discharges	**76**	**65**
Deaths	**345**	**333**
% died in preferred place of care	**88%**	**87%**

"I felt, quite simply, overwhelmed by the care and compassion shown to us both from the moment you first got in touch. You treated Dad's decision to be allowed to die at home, with dignity and respect, and because of your efforts, his final wish was granted. Nothing was too much trouble, every detail was covered.
You even made sure someone stayed with him at night, so that I could sleep.
It truly was as though an angel had wrapped its wings around us and taken care of us.
It takes a whole team of people to achieve this, and every single one of that team was a "feather in that angels wings".
You are all incredible people, and you should never, ever forget that"
A Weston Hospicecare Community Patient's family member, February 2022

- We aim for 80% of patients to complete an Advance Care Plan. In 2021-22, we achieved this with 95%.
- 88% of patients died in their preferred place of care, slightly up from the previous year.
- Non-cancer referrals were up from 13% to 15%.
- The community team continued to work during COVID-19, although all visits were risk assessed, making 2,289 visits (2021: 2,465) and 11,557 contacts (2021: 12,364) including via phone and video call.

In-patient Unit

	2022	2021
Admissions	**144**	**175**
Discharges	**26**	**31**
Deaths	**107**	**125**
Average length stay in days	**15.7**	**12.3**
Average bed occupancy	**67%**	**67%**

The In-patient Unit:

- Manages symptoms that are particularly complex and have been difficult to control at home.
- Helps people adapt to changes so they can go back home.
- Provides care at the end of life when it is not possible or preferred to die at home.
- 24/7 Advice Line supported by nursing and medical staff received 321 out of hours calls compared to 610 last year proving invaluable advice to professionals, families and those looking after someone needing advice or support to continue care in their normal place of residence.
- During the COVID-19 pandemic we have at times had to introduce visiting restrictions to our In-patient unit, this has been one of the hardest decisions we have had to make and completely foreign to the way we usually work. Thankfully at present visiting back to what it was pre-pandemic, except for mask wearing.
- We had to reduce bed capacity, due to Registered Nurse shortages between December 2021 and March 2022 resulting in occupancy being 67%. This was the same as the previous year, when we also had bed closures at different times due to COVID-19. We presently are at full staffing levels.

"There is a very pleasant calm atmosphere, very welcoming. All the staff are very helpful and nothing is too much trouble. I have received excellent care from all staff, all my care needs have been dealt with in a polite efficient way with the utmost respect and care, can offer them my utmost gratitude and total thanks and appreciation"
A Weston Hospicecare In-patient, August 2021

Day Services

	2022	2021
Total number of patients	**84**	**34**
Attendance (sessions)	**617**	**257**
Complementary Therapy treatments	**1,141**	**535**

- Our Day Services play a crucial role in promoting independent living and quality of life for patients and carers.
- Day Services was temporarily closed for a couple of months this year and then numbers limited due to COVID-19. As with last year we continued with some virtual sessions and supported existing patients by the phone when the service was closed, or the patient was unable to attend.

- Non-cancer attendance 34%, an increase of 2%
- This year due to the importance to our patients and those close to them we continued with Complementary Therapy throughout with COVID-19 measures and risk assessments in place. This year we provided 1,141 compared to 535 treatments in 2020-21.

"Compassionate, sympathetic and friendly staff. Proactive and positive environment. Very beneficial interaction with peers, especially with regards to coping mechanisms, both actual and potential. Provides a change of scenery/location and thus helps overcome (as far as possible) cabin fever, isolation and feeling completely alone. Reassurance in knowing that medical assistance available if and as required. The chef makes brilliant soups"
Day Hospice Patient, April 2021

Family Support Team

	2022	2021
Chaplaincy		
Face to face contacts	**1,072**	**644**
Total number of patients	**185**	**197**
Bereavement service		
Face to face contacts	**641**	**370**
Total number of clients	**274**	**201**
Volunteer contacts	**551**	**N/A ***
Companion services		
New referrals	**40**	**34**
Volunteer contacts	**953**	**774**

*Volunteer contacts stopped in 2021 as we stood our volunteers down during the pandemic.

"I still feel very calm about Dad's death and I think that is partly due to the gentle matter of fact way that you prepared us and because I have no regrets. He was so well cared for by you and your colleagues. What a brilliant team. Thank you for everything you've done for us along the way, you've been an amazing support"
Weston Hospicecare Family Support Team Client, October 2021

- Caring for the family, including after death is a key component of hospice support. Face-to-face consultations have gone up in all areas of the Family Support Team with COVID-19 risk assessments in place.
- Our clinical volunteers remain integral to the work of the hospice providing companionship and emotional support, we introduced the new befriender telephone support service during the pandemic.
- During the pandemic it highlighted more than ever the benefits of walking and talking. Therefore, our Family Support Team introduced the bereavement walking group, which continues and has gone from strength to strength.

"I feel like a different person to the one I was when first attending these sessions, able to go out into the world and carry on. I certainly didn't feel like that when first attending, withdrawn and concerned. This is all down to your wonderful team".
Weston Hospicecare Complementary Therapy Patient, July 2021"

Compliments and Complaints

- The hospice aims to provide the best possible care and as a hospice, we take every suggestion and complaint seriously and aim to learn from these occasions. We also take the opportunity to learn from compliments and share good practice.
- In 2021-22, we received 403 compliments in our clinical areas. This is up from 2020-21 at 392 and is pleasing given the continued difficulties posed by COVID-19. We had 3 complaints this year, none of a serious nature and all dealt with satisfactorily. This is the same as the previous year in our clinical areas.
- We aim for 90% of our patient's friends and family to rate their experience of our service as very good. In 2021-22, we achieved this with 98% (with 2% good).

iWantGreatCare

The hospice continues to take part in "iWantGreatCare", a platform to let patients leave meaningful feedback on their care, say thank you and help the next patients .iWantGreatCare demonstrates that we are transparent, aware and open to patients' experience as a central part of delivering high quality care.

https://www.iwantgreatcare.org/hospitals/weston-hospice

Our People

Our people, whether paid staff or volunteers, are the heart of our organisation. Each person, in each team has an important role to play – bringing different skills, knowledge and expertise – which support the successful running of the hospice.



Our clinical teams are supported by our catering and housekeeping teams to provide the best care possible for our patients and their families/carers. Our retail and fundraising teams raise the much needed income to support the work we do. Our staff in finance, maintenance, facilities, reception, HR, training and volunteer services provide support to keep our other teams functioning.

We focus our recruitment for both paid staff and volunteers on equal opportunities, concentrating on role requirements.

Employees
We remain committed to recruiting, developing and retaining qualified, experienced, competent and well-motivated professionals. We seek to recruit from all areas of our community.

As at the year-end we employed 105 (Last year 95) whole time equivalent staff in the charity including Retail. We have a staff consultation group which considers staff issues at the request of the senior management team or directly from staff. We also have a Freedom to Speak Up Guardian who provides another channel for staff to raise issues or concerns.

The hospice promotes continued learning and development and seeks opportunities and support for all staff to develop themselves both personally and professionally. We have secured funding from Health Education England (HEE) for a number of training courses for our staff including non-medical prescribing courses for some of our community nurse specialists.

Volunteers
The hospice is reliant on the goodwill, commitment and dedication freely given by volunteers, who are the lifeblood of the hospice. Each volunteer brings their own specific skills, humour, interests and experience. Volunteers support the work of all teams whether it is in our main hospice building, out in our shops and donation centre, or working amongst the community in support groups.

The aftermath of COVID-19 has accelerated the need for new ways to offer volunteering opportunities and to ensure flexibility is at the forefront of any new development.

We continually review volunteer recruitment and training to ensure we remain compliant but at the same time balanced for the tasks and frequency of the role being undertaken.

Services are also continually reviewed and new voluntary roles developed and reintroduced in line with service requirements.

The hospice strives to forge close ties within the community and continues to work with local schools and colleges in identifying opportunities for volunteering. We also retain links with companies who run employee volunteering schemes, community payback and with organisations who offer return to work programmes; offering long term unemployed the opportunity to gain valuable skills and regain their confidence through volunteering.



Financial review

Overall the Charity had total income of £5,519k (2021 £4,876k) and generated a net surplus of £1,081k, a positive swing of £121k from the 2021 position of £960k net surplus.

Gifts in wills income remained steady at £859k for the year (2021 £890k).

During the year, the value of investments also increased giving a positive movement of £160k, compared to the prior year gain of £313k. The value of investments dropped slightly during the last month of the financial year due in part to the situation in Ukraine. Volatility continues into the new year and is being monitored closely with our investment advisors, Rathbones and the hospice Finance and Business planning committee.

Over a three-year period, it is our plan to produce a balanced operating performance. The hospice is committed to minimising operating costs without impairing the quality of its services.
One future uncertainty has been around funding of the NHS pension increases from 14.3% to 20.6% introduced from 1st April 2019. It has since been confirmed that the government (via NHS England) will cover this increased cost until at least 31st March 2023.

Clinical income

This year's income has been supplemented by a grant from NHS England, administered by Hospice UK, amounting to £493k (2021 £639k), as more fully described in note 29 to the financial statements.

Charity shops (retail trading)

Total retail income including gift aid was £1,938k (2021 £1,117k) (£1,852k excluding gift aid (2021 £1,093k)). Income for this financial year includes £225k for an ongoing business interruption insurance claim relating to the COVID-19 enforced closures.
The total net contribution to the Hospice was £532k. (In 2021 there was a net loss of £84k).

The trading year was again impacted by the COVID-19 outbreak however less significantly than last year. Shops were affected by reduced footfall due to a lack of consumer confidence and we had to close stores due to staff absence with COVID-19.

In February we successfully opened our new Superstore and Donation centre. This is the largest store that WHC has opened to date and this has significantly increased the number of donations we have received whilst the superstore offsets the costs associated with running our donation centre (previously called the Hub).



We have continued to scale back our offer of new goods to ensure that these products fulfil a specific role in our stock offer. We have also strengthened our stocktaking procedure by bringing the processes within our EPOS system and this had landed well with our retail team ensuring accurate data capture.

We have also continued to focus on the growth of our online team, by relocating them to dedicated online rooms above the superstore. This has allowed them to work more efficiently, recruit more volunteers and generate more income.

We have successfully carried out a full retail review which has allowed us to extend our opening hours Monday through Saturday as well as open bank holidays and Sundays where it makes financial sense for us to do so.

Plans for next twelve months:

The focus will be on continuing to grow our retail portfolio. We have already successfully renegotiated to lower the rent on our Weston-super-Mare High Street and Worle Fashion units. We will continue to renegotiate when break clauses or lease ends arise.

We are planning on opening another large store (just over 9000Sq Ft) In Worle on a retail park just out from the centre which falls in line with our Retail strategy.

Alongside this, there is a renewed focus on gift aid, both in terms of improvements to our donor sign up and to our donor conversion rate. We will also continue to focus on internal auditing and will be looking to implement a new processing system.



The supply of donated goods remains a high priority and we intend to continue to push to generate more stock as well as maximising the potential of all the items already coming into our stores and donation centre. We will enlarge our transport fleet so we can increase our furniture collections and we are going to revisit our house clearances scheme to see if we can make them profitable alongside generating a good volume of great quality stock.

Fundraising

The fundraising team raises funds from individuals, from our local community, the business sector, local and national grant giving trusts, and through events. Total voluntary income for this year was £1,851k, up against the previous year's £1,709k largely due to gifts in wills, major gifts and trusts this year.

Gifts in wills income was received from 23 estates contributing to the £859k income reported. We are very grateful to everyone who remembered us in their Will.

Make Your Will Week, held in February again this year was a great success, we would like to thank the local solicitors firms who supported the event this year.

Hospice-managed events this year return to a more usual pattern, the Men's March and Strictly Fun Dancing in March and November, the annual Mendip Challenge in June, and the Midnight Beach Walk in September. We also delivered three new events The Final Mile, Burnham Family Walk and a Gala Dinner. We are grateful for the kind sponsorship of Howards Motor Group, the Grand Pier, Evo Business Club and Thatcher's Cider.

Income from trusts and grants (restricted and unrestricted) was significantly higher on the previous year, at £119k), (2021 £92k). We extend particular thanks to The Albert Hunt Trust, Pople Charitable Trust, February Foundation, Thomas J Horne Memorial Trust, Morrisons Foundation and Thatchers Charitable Trust for their generous contributions.







Once again this year we were extremely well supported by our local community who helped us by organising virtual events and donating to our Christmas Appeal which generated nearly £66k. We moved in to the second year of our regular giving campaign "A Minute A Month" and this saw an all-time high of regular gifts. This support is invaluable to us and without it we would not be able to raise the necessary income that the hospice needs.

Weston Hospicecare's lottery income was slightly down on the previous year at £199k (2021 £236k), due to having to put canvassing on hold during the pandemic. Since the pandemic we have been unable to recruit a new canvasser in this area and we are looking at other ways to promote the lottery such as using the new Superstore as a base to try and encourage sign-ups.

We are very grateful for the continuing support and generosity of our many donors and supporters throughout the year

Investment Powers and Policy
Our investment portfolio is managed by Rathbones, who manage the funds according to a relatively low-risk profile consistent with the powers provided under the charity's memorandum and articles of association, and the investment policy set out by the trustees. The investment policy takes into account such factors as:

- A prudent level of reserves, as informed by regular reviews of the organisation's business plan, risk profile and reserves policy;
- A sufficient level of liquidity; and
- Appropriate diversification, at modest risk, within the investment asset pool.

During the financial year, the investment yield of approx. 2% was a valuable source of income. Investment performance is closely monitored bi-monthly by the finance and business planning committee. As a matter of good governance a robust tender process was run this year and Rathbones were re-elected as our investment managers.

Auditors
In accordance with Charity Commission recommendations that governance arrangements be kept under periodic review, the Directors decided to undertake a competitive tender process. Accordingly, PKF Francis Clark were appointed on 20th December 2021 and will be proposed for re-appointment at the next AGM.

Principal risks and uncertainties
One of our most important assets is our reputation, which has been hard-earned over 32 years. Any serious incident that could damage our standing in the community will have a significant impact on our ability to raise funds.

A focused and engaged Senior Management Team, supported by our Board of Trustees, communicating openly in a culture of mutual support and without fear, ensures we work in alignment to maintain and enhance our reputation.

Hospice Governance is provided by a series of Trustee-led sub-Committees with clear terms of reference to home in on specific mission-critical aspects of our work.

Hospice risk registers provide a framework for risk identification, quantification, mitigation, and thus management to an acceptable level. The risk registers are reviewed annually to verify continued suitability.

Hospice policies and procedures are monitored and reviewed according to a master schedule. Of these, our Risk Management Policy guides our strategic management of risk, and our Reserves Policy ensures that sufficient reserves are maintained to weather storms and carry us through uncertain periods.

The principle economic risks we believe the hospice faces include:

- Brexit and its continued widespread impact.
- A possible economic recession affecting the ability of donors to support our aims.
- High inflation rates and their impact on our costs, particularly payroll.
- A resurgence of COVID-19 or similar illnesses, but without the extended state support we have received in the past.
- Continued uncertainty regarding the quantum and adequacy of our core funding from the NHS.
- Volatility in financial markets caused by political factors (such as the war in Ukraine) outside our control. The charity is advised by Rathbones who manage volatility within our investment strategy.

The hospice has undertaken a review of the likely financial prospects for the two years commencing 1 April 2022, and the trustees are satisfied that the hospice has sufficient resources and resilience to provide its services throughout such a period.

Reserves Policy
The charity will maintain sufficient reserves, according to its Reserves Policy which requires the calculation of reserves on both a going concern basis, and on a theoretical basis of close-down. The minimum level of reserves is calculated for both scenarios and the higher of these two informs the ongoing minimum level of reserves. This exercise has revealed that the level of reserves demanded as a going concern is significantly higher than the level of reserves demanded for the theoretical close-down scenario, and thus it is the former which sets our level of reserves according to the calculation described below.

The reserves that would be necessary to maintain the charity's full objectives and services, taking into account the reasonably likely risks of fall in income and increase in cost over a future two-year period, is used for the calculation on a going concern basis.

Free reserves are defined in accordance with Charity Commission guidelines to exclude restricted and designated funds, and to exclude the value of fixed assets required to operate the hospice. Where a significant proportion of reserves relates to investment property the appropriateness of including its value will be assessed at the time of the calculation.

Reserve requirements are estimated by a risk-based approach estimating a plausible "worst case" reduction in our income streams and increase in our expenses – a range of annual percentage reductions between 10-40% are postulated for the various income streams and a 5% annual increase is postulated for our expenses. The resulting cash impact is aggregated over a two-year period which is considered to represent a reasonable period associated with the worst case scenario and is long enough for us to readjust income streams and, if necessary, to reduce expenditure.
There are also specific provisions made for future known issues e.g. trading losses, insofar as they have not been provided for in the financial statement.

The total reserves predicted by this calculation will be further increased by a factor of 10% as insurance against, and to meet the problems posed by, unforeseeable events with both very low probability and very high impact, such as (but not restricted to) the COVID-19 pandemic. This factor of 10% is based on our experience during the COVID-19 pandemic, extrapolated over the period envisaged.

The total funds held by the group at 31 March 2022 totalled £8,669k (2021: £7,588k) per the details set out in note 23 to the accounts.

Restricted funds at 31 March 2022 total £313k (2021: £283k), and are not available for general use by the Charity.

Designated funds total £13k at 31 March 2022 (2021 £13k) made up of the Friends fund and the Jill Dando fund set up in 2019 in memory and honour of our former patron, on the 20th anniversary of her untimely death.

Of the total funds referred to above, the free reserves available to the Charity, without the need to dispose of tangible fixed assets total £5.5m which would cover approximately 15 months running costs (2021: £4.7m).

The total unrestricted funds held by the group at 31 March 2022 were £8.4m. After deducting the value attributable to fixed assets, remaining free reserves were £5.5m. These have been allocated as follows:
Risk of future investment losses £0.4m
Identified 12 months capital expenditure £0.3m
Future operating risk contingency £2.9m
Leaving £1.9m available for investment in our charitable activities.

The trustees are considering the extent to which these risks should be reflected in the statutory financial statements through the introduction of designated funds reflecting the major risk categories, thereby giving the reader of the statements a better understanding of the funds available for investment in charitable activities.

There is abnormal uncertainty surrounding the economic risks noted above, which could have a significant impact on our operations. The cost of living crisis could severely restrict our fundraising activities as people may not be able to afford to give as much to charity.
Therefore it is prudent and appropriate that we are carrying more reserves than usual during this period to guarantee the sustainability of our care, which thus far we have managed to maintain throughout the pandemic.

Pay rates for key management personnel
The board of trustees and the senior management team comprise the key management personnel of the hospice.
All trustees give of their time freely and no trustees received remuneration in the year.
Details of trustees' expenses and related party transactions are disclosed in note 28 of the accounts.

The current Chief Executive had his pay benchmarked against similar roles in comparable organisations. A similar exercise relating to other senior managers will be carried out in 2022-23.

The Chief Executive and trustees undertake the pay review of other members of the senior management team, benchmarking informally. There is an emphasis on ensuring value for money whilst enabling the recruitment and retention of appropriate skills and experience.

The remuneration paid to key management personnel is set out in note 14 to the accounts.

Fundraising Practices
The Trustees confirm that Weston Hospicecare Limited undertakes its fundraising activities in accordance with best practice and in line with current Code of Fundraising Practice.

Weston Hospicecare Limited is registered with the Fundraising Regulator, the independent body established to set and maintain standards of appropriate charitable fundraising in the UK. We ensure we adhere to the 'fundraising promise' as set out by the Fundraising Regulator. We take the management of our data very seriously and conform to Data protection legislation. We only collect and use personal information for the use it was intended and do not sell or buy data to or from third parties. We send out two newsletters per year and those, along with any other communications are based on the interests and wishes of the supporter.

We have ensured that we are complying with the General Data Protection Regulations which came into force in May 2018 by continually reviewing our policies and practices relating to personal data, including our consent procedures and our fundraising database retention periods. We provide all of our supporters with clear and easy opportunities to change their communication preferences at any time. Our Privacy Notice, outlining how we use supporter data is available on our website or can be communicated verbally or in writing for those without internet access by calling our supporter care department. We also have a complaints procedure should anyone wish to raise an issue or complain about any of our activities (including fundraising). During 2021/22 we didn't receive any complaints relating to our fundraising and communications practices.

Weston Hospicecare Limited also raises funds from trusts, foundations and companies. Funds raised are used as per the supporter's wishes, whether set aside for specific purposes (restricted) or for general hospice expenses (unrestricted). We ensure that we comply with any agreed arrangements with our supporters such as named recognition in the statutory accounts.
We also have robust internal control systems to ensure that the grants are spent for the

specified purpose (if any) and closely monitored. Any requests for anonymity are always respected and adhered to.

When entering into commercial partnerships we always obtain written agreements, making clear the roles and responsibilities of each party.

We recognise that the users of our services and indeed our supporters can be vulnerable and require protection from abuse and exploitation. The privacy and dignity of our patients and sensitivity to their needs and wellbeing is paramount to us. Our safeguarding adults at risk policy governs how we deal with vulnerable people and this can be made available on request, as required by the Fundraising Regulator.

Plans for future periods
Our financial focus during 2022/23 will be on the cost of living pressures we are all now facing. We will also look to develop ways we can reduce our carbon footprint and have already made a step forward on this by installing solar panels on our main Hospice building back in 2019.

Budget 2022/23
We expect the majority of 2022/23 to be affected in one way or another by the cost of living crisis. We anticipate a slow-down in Fundraising income from the prior year as people perhaps can't afford to support us as much as usual and an increase in costs across the board. Retail income is improving due to the addition of our Superstore and we plan to open a new large sized store in Worle during the financial year. We are still being affected by COVID-19 related shop closures but we have assumed there will be no further national or local lockdowns. Investment valuation movements are unbudgeted but are currently a concern due to the situation in Ukraine.

Weston Hospicecare has come through the pandemic well, thanks to the creativity, enthusiasm and resilience of our staff, and we aspire to bounce back stronger from the crisis by incorporating what we have learned about our organisation during the period.

As regards our ability to not only restore our income to pre-COVID-19 levels but to build on these there are two main strands to our approach:

- Our Fundraising team has discovered new ways of working, in particular the use of technology and the ability to run virtual events either standalone or in combination with mass participation events, which reach out to a wider support base. The best of these will be retained in future alongside those more traditional ways of fundraising for an optimum blend. The ability to think outside the box for new event ideas has been retained and we can use this to our advantage in the future.
- Before COVID-19, we were already reviewing our Retail operations and looking at all aspects such as pricing strategies, proportion of new goods, hub infrastructure, staffing model, gift aid processes, shop portfolio composition, engagement with landlords, and more. Work has continued this year to effectively re-invent our Retail organisation in such a way that it can generate significantly more funds to support our charitable purpose.

This two-strand approach, running alongside the continued support of our Clinical Commissioning Groups, will enable the Hospice to emerge from this next financial year in best possible shape.

Nonetheless, the impact of cost of living means we expect to finish 2022/23 with a deficit which of necessity will be funded from the surplus reported for 2021/22.

We wish to acknowledge and repeat our appreciation for the generous financial aid received from central government in the form of the COVID-19 Job Retention Scheme, grant funding for hospices administered by Hospice UK and from local authorities in the form of business restart grants to shops.

Clinical Services & Strategy
Care for patients and their loved ones remains at the heart of everything we do.

2021/22 was Year 3 of the 5-Year strategy that we developed during 2018. The CEO address to this report summarises some of the Clinical improvements and service expansion we undertook during Year 3. In the year ahead we are now continuing to investigate the scope

and viability of a Hospice at Home service, we are planning to refurbish Day Hospice facilities, installing two new garden counselling rooms (thanks to grant funding) and refurbishing our therapy garden which is the central point of the Hospice building and will be a great benefit to both patients and their family and loved ones.

Our approach is to take the Hospice forward through cycles of service development matched by income growth, to ensure we remain balanced and sustainable.

Governance
Alongside all usual governance activities, our key governance focus areas for 2022/23 will include:

- The hospice risk management system and processes around annual review of risk registers – this had been planned for 2020/21 but the pandemic necessitated a focus on Covid-specific risk assessments as a priority.
- Continually improve our information governance and GDPR improvement plan, including the possibility of a new document management system such as Sharepoint to better manage control and permissions of digital data.
- Robust management of our Retail new goods with better stock-taking procedures.
- Implementation of our Retail gift aid operations manual and in particular compliance checks and balances.

Structure, Governance and Management

Governing document
Weston Hospicecare is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

Operating name
The hospice operates under the name of Weston Hospicecare Limited. The hospice has one wholly owned trading subsidiary, Weston Hospicecare Mart Limited which deals with all new goods and commission on gift aid.

Trustee induction and training
Following selection and recruitment, the prospective trustees receive an induction pack, which covers the responsibilities of a trustee within the charity and specific information about Weston Hospicecare Limited, and receive training where appropriate. The existing Board of Trustees can co-opt new trustees at any time, usually after a probationary period as an observer. The AGM then ratifies co-opted trustees together with those retiring by rotation and offering themselves for re-election. .
The hospice gives all trustees an extensive 'Trustee Manual' to guide them as to how the charity operates and what is expected of them.

Directors and trustees
The directors of the charitable company are its trustees for the purposes of charity law and throughout this report are collectively referred to as the trustees. Some of the trustees are also directors of the subsidiary company.

Recruitment and appointment of trustees
New trustees are recruited to the charity following an assessment of the skills and experience within the team and identification of any gaps; the aim is to have a broad range of skills and abilities including business, finance, human resources and clinical skills. All members of the Board are non-executive and the positions are unpaid.

Organisation
The main objective of the trustees is, in conjunction with the senior management team, to develop the strategic direction of the hospice ensuring that this remains within the remit of the charity, maintain the ethos and principles agreed, and to ensure that a robust monitoring system is in place to review performance. The day-to-day management of the hospice has been delegated to the Chief Executive and senior management team, consisting of:

- Chief Executive
- Director of Patient Services
- Director of Fundraising and Communications
- Director of Retail
- Finance Manager
- Head of People Services

There are bi-monthly meetings of the Board of Trustees and the senior management team attend these. In addition sub-committees consist

of trustees and the senior management team, meeting bi-monthly as a rule, covering subjects such as clinical governance, finance and business planning and income generation. Each sub-committee has its own terms of reference.

There is appropriate clinical governance in place to monitor and improve our service. Monitoring of staff and public health and safety is core to governance at all levels.

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

Trustees' responsibilities in relation to the financial statements

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

Company and charity 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 incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

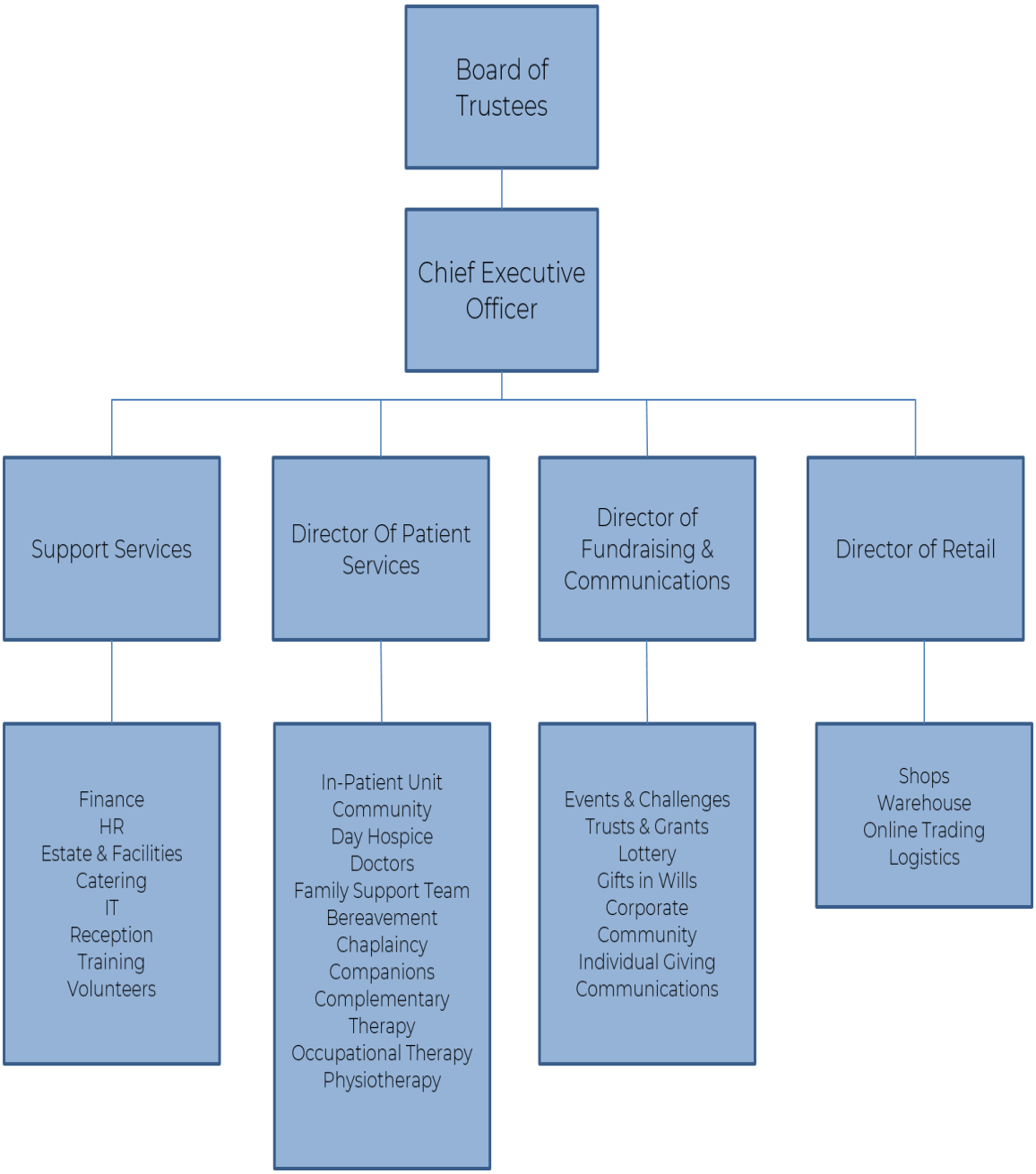
- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware; and
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken steps that he/she is obliged to take as directors in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This Report, incorporating the Strategic Report, was approved by the Trustees and signed on its behalf by:

Judi Driscoll

J E Driscoll
Chair
10th October 2022

Organisational Structure



Reference and administrative details

Charity Number : 900328

Company Number : 02414541

Registered Office : Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, North Somerset BS23 4YQ

Our advisors

Auditors	PKF Francis Clark, Blackbrook Gate 1, Blackbrook Business Park, Blackbrook Park Avenue, Taunton, TA1 2PX
Bankers	Lloyds Bank plc, 2 South Parade, Weston-super-Mare, BS23 IJL
Solicitors	Bennetts Solicitors, Barley Wood Stables, Wrington, Bristol, BS40 5SA
Investment Advisors	Rathbone Brothers plc, 1 Curzon Street, London W1J 5FB
Investment Managers	CCLA Investment Management Ltd, 80 Cheapside, London, EC2V 6DZ Rathbone Brothers plc, 1 Curzon Street, London W1J 5FB

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purposes of charity law. The trustees and officers serving during the year and since the year-end were as follows:

Judi Driscoll, Chair
John Davey, Vice Chair, Treasurer
John Bangham
Dr John Dixon
Hilary Emery
John Katsouris
Michelle Michael
Simon Price
Dr Peter Smith
Elizabeth Turner
Leslie Millar (resigned 20th April 2022)

Secretary

John Davey

The key management personnel serving during and since the year end were:

Chief Executive Officer	Paul Winspear
Director of Patient Services	John Bailey
Director of Fundraising & Communications	Mark Flower
Director of Retail	Emma King
Finance Manager	Roslyn Seymour
Head of People Services	Sonja Hammond

Independent auditor's report to the members of Weston Hospicecare Limited

Opinion

We have audited the financial statements of Weston Hospicecare Limited (the 'Charitable Company') for the year ended 31 March 2022, which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, the Consolidated 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 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 and Charitable Company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources, including income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate and that the trustees have disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the strategic report.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 30, 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 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 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a

material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the Group. We gained an understanding of the sector in which the Group operates as part of this assessment to identify the key laws and regulations affecting the Group. The regulatory environment was discussed with the relevant individuals responsible for compliance and the Group's website for indication of any regulations and certification in place. The key regulations we identified were health and safety regulations, CQC regulations and breaches of The General Data Protection Regulation ("GDPR"). We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities: Statement of Recommended Practice (SORP).

We discussed with management how the compliance with these laws and regulations in monitored and discussed policies and procedures in place. As part of our planning procedures, we assessed the risk of any non-compliance with laws and regulations on the Group's ability to continue operating and the risk of material misstatement to the accounts. We also evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements. Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

- Enquiries of management regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements.
- Review of up to date correspondence with the CQC, CQC website and last inspection report to identify any non-compliance.
- Review of the group's GDPR policy and enquiries to the Data Protection Officer as to the occurrence and outcome of any reportable breaches.
- Reviewed legal and professional costs to identify any possible non-compliance or legal costs in respect of non-compliance.

We assessed the susceptibility of the financial statements to material misstatement through management override or fraud, including in relation to cash income and expenditure, and obtained an understanding of the controls in place to mitigate the risk of fraud. We also discussed with management whether there had been any instances of known or alleged fraud, of which there were none. Based upon our understanding we designed and conducted audit procedures including:

- Audited the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making the estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is

higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

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

Use of the audit report

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



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Nicholas Farrant BA MSc FCA (Senior Statutory Auditor)
PKF FRANCIS CLARK
Chartered Accountants and Statutory Auditor
Blackbrook Gate 1
Blackbrook Business Park
Taunton
Somerset
TA1 2PX

Date: 24/10/2022

Consolidated Statement of Financial Activities
(including the Income & Expenditure Account)
for the year to 31st March 2022

		Restricted funds	Unrestricted Funds			
			General	Designated	Total	Total funds
	Note	2022 £	2022 £	2022 £	2022 £	2021 £
Income and Endowments from:						
Donations and gifts in wills	3	65,035	1,358,758	-	1,423,793	1,363,098
Other trading activities	4	-	2,479,196	-	2,479,196	1,687,541
Investment income	5	-	69,554	1	69,555	65,439
Charitable activities	6	527,824	1,009,276	-	1,537,100	1,720,048
Other income	7	-	9,828	-	9,828	40,134
Total income		**592,859**	**4,926,612**	**1**	**5,519,472**	**4,876,260**
Expenditure on:						
Raising funds	8,9,10	1,841	2,206,877	696	2,209,414	1,936,619
Charitable activities	11	56,522	2,331,569	937	2,389,028	2,292,754
Total Expenditure		**58,363**	**4,538,446**	**1,633**	**4,598,442**	**4,229,373**
Gains and (losses) on revaluation and disposal of investment assets		-	159,935	-	159,935	313,169
Net Income/(Expenditure)		534,496	548,101	(1,632)	1,080,965	960,056
Transfers between funds	23	(504,522)	502,670	1,852	-	-
Net movement of funds for the year		**29,974**	**1,050,771**	**220**	**1,080,965**	**960,056**
Total funds at 1st April 2021		282,940	7,292,322	13,171	7,588,433	6,628,377
Total funds at 31st March 2022	23,24	**312,914**	**8,343,093**	**13,391**	**8,669,398**	**7,588,433**

Consolidated Statement of Financial Activities (including the Income & Expenditure Account) for the year to 31st March 2021

		Restricted funds	Unrestricted Funds			
			General	Designated	Total	Total funds
	Note	2021 £	2021 £	2021 £	2021 £	2020 £
Income and Endowments from:						
Donations and gifts in wills	3	1,000	1,362,098	-	1,363,098	921,340
Other trading activities	4	-	1,687,541	-	1,687,541	2,344,544
Investment income	5	-	65,439	-	65,439	89,625
Charitable activities	6	648,064	1,071,984	-	1,720,048	1,230,610
Other income	7	-	40,134	-	40,134	17,800
Total income		**649,064**	**4,227,196**	**-**	**4,876,260**	**4,603,919**
Expenditure on:						
Raising funds	8,9,10	2,073	1,934,505	41	1,936,619	2,236,638
Charitable activities	11	62,216	2,229,285	1,253	2,292,754	2,335,571
Total Expenditure		**64,289**	**4,163,790**	**1,294**	**4,229,373**	**4,572,209**
Gains and (losses) on revaluation and disposal if investment assets		-	313,169	-	313,169	(244,677)
Net Income/(Expenditure)		584,775	376,575	(1,294)	960,056	(212,967)
Transfers between funds		(674,094)	673,542	552	-	-
Net movement of funds for the year		**(89,319)**	**1,050,117**	**(742)**	**960,056**	**(212,967)**
Total funds at 1st April 2020		372,259	6,242,205	13,913	6,628,377	6,841,344
Total funds at 31st March 2021	23	**282,940**	**7,292,322**	**13,171**	**7,588,433**	**6,628,377**

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible assets	16		10,969		30,381
Tangible assets	17		2,830,872		2,562,836
Investments	18		3,468,451		2,871,141
			6,310,292		5,464,358
Current assets					
Stocks	19	31,234		73,372	
Debtors	20	1,202,224		730,145	
Cash at bank and in hand		1,686,347		1,840,773	
		2,919,805		2,644,290	
Creditors: amounts falling due within one year	21	(468,949)		(395,794)	
Net current assets			2,450,856		2,248,496
Provisions	22		(91,750)		(124,421)
Total assets less current liabilities			8,669,398		7,588,433
Charity Funds					
Restricted funds	23		312,914		282,940
Unrestricted funds -					
General funds	23		8,343,093		7,292,322
Designated funds	23		13,391		13,171
			8,669,398		7,588,433

The financial statements were approved and authorised for issue by the Trustees on 10th October 2022 and signed on their behalf by:



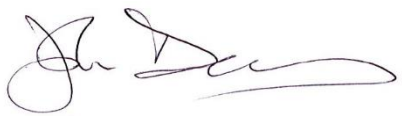
Mr. J. Davey
Trustee

The notes on pages 31 to 54 form part of these financial statements.

Company Registered Number: 02414541

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible assets	16		10,969		30,381
Tangible assets	17		2,830,872		2,560,186
Investments	18		3,469,451		2,872,141
			6,311,292		5,462,708
Current assets					
Stocks	19	-		-	
Debtors	20	1,236,920		765,610	
Cash at bank and in hand		1,630,613		1,822,746	
		2,867,533		2,588,356	
Creditors: amounts falling due within one year	21	(462,367)		(382,902)	
Net current assets			2,405,166		2,205,454
Provisions	22		(91,750)		(124,421)
Total assets less current liabilities			8,624,708		7,543,741
Charity Funds					
Restricted funds	23		312,914		282,940
Unrestricted funds -					
General funds	23		8,298,403		7,247,630
Designated funds	23		13,391		13,171
			8,624,708		7,543,741

The financial statements were approved and authorised for issue by the Trustees on 10th October 2022 and signed on their behalf by:



Mr. J. Davey
Trustee

The notes on pages 31 to 54 form part of these financial statements.

Company Registered Number: 02414541.

Cashflow Statement	Note	Total funds 2022 £	Total funds 2021 £
Cashflows from operating activities:			
Net cash provided by operating activities	25	649,323	437,885
Cash flows from investing activities			
Dividends and interest from investments	5	69,555	65,439
Purchase of intangibles, property, plant and equipment	16,17	(435,929)	(46,044)
Write back work in progress capital expenditure	17	-	84,827
Purchase of investments	18	(1,475,108)	(1,000,817)
Proceeds from sale of investments	18	1,037,733	716,597
Net cash provided by(used by) investing activities		**(803,749)**	**(179,998)**
Change in cash and cash equivalents in the reporting period		(154,426)	257,887
Cash and cash equivalents at the beginning of the period		1,840,773	1,582,886
Cash and cash equivalents at the end of the period	**25**	**1,686,347**	**1,840,773**

The notes on pages 31 to 54 form part of these financial statements.

1. General Information

Weston Hospicecare Limited is a charity registered in England and Wales and a private company limited by guarantee. The registered office is Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, BS23 4YQ.

2. Accounting Policies

2.1 Basis of preparation of financial statements

The financial statements 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 Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Weston Hospicecare meets the definition of a public entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements are prepared in sterling which is the functional currency of the charity and group and rounded to the nearest pound. Comparative information relates to the year ended 31 March 2021.

2.2 Preparation of the accounts on a going concern basis

The charity reported a cash outflow of £154k during the year. The Trustees aim to achieve a balanced financial performance, and they are confident that the steps that they have undertaken this year will result in a continued positive performance over the next 1-3 years. The Charity has reserves as disclosed on page 14 which the trustees consider adequate to support the Charity in the unlikely event that the anticipated positive performance over the next 3 years is not quite achieved and on this basis, the Trustees have prepared the accounts on a going concern basis.

2.3 Basis of consolidation

The financial statements consolidate the accounts of Weston Hospicecare Limited and of its subsidiary undertaking ('subsidiary') on a line by line basis.

The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.

The income and expenditure account for the year dealt with in the accounts of the group was a £1,081k surplus (2021: £960k surplus).

2.4 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named on the reference and administrative details page. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

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

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

2.6 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and 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.

For gifts in wills, entitlement is taken as the earlier of the date on which either the charity is aware that probate has been granted the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a gift in will in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where gifts in wills 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 gift in will is treated as a contingent asset and disclosed if material.

2.7 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Costs of generating funds are those costs incurred in fundraising and those costs incurred in trading activities that raise funds.

The costs of charitable activities are those of providing a community based specialist palliative care service.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

2.8 Intangible Assets

Intangible assets over £500 are capitalised and stated at cost less amortisation. Amortisation is provided so as to write off the cost over their useful lives as follows:

Computer software	over 3 years

2.9 Tangible fixed assets and depreciation

Tangible fixed assets over £500 are capitalised and stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% straight line, except where an asset is re-lifed
Leasehold Property	evenly over the life of the lease
Motor vehicles	25% straight line
Fixtures & fittings	20% straight line
Computer equipment	over 3-5 years
Medical Equipment	25% straight line

Freehold property is stated at cost or valuation in the balance sheet less accumulated depreciation to date.

Assets under construction are capitalised but not depreciated until they are commissioned.

2.10 Investments

Listed investments are stated at market value at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Investments in subsidiaries are valued at cost less provision for impairment. These are valued at cost as there is not thought to be a significant difference with their market value.

2.11 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Items donated for resale are not included in the financial statements until they are sold.

2.12 Debtors

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

2.13 Cash at bank and in hand

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

2.14 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 and can be measured or estimated reliably.

2.15 Financial instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.16 Pensions

Employees can join a defined contribution pension scheme which is administered by Scottish Widows. The group also contributes to the NHS pension scheme on behalf of a number of staff who are eligible to join such schemes. Staff transferring from the NHS may continue to contribute to the NHS scheme. The NHS scheme is a defined benefit scheme but the charity is unable to identify its share of the underlying assets and liabilities and as permitted by FRS 102 (section 17 of Charities SORP), it accounts for the Plan as if it were a defined contribution scheme. As such these accounts do not recognise any assets or liabilities in relation to this scheme.

2.17 Donations in kind

In addition to the amounts included in the financial statements, the organisation benefited from many hours of volunteer help during the year, most of which came in the form of direct assistance in manning the administration office, fund raising, publicity and uncharged professional services. The charity could not have achieved its current level of accumulated funds or clinical service provision without their gratefully received assistance. Volunteers time is not recognised in the financial statements.

2.18 Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

2.19 Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make some judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure. However, the nature of estimation means that actual outcomes could differ from those estimates.

A key area of judgement in these financial statements is the recognition of legacy income, which requires judgement about whether the income is probable or not, and whether Weston Hospicecare holds entitlement to the monies. There is also estimation uncertainty regarding the reliability of the amount to be received. Many of the gifts in wills in the pipeline will include properties which are inherently uncertain in value as well as sometimes there being uncertainty regarding the amount of the estate to which Weston Hospicecare is entitled. The value of accrued income relating to gifts in wills has been estimated at £405k at 31st March 2022.

There are also judgements made in determining whether provisions are required and at what value. A provision for dilapidation has been made either where a specific claim has been registered, or where a lease is due to end within the next three years and Weston Hospicecare does *not* intend to renew the lease – for properties where the lease is intended to be renewed, such properties are maintained annually to a standard where the risk of dilapidation costs are negligible and therefore no provision is made. There have been no actual costs to compare the estimates to however. A dilapidations provision of £92k is held at the year-end and is disclosed in note 22.

2.20 Employee Benefits

Short-term employee benefits and contributions to defined contribution pension schemes are recognised as an expense in the period in which they are incurred.

3. Donations and Gifts in wills

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Trusts and grants	64,035	54,664	**118,699**	-	91,841	**91,841**
Covenants and Gift Aid	-	155,619	**155,619**	-	91,359	**91,359**
Other Donations and Collections	1,000	289,355	**290,355**	1,000	289,017	**290,017**
Gifts in wills	-	859,120	**859,120**	-	889,881	**889,881**
	65,035	**1,358,758**	**1,423,793**	**1,000**	**1,362,098**	**1,363,098**

4. Other trading activities

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Fundraising	-	427,705	**427,705**	-	358,029	**358,029**
Lottery	-	199,451	**199,451**	-	236,031	**236,031**
Shops	-	1,852,040	**1,852,040**	-	1,093,481	**1,093,481**
	-	**2,479,196**	**2,479,196**	**-**	**1,687,541**	**1,687,541**

5. Investment income

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Dividends receivable	-	63,810	**63,810**	-	56,015	**56,015**
Interest receivable	-	5,745	**5,745**	-	9,424	**9,424**
	-	**69,555**	**69,555**	**-**	**65,439**	**65,439**

6. Charitable activities

	Restricted funds	Unrestricted Direct	Designated	Total funds	Restricted funds	Unrestricted Direct	Designated	Total funds
	2022	2022	2022	2022	2021	2021	2021	2021
	£	£	£	£	£	£	£	£
In-Patient Unit	1,250	672,797	-	**674,047**	6,980	656,776	-	**663,756**
Community	-	216,027	-	**216,027**	2,000	207,407	-	**209,407**
Day Hospice	20,000	53,478	-	**73,478**	-	65,153	-	**65,153**
Other Patient Services	13,462	66,974	-	**80,436**	586	142,648	-	**143,234**
Grants – Other	493,112	-	-	**493,112**	638,498	-	-	**638,498**
	527,824	**1,009,276**	**-**	**1,537,100**	**648,064**	**1,071,984**	**-**	**1,720,048**

7. Other Income

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Other income	-	9,828	**9,828**	-	40,134	**40,134**
	-	**9,828**	**9,828**	**-**	**40,134**	**40,134**

8. Costs of raising funds – voluntary income

	Restricted funds	Unrestricted Direct	Unrestricted Support	Designated	Total funds	Restricted funds	Unrestricted Direct	Unrestricted Support	Designated	Total funds
	2022	2022	2022	2022	2022	2021	2021	2021	2021	2021
	£	£	£	£	£	£	£	£	£	£
Fundraising	-	130,454	27,654	-	**158,108**	3	106,254	25,818	2	**132,077**
Depreciation	415	1,010	914	-	**2,339**	425	1,010	909	-	**2,344**
	415	**131,464**	**28,568**	**-**	**160,447**	**428**	**107,264**	**26,727**	**2**	**134,421**

9. Costs of raising funds - fundraising

	Unrestricted					Unrestricted			
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2022	2022	2022	2022	2022	2021	2021	2021	2021	2021
	£	£	£	£	£	£	£	£	£	£
Fundraising	-	234,440	59,410	696	**294,546**	8	153,511	54,187	7	**207,713**
Lottery	-	73,920	9,959	-	**83,879**	-	96,728	9,215	-	**105,943**
Shops	-	1,338,958	234,865	-	**1,573,823**	39	1,181,231	213,212	32	**1,394,514**
Depreciation	1,426	66,909	9,063	-	**77,398**	1,598	63,417	9,007	-	**74,022**
Loss on disposal of fixed assets	-	-	-	-	**-**	-	2,574	-	-	**2,574**
	1,426	**1,714,227**	**313,297**	**696**	**2,029,646**	**1,645**	**1,497,461**	**285,621**	**39**	**1,784,766**

10. Costs of raising funds - Investment management costs

	Unrestricted				Unrestricted			
	Restricted funds	Direct	Support	Total funds	Restricted funds	Direct	Support	Total funds
	2022	2022	2022	2022	2021	2021	2021	2021
	£	£	£	£	£	£	£	£
Investment managers' fees	-	19,321	-	**19,321**	-	17,432	-	**17,432**
	-	**19,321**	**-**	**19,321**	**-**	**17,432**	**-**	**17,432**

11. Expenditure on charitable activities

	Unrestricted				Unrestricted				
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2022	2022	2022	2022	2022	2021	2021	2021	2021	2021
	£	£	£	£	£	£	£	£	£	£
In-Patient Unit	2,816	768,073	352,033	8	**1,122,930**	180	748,981	333,636	143	**1,082,940**
Community	1,998	386,730	88,253	455	**477,436**	298	377,923	81,554	93	**459,868**
Day Hospice	199	73,253	68,499	219	**142,170**	349	68,812	76,328	84	**145,573**
Other Patient Services	37,096	460,191	61,962	-	**559,249**	46,111	412,159	57,293	609	**516,172**
Depreciation	14,413	37,056	35,519	255	**87,243**	15,278	37,298	35,301	324	**88,201**
	56,522	**1,725,303**	**606,266**	**937**	**2,389,028**	**62,216**	**1,645,173**	**584,112**	**1,253**	**2,292,754**

12. Governance costs

	Unrestricted			Unrestricted			
	Restricted funds	Direct	Support	Total funds	Restricted funds	Direct	Support	Total funds
	2022	2022	2022	2022	2021	2021	2021	2021
	£	£	£	£	£	£	£	£
Audit fees – PKF Francis Clark	-	12,750	-	**12,750**	-	-	-	**-**
Audit fees – Mazars	-	2,336	-	**2,336**	-	14,500	-	**14,500**
Auditors' non audit costs – PKF Francis Clark	-	2,050	-	**2,050**	-	-	-	**-**
Auditors' non audit costs – Mazars	-	1,727	-	**1,727**	-	3,970	-	**3,970**
Trustee indemnity insurance	-	2,120	-	**2,120**	-	1,596	-	**1,596**
Trustee other professional fees	-	4,968	-	**4,968**	-	-	-	**-**
	-	**25,951**	**-**	**25,951**	**-**	**20,066**	**-**	**20,066**

Governance costs shown above are no longer separately disclosed on the face of the SOFA but are included within support costs.

13. Net resources expended

This is stated after charging/(crediting):

	Total funds	Total funds
	2022	**2021**
	£	**£**
Amortisation of intangible fixed assets	19,412	18,138
Depreciation on tangible fixed assets	167,893	162,983
Loss on disposal of fixed assets	-	2,574
Operating lease costs (land & buildings)	248,262	209,865
Operating lease costs (other)	1,667	14,014
Audit fees	15,086	14,500
Auditors non-audit fees	3,777	3,970

14. Staff costs

Staff costs were as follows:

	2022	**2021**
	£	**£**
Wages and salaries	2,783,280	2,560,716
Social security costs	226,634	195,105
Defined contribution pension costs	178,723	175,249
	3,188,637	**2,931,070**

Social security and pension costs are allocated to activities in proportion to the related staff costs incurred.

The key management personnel of the group, all employed by the Charity, were as follows:

2021/22 and 2020/21
Chief Executive
Director of Patient Services
Director of Retail
Director of Fundraising & Communications
Finance Manager
Head of People Services

The total employee benefit of the key management personnel was £369,160 (2021: £355,047)

The average monthly number of employees during the year was as follows:

	2022 Number	2021 Number
Fundraising	12	9
Shops	49	48
Clinical	58	60
Premises and support	19	18
Management and administration	9	9
	147	**144**

The numbers of higher paid employees were:

	2022 Number	2021 Number
In the band £60,001 - £70,000	2	1
In the band £70,001 - £80,000	-	-
In the band £80,001 - £90,000	-	-
In the band £90,001 - £100,000	1	1
	3	**2**

During the year pension contributions of £17,720 (2021: £13,566) were made on behalf of the staff earning in excess of £60,000.

15. Cost Allocation

Support Function		Cost of Gen. Vol. Income	Cost of Generating Funds			Resources Expended on Charitable Activities				Total funds 2022	Total funds 2021
		Fundraising (non-Events Team)	Lottery	Fundraising (Events Team)	Shops	IPU	Community	Day Hospice	Other Patient Services		
		£	£	£	£	£	£	£	£	£	£
Catering		-	-	-	-	65,329	1,742	17,421	2,613	87,105	77,207
Management Services		11,866	5,933	17,799	23,732	23,732	17,799	11,866	5,933	118,660	113,489
Corporate		1,830	1,830	8,542	15,254	12,203	9,152	6,102	6,102	61,015	45,658
Facilities		2,745	-	8,235	38,432	175,687	16,471	21,961	10,980	274,511	297,378
Finance		2,832	2,196	3,432	28,215	15,369	7,636	1,165	9,782	70,627	69,810
Governance		592	-	1,723	11,984	6,096	2,709	939	1,907	25,950	20,066
HR		3,715	-	10,818	75,237	38,270	17,009	5,898	11,975	162,922	130,054
IT		4,074	-	8,861	42,011	15,347	15,835	3,147	12,670	101,845	97,581
Support Costs excl JBH		**27,654**	**9,959**	**59,410**	**234,865**	**352,033**	**88,253**	**68,499**	**61,962**	**902,635**	**851,243**
Properties	JBH Only (Depreciation)	914	214	3,298	5,551	16,916	3,421	9,509	5,673	45,496	45,217
Total Support costs		**28,568**	**10,173**	**62,708**	**240,416**	**368,949**	**91,674**	**78,008**	**67,635**	**948,131**	**896,460**

Staff Costs	536,624	541,617
Revenue Expenditure	345,681	293,073
Depreciation	65,826	61,770
Total	948,131	896,460

Allocation of support costs is based on the most appropriate method of allocation which includes number of meals, headcount, floor area etc.

Costs reported as 'Direct' costs under other categories are not included in the table shown. Costs which relate to restricted and designated funds have not been re-allocated.

16. Intangible assets

Charity and Group	**Computer software £**
Cost	
At 1st April 2021	91,047
Additions	-
Disposals	-
Transfer between classes	-
As at 31st March 2022	**91,047**
Amortisation	
As at 1st April 2021	60,666
Charge for the year	19,412
On disposals	-
As at 31st March 2022	**80,078**
Net book value	
At 31st March 2022	**10,969**
At 31st March 2021	30,381

Amortisation is included in the consolidated statement of financial activities within restricted and unrestricted expenditure on charitable activities.

17. Tangible fixed assets

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Group				
Cost				
At 1st April 2021	3,520,079	207,754	29,962	328,626
Additions	147,745	154,197	18,894	52,544
Disposals	-	-	-	-
Transfer between classes	-	-	-	-
At 31st March 2022	3,667,824	361,951	48,856	381,170
Depreciation				
At 1st April 2021	1,190,187	107,841	16,271	285,052
Charge for the year	73,631	24,762	6,284	20,740
On disposals	-	-	-	-
Transfer between classes	-	-	-	-
At 31st March 2022	1,263,818	132,603	22,555	305,792
Net book value				
At 31st March 2022	2,404,006	229,348	26,301	75,378
At 31st March 2021	2,392,892	99,913	13,691	43,574

	Assets under construction	Computer equipment	Medical equipment	Total
Group	£	£	£	£
Cost				
At 1st April 2021	5,015	168,319	223,345	**4,483,100**
Additions	10,576	40,940	11,033	**435,929**
Disposals	-	-	-	**-**
Transfer between classes	-	-	-	**-**
At 31st March 2022	15,591	209,259	234,378	**4,919,029**
Depreciation				
At 1st April 2021	-	143,271	177,642	**1,920,264**
Charge for the year	-	17,051	25,425	**167,893**
On disposals	-	-	-	**-**
Transfer between classes	-	-	-	**-**
At 31st March 2022	-	160,322	203,067	**2,088,157**
Net book value				
At 31st March 2022	15,591	48,937	31,311	**2,830,872**
At 31st March 2021	5,015	25,048	45,703	**2,562,836**

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures and Fittings
	£	£	£	£
Charity				
Cost				
At 1st April 2021	3,520,079	207,754	29,962	297,019
Additions	147,745	154,197	18,894	52,544
Disposals	-	-	-	-
Transfer between classes	-	-	-	-
At 31st March 2022	3,667,824	361,951	48,856	349,563
Depreciation				
At 1st April 2021	1,190,188	107,841	16,271	256,095
Charge for the year	73,631	24,762	6,284	18,089
On disposals	-	-	-	-
Transfer between classes	-	-	-	-
At 31st March 2022	1,263,819	132,603	22,555	274,184
Net book value				
At 31st March 2022	2,404,006	229,348	26,301	75,379
At 31st March 2021	2,329,892	99,912	13,691	40,924

	Assets under construction	Computer equipment	Medical equipment	Total
Charity	£	£	£	£
Cost				
At 1st April 2021	5,015	168,319	223,345	**4,451,493**
Additions	10,576	40,940	11,033	**435,929**
Disposals	-	-	-	**-**
Transfer between classes	-	-	-	**-**
At 31st March 2022	15,591	209,259	234,378	**4,887,422**
Depreciation				
At 1st April 2021	-	143,271	177,642	**1,891,308**
Charge for the year	-	17,051	25,425	**165,242**
On disposals	-	-	-	**-**
Transfer between classes	-	-	-	**-**
At 31st March 2022	-	160,322	203,067	**2,056,550**
Net book value				
At 31st March 2022	15,591	48,937	31,311	**2,830,872**
At 31st March 2021	5,015	25,049	45,704	**2,560,186**

18. Fixed asset investments

	Investments
	£
Group	
Market value	
At 1st April 2021	2,871,141
Additions	1,475,108
Disposals	(1,037,733)
Gains on disposals/revaluations	159,935
At 31st March 2022	**3,468,451**
Historical cost	3,222,657

Group investments, at market value, comprise:

	2022	2021
	£	£
Fixed Interest Securities	853,686	734,312
UK Equities	794,554	815,813
Overseas Equities	862,590	785,601
Alternative Investments	957,621	535,415
At 31st March 2022	3,468,451	2,871,141

Investments are classified as UK or Overseas, based on the domicile of the individual fund management companies included in the portfolio.

	Listed securities	Shares in group undertakings	Total
	£	£	£
Charity			
Market Value			
At 1st April 2021	2,871,14	1,000	2,872,141
Additions	1,475,108	-	1,475,108
Disposals	(1,037,733)	-	(1,037,733)
Revaluations	159,935	-	159,935
At 31st March 2022	3,468,451	1,000	3,469,451
Historic cost	3,222,657	1,000	3,223,657

19. Stocks

	Group		Charity	
	2022	**2021**	**2022**	**2021**
	£	**£**	**£**	**£**
Finished goods and goods for resale	31,234	73,372	-	-

In the year ended 31st March 2022 £56,447 was the amount of inventory recognised as an expense (2021: £25,976). Stock to the value of £4,306 has been written down in the year (2021: £1,644).

20. Debtors

	Group		Charity	
	2022	**2021**	**2022**	**2021**
	£	**£**	**£**	**£**
Trade debtors	77,617	84,911	77,617	84,911
Amounts owed by group undertakings	-	-	34,765	36,754
Other debtors	68,418	13,882	68,368	12,661
Prepayments and accrued income	1,056,189	631,352	1,056,170	631,284
	1,202,224	730,145	1,236,920	765,610

21. Creditors: Amount falling due within one year

	Group		Charity	
	2022	**2021**	**2022**	**2021**
	£	**£**	**£**	**£**
Trade creditors	135,346	94,492	132,515	89,890
Social security and other taxes	56,018	46,627	56,018	46,627
Other creditors	33,206	27,670	33,206	27,670
Accruals and deferred income	244,379	227,005	240,628	218,715
	468,949	395,794	462,367	382,902

Deferred income at 31st March 2022 was £105,430 (2021: £105,643). The amounts deferred at 31st March 2022 will be recognised in the 2022/23 financial year.
Deferred income relates to either invoices raised for the CCG block grant paid one month in advance, lockdown related retail grants or to lottery sales received for future draws.

22. Provisions

	Group		Charity	
	2022	**2021**	**2022**	**2021**
	£	**£**	**£**	**£**
Opening Balance	124,421	77,675	124,421	77,675
Provision released	(37,671)	-	(37,671)	-
Provision created	5,000	46,746	5,000	46,746
Closing Balance	91,750	124,421	91,750	124,421

The provisions shown are dilapidation provisions for costs of possible works to make good dilapidations of leased properties. Please refer to note 2.19 for an explanation of what drives the decision whether or not to include a dilapidation provision.

23. Statement of funds

	Brought Forward	**Incoming resources**	**Resources expended**	**Transfers in/out**	**Gains/ (losses)**	**Carried forward**
	£	**£**	**£**	**£**	**£**	**£**
Designated Funds						
Friends Designated Fund	4,766	-	(1,116)	256	-	3,906
Jill Dando Designated Fund	8,405	1	(517)	1,596	-	9,485
Total designated funds	**13,171**	**1**	**(1,633)**	**1,852**	**-**	**13,391**
General Funds						
Weston Hospicecare Limited	7,247,632	4,836,426	(4,448,260)	502,670	159,935	8,298,403
Weston Hospicecare Mart Limited	44,690	90,186	(90,186)	-	-	44,690
Total general funds	**7,292,322**	**4,926,612**	**(4,538,446)**	**502,670**	**159,935**	**8,343,093**
Total unrestricted funds	**7,305,493**	**4,926,613**	**(4,540,079)**	**504,522**	**159,935**	**8,356,484**
Restricted funds						
Capital Donations	267,300	70,000	(51,237)	(13,229)	-	272,834
Operating Costs	15,640	522,859	(7,126)	(491,293)	-	40,080
Total restricted funds	**282,940**	**592,859**	**(58,363)**	**(504,522)**	**-**	**312,914**
Total funds	**7,588,433**	**5,519,472**	**(4,598,442)**	**-**	**159,935**	**8,669,398**

Purposes of unrestricted funds

Friends Designated Fund: The Board of Trustees resolved that £10,000 raised by the Friends of the Hospice would be set aside as a designated fund during the financial year 2015/16 and an additional £5,000 was added in 2019/20. The funds are being used for projects decided by the Friends of the Hospice, and views have been sought from their members.

Jill Dando Designated Fund: This fund has been designated by the Trustees in order to aid patients with insufficient personal resources to finance activities which have immediate spiritual, psychological or emotional impact on their wellbeing. An additional £1,596 was added in 2021/22.

Purposes of restricted funds

Grants and donations:

Weston Hospicecare Limited has received grants and donations where the donor has restricted the intended use of the income. Where these have been received in relation to capital items, the assets have been capitalised under tangible fixed assets and the grants received have been included as a restricted fund and the depreciation charged on these items in the year are set against this restricted fund.

The Big Lottery Fund:

The charity recognises the contribution of funding from The Big Lottery Fund, which is recorded in the charity's accounts as a restricted fund. The movement on this fund during the financial year was as follows:

	Brought Forward	Incoming resources	Resources expended	Gains/ (losses)	Carried forward
	£	£	£	£	£
The Big Lottery Fund	93	-	-	-	93

Transfers between funds

The 2021/22 accounts show transfers to designated and from restricted funds to unrestricted general funds. These have been undertaken for the following reasons:

Transfer	Amount	Reason
	£	
Transfer from general unrestricted fund to designated Friends fund	(256)	Funds spent on fixed assets which had already been released to the general fund.
Transfer from general unrestricted fund to designated Jill Dando fund	(1,596)	Top-up of Jill Dando fund from donation received for various projects.
Transfer from restricted funds to the general unrestricted fund	504,522	Transfer of assets to unrestricted fund – fund completely spent so restrictions lifted. Operating costs covered by restricted funding - costs transferred. Release of NHS England funding back into general funds (£493,112 recognised 2021/22).
Total	502,670	

24. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	Total funds	Total funds
	2022	2022	2022	2021
	£	£	£	£
Intangible assets	-	10,969	10,969	30,381
Tangible fixed assets	17,351	2,813,521	2,830,872	2,562,836
Fixed asset investments	-	3,468,451	3,468,451	2,871,141
Current assets	295,563	2,624,242	2,919,805	2,644,290
Creditors due within one year	-	(468,949)	(468,949)	(395,794)
Provisions	-	(91,750)	(91,750)	(124,421)
	312,914	**8,356,484**	**8,669,398**	**7,588,433**

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

	Note	2022	2021
Net movement in funds for the reporting period(as per the statement of financial activities)		1,080,965	960,056
Adjustments for:			
Depreciation/Amortisation	16,17	187,305	181,121
Dividends, interest and rents from investments		(69,555)	(65,439)
Net losses/(gains) on disposal and revaluation of investments		(159,935)	(313,169)
Loss on sale of fixed assets	9	-	2,574
Decrease in stocks	19	42,138	20,096
(Increase) in debtors	20	(472,079)	(321,278)
Increase in creditors	21	73,155	(72,822)
(Decrease) in provisions	22	(32,671)	46,746
Net cash provided by operating activities		649,323	437,885

	2022	2021
Analysis of cash and cash equivalents		
Cash in hand	1,686,347	1,840,773
Total cash and cash equivalents	1,686,347	1,840,773

26. Pension commitments

The group contributes to personal pension schemes of its staff. These are defined contribution schemes.

The pension cost charge represents contributions payable by the charity and amounted to £178,723 (2021: £175,249). Contributions totalling £33,042 (2021: £27,574) were payable to the schemes at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31st March 2022 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2022	**2021**	**2022**	**2021**
	£	**£**	**£**	**£**
Group				
Expiry date:				
Within 1 year	254,714	219,570	1,667	5,712
Between 2 and 5 years	867,947	323,281	3,198	4,865
After more than 5 years	605,661	115,865	-	-

At 31st March 2022 the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2022	**2021**	**2022**	**2021**
	£	**£**	**£**	**£**
Charity				
Expiry date:				
Within 1 year	254,714	219,570	1,667	5,712
Between 2 and 5 years	867,947	323,281	3,198	4,865
After more than 5 years	605,661	115,865	-	-

28. Related Party Transactions

No trustee received any remuneration, however one trustee was reimbursed expenses to the value of £315 for the current year (2021: No expenses). The expenses related to mileage claims. Donations of £212 were received from two trustees during the period (2021: one trustee £120). During the year the Charity incurred costs of £2,120 (2021: £1,596) relating to trustees' indemnity insurance. There have been no additional related party transactions during the reporting period which require disclosure.

29. Covid-19 emergency funding

Emergency funding received from NHS England, local authorities and under the Coronavirus Job Retention scheme is recognised as income in the period to which it relates. The funding from NHS England was specifically for the purpose of making available bed capacity and providing community support for people with complex needs to support the NHS COVID-19 response.
As the shops were closed until mid-April 2021 we have recognised a proportion of the local authority funding (Retail business grants) together with CJRS income in these financial statements. Rent holidays claimed from landlords are only recognised where the landlord has explicitly agreed to full rent relief for the period requested.

30. Subsidiaries

Weston Hospicecare Limited has one wholly owned trading subsidiary incorporated in the United Kingdom as detailed below.

Company name	Country	Percentage shareholding	Description
Weston Hospicecare Mart Limited (Registered Number 02516643)	England and Wales	100	Retailing of new goods and commission on gift aid via charity shops

The profits chargeable to corporation tax are gift aided to Weston Hospicecare Limited. A summary of the trading results of the subsidiary is shown below. Audited financial statements will be filed with the Registrar of Companies.

	Weston Hospicecare Mart Limited	
	2022	**2021**
	£	**£**
Turnover	90,186	44,603
Cost of sales	(54,347)	(25,976)
Gross profit	**35,839**	**18,627**
Administration expenses	(14,039)	(14,498)
Profit / (loss) on ordinary activities before taxation	**21,800**	**4,129**
Tax on profit / (loss) on ordinary activities	-	-
Profit / (loss) for the financial year	**21,800**	**4,129**

	2022	**2021**
	£	**£**
Analysis of net assets of subsidiary		
Fixed assets	-	2,650
Current assets	87,037	92,687
Current liabilities	(41,347)	(49,647)
Net assets	**45,690**	**45,690**

31. Taxation

The charity's main activities have been exempted from corporation tax under Part II of CTA 2010.

WESTON HOSPICECARE LIMITED

England & Wales - Charity number 900328

Accounts

Weston Hospicecare Limited

Trustees' Report and Consolidated Financial Statements

For the year ended 31st March 2021

Charity Number 900328

Company Registration Number 2414541

Weston Hospicecare Limited, Registered Charity No. 900328, Registered in England No. 2414541

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Welcome from the Chair



We have now completed our 31st year as a hospice run for the benefit of our local community. It has been one of the most difficult years to manage that the hospice movement has ever faced. I am delighted to report that we have come through the crisis caused by Covid-19 successfully.

As described more fully in the trustees' report, we have been obliged to change many of the ways in which we seek to benefit patients. We had to close the face to face day hospice service for a period and our Community Nurse service, with an increasing number of patients, has been restricted mainly to telephone contact with our specialist team only visiting people in their own homes if absolutely necessary..

On the plus side, our In-Patient Unit has been kept open all year. Our staff and volunteers have risen wholeheartedly to the challenges that the situation posed, in spite of the risks to their own health and, in many cases, in spite of the risks faced by their own families and dependents. Many details of our working practices have had to change and these may well be retained where they offer permanent benefits. During the last year we treated a total of 1,696 patients in the hospice.

At the time of writing it appears that the severity of the covid-19 crisis remains uncertain. We will maintain our vigilance to ensure that so far as possible no person – staff, volunteer or patient – is placed at risk by our actions.

Last year I reported that central government had recognised the importance of the hospice movement in general, by making considerable emergency funding available, in which we have shared. We have also been able to secure emergency funding through the Coronavirus Job Retention Scheme, from retail grants and even from landlords who have granted us rent holidays in respect of some of our shops. All these sources have helped us to cope with the almost total loss of revenue from our shops as a result of their compulsory closure for most of the year.

But I am pleased to report that our innovative Fundraising Team came up with many new ideas to overcome the practical difficulty of not holding real events. In addition, the investment losses incurred in the early stages of the Covid-19 crisis have now been fully recovered. Overall, the hospice has completed a difficult year in a healthy financial position and is as well placed as we could reasonably expect to face any continuation of the crisis.

The Board of Trustees has not changed its composition this year. We always bear in mind the needs of our normal succession planning, and will always consider further candidates for the office of trustee as they arise. Our thanks are due to our staff, volunteers, and supporters for their amazing work during the year under very difficult circumstances.

Judi Driscoll

Judi Driscoll
Chair of Trustees

Message from our Chief Executive



It's been a year like no other.

Throughout the Covid-19 pandemic, Weston Hospicecare has maintained all our Clinical services. For a short while we were forced to suspend our Day Hospice outpatients and some of our Complementary Therapies, but these were replaced by virtual offerings wherever possible and in all other respects we managed to keep our services going.

As always patients and their loved ones, family members and friends, stayed at the heart of our service delivery. This year saw us take extraordinary measures to ensure everyone's safety and wellbeing, and this required us to be highly adaptable and resilient, qualities that our teams have demonstrated in spades.

I am tremendously proud of our staff, and particularly our front-line clinicians and carers, for the way they have met every challenge head-on. Their dedication comes at a price; we now have many tired people who are adjusting from being on high alert for more than a year and now changing their way of working (and indeed living) through a transition period as we gradually exit from lockdown. A period of reflection and decompression is needed, and we are supporting our staff through this process.

We have learned a great deal during the pandemic, not least about ways technology can support our work and improve our efficiency. We believe there is no replacement for patient care given face-to-face, but there is certainly a place alongside this for considered use of digital technology to increase our reach and frequency of patient contacts. We will take forward this, along with other lessons learned during the past 18 months.

A year ago, the immediate future looked uncertain; all our shops had to close, and many fundraising events and in-person activities had to be cancelled. Our retail team were stoic in shutting down during the three lockdowns, and reopening in between those periods to keep shop income trickling through as best they could. Our fundraising team were magnificent in how they adapted to the pandemic and introduced an impressive array of virtual offerings to replace mass participation events. The high levels of activity they were able to maintain, coupled with the generosity and support of our local community, meant that we returned a remarkably good fundraising result for the year under the circumstances, even as our retail income was devastated by the shop closures. Accompanied by welcome support from local authorities via small business grants for shops, central government support for hospices championed by Hospice UK, and the CJRS scheme that enabled us to preserve jobs throughout the hospice, we have come through the pandemic in strong financial shape. We are poised not only to maintain all our clinical services during 2021/22, but indeed to expand our care in some areas; this will be incorporated into a refresh of our 5-yr strategy later this year, as we look to "bounce back".

Thanks to those factors explained above, we have posted a healthy surplus for the 2020/21 financial year. However this has to be seen in the wider context of government support that according to financial reporting regulations had to be fully recognised within that single financial year, whereas the impact of Covid-19 on our operations continues at the time of writing in July 2021. Furthermore, a significant part of this year's surplus is a recovery from the collapse of financial markets at the end of 2019-20. We are still experiencing depressed (though gradually recovering) shop trading and our mass participation events are only now starting to get back to their pre-pandemic levels this summer, with Step 4 of the exit from lockdown still pending. Therefore, we are satisfied that our prudent approach to managing our finances during 2020/21 with tightly controlled spending, accessing central government and local authority assistance where it existed, and optimising our income as best we could under the constraints we faced, has served us well.

The resulting short-term increase of our financial reserves will serve as insurance against uncertainties that still exist as regards:

- the impact of the Delta variant of Covid, increasing case numbers
- the risk of further variants which could be more vaccine-resistant
- the winter ahead which could see a surge in Covid, influenza and other respiratory infections
- the continuing fallout from Brexit, no longer concealed by the effects of the pandemic
- and the emerging risk of inflation.

We may yet have to draw on our excess reserves to subsidise our operations over the next 1-2 years, depending how these factors play out.

We are grateful to our board of trustees and to our volunteers as and when they were able to re-join us, for their support this past year.

On behalf of the hospice senior management team, I thank you for continuing to support Weston Hospicecare throughout an extremely challenging year, and for helping us to come through it not only intact but thriving and determined to do even more to help all those in our community who need our care and support at end of life.



Paul Winspear
Chief Executive Officer

Trustees Annual Report

The trustees are pleased to present their annual report with the audited, consolidated financial statements of Weston Hospicecare Limited ("the hospice") for the year ending 31st March 2021.

The trustees report incorporates the requirements of a Directors' report required by company law.

Objectives and activities
The objectives of the charity are to:

- provide medical, clinical and therapeutic care to any adult person who has a life limiting illness, promoting and valuing diversity, supporting them in their normal place of residence or within the hospice and so far as possible enabling patients to die in their preferred place of care;
- conduct, participate in and promote research into the treatment of persons suffering from cancer or other terminal illness;
- promote the teaching and education of those providing clinical or allied services; and
- provide emotional and spiritual support and guidance to patients and those around them.

The aim of the hospice is to provide specialist palliative care. To achieve this the hospice provides a health care environment, provided by well-trained and sensitive staff with sufficient time to address the complex needs of patients. The hospice supports colleagues (who have to work with many competing pressures) in both the primary healthcare setting and hospitals and other non-NHS healthcare environments.

Community
The hospice employs eight Hospice Community Nurse Specialists (HCNS) and one Hospice Community Nurse (HCN). They are highly trained, skilled palliative care professionals. The HCNS are allocated to GP practices and work as core members of the primary healthcare team.
The role of the HCNS is to:

- support the patient and family by managing symptom control such as pain and nausea;
- provide information regarding diagnosis and treatment;
- liaise with primary healthcare teams on a plan of care; and
- be the key worker within the hospice and refer patients to other hospice services and other community services.

In-Patient Unit
The hospice operates its own ten-bed in-patient unit at its headquarters in Weston-super-Mare. The unit provides high quality specialist clinical care for patients with life limiting conditions needing symptom control and palliative care.

Day Services
The hospice's multi-disciplinary Day Services runs three days a week and its main aims are to promote patient independence and improve quality of life through symptom control and rehabilitation, offering psychological support, and providing respite for carers. Patients' individual needs are a priority.

Within the Day Services environment complementary therapies and a range of creative therapies (dance and movement and crafts) are also provided.

The Family Support Team
This service provides emotional and spiritual support (e.g. bereavement care, Buddy groups, Men-In-Sheds, chaplaincy) to both patients and their loved ones, as well as practical support and guidance.

Our volunteer Companions provide support to patients and carers, and our Chat and Cherish group exists for family and friends.

Buddy groups are informal bereavement groups that offer a warm welcome to bereaved carers who would value social contact and support and may find it helpful to talk to others who understand the complex and mixed emotions bereavement can bring.

Public Benefit



We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. All our charitable activities focus on offering completely free care and support to people and their families affected by life limiting illnesses and are undertaken to further our charitable purposes for the public benefit. Our work is continued with families and carers after patients have died.

Strategic Report

The Strategic Report required under company law comprises three sections: Achievements and Performance, Financial Review and Plans for Future Periods.

Achievements and Performance

In last year's Trustees' Report, we set out the following priorities for the forthcoming year:

Priority	Outcome
Achieving Budget 2020/21	The budget set for 2020/21 was made almost irrelevant straight away by the pandemic but we made every effort to try and maximise our income and minimise costs by using innovative ideas for Fundraising and maximising government help such as the CJRS scheme and local lockdown grants for our shops. The hospice also received a significant amount of funding from NHS England through Hospice UK to support our clinical services areas and help us to continue supporting our patients throughout the pandemic.
Consolidate on improvements made to expanding Clinical Services in 2019/20	Existing services have been maintained as much as possible, although there has been some disruption due to Covid-19 as mentioned in the clinical section of the report below. Some enhancements have also been made such as: • The Family support team offering bereavement services to those bereaved through Covid-19. • Due to lower patient numbers in our in-patient unit at the start of the pandemic we were able to install pull down beds in all rooms to enable family and loved ones to stay overnight with the patients comfortably.
Retail operations review	During the year we have reviewed several areas of our retail operation not limited to but including: Pricing structure of donated goods, Gift aid procedures, Warehouse facilities and New goods and stock count processes.
5 year strategy – year 2	Due to the Covid-19 pandemic we have not been able to move forwards with some of the plans discussed in the 5 year strategy white paper and instead concentrated on keeping our clinical services running for the benefit of our patients. As we move into year 3 we are producing a one page document highlighting everything we would like to achieve in the year ahead.
Governance initiatives	The NHS' Data Security & Protection toolkit continues to be completed. In parallel, work is always ongoing with information governance and GDPR compliance, with the hospice IG panel meeting monthly. A lot amount of effort has gone into risk assessments, especially in relation to Covid-19. We have also implemented a new Gift Aid operations manual for Retail and a Gift Aid best practice manual for Fundraising to strengthen and assure our compliance with HMRC's requirements.

Community

	2021	2020
Total number of patients	**909**	**1,053**
Discharges	**65**	**78**
Deaths	**333**	**406**
% died in preferred place of care	**87%**	**88%**

"Prompt contact to us. On time with appointments. Taking care to listen to our queries and answering them quickly, taking away distress we were under."
A Weston Hospicecare community patient April 2020

- We aim for 80% of patients to complete an Advance Care Plan. In 2020-21, we achieved this with 97%.
- 87% of patients died in their preferred place of care, slightly up from the previous year.
- Non-cancer referrals were up from 12% to 13%.
- The community team continued to work during Covid-19, although all visits were risk assessed. Risk assessments reduced visits to only the essential ones. In the first three months of this year, technology enabled the team to still have face-to-face contacts with their patients.

In-patient Unit

	2021	2020
Admissions	**175**	**152**
Discharges	**31**	**55**
Deaths	**125**	**117**
Average length stay in days	**12.3**	**17.6**
Average bed occupancy	**67%**	**77%**

"All the care I received has been wonderful from care from the doctors and nurses to the care of the cleaning teams, I couldn't wish for better. Nothing is rushed and time taken to discuss anything. Everybody is so kind and helpful and has done all they can to make me feel comfortable and at ease and nothing has been too much trouble. The chefs here deserve a medal, the food is amazing and they're happy to cater to individual needs or wants. All I can say is thank you all at Weston Hospicecare."
A Weston Hospicecare In-patient April 2020

The In-patient Unit:

- Manages symptoms that are particularly complex and have been difficult to control at home.
- Helps people adapt to changes so they can go back home.
- Provides care at the end of life when it is not possible or preferred to die at home.
- Provides a 24/7 Advice Line supported by nursing and medical staff, which received 610 calls compared to 421 the previous year, an increase of 189, proving invaluable advice to professionals, families and those looking after someone needing advice or support to continue care in their normal place of residence.
- During the Covid-19 pandemic we have at times had to introduce visiting restrictions to our In-patient unit, this has been one of the hardest decisions we have had to make and completely foreign to the way we usually work.
- Initially, during Covid-19 we reduced bed capacity, due to the uncertainty and staff shielding etc. but after the first three months (46% occupancy) numbers increased even with the restriction to visitors in the In-patient unit (last nine months occupancy 73.33%).

"I have my answer as very good, because I was looked after with dignity and care was centred on myself and my needs. Doctors and nurses were on hand to adjust my medications if needed. I had a great stay and they sorted out all my needs. Everyone was very friendly."
A Weston Hospicecare In-patient February 2021

Day Services

	2021	2020
Total number of patients	**34**	**167**
Attendance (sessions)	**257**	**1,445**
Complementary Therapy treatments	**535**	**1,037**

"I feel it helps me so very, very much to have this special time for myself, just an hour alone where you can drift off and let go of some of the stress. The relaxation technique really helps and you leave ready to cope again. Thank you."
A Weston Hospicecare complementary therapy client March 2021

- Our Day Services play a crucial role in promoting independent living and quality of life for patients and carers.
- Day Services was temporarily closed for most of the year due to Covid-19. We did introduce virtual sessions and supported existing patients by the phone or virtually.
- Non-cancer attendance remains over 30%.
- After the first lockdown, we realised the importance to our patients and those close to them of carrying on with Complementary Therapy, so with Covid-19 measures and the risk assessments we continued for the rest of the year providing 535 treatments.

Family Support Team

	2021	2020
Chaplaincy		
Face to face contacts	**644**	**1,127**
Total number of patients	**197**	**162**
Bereavement service		
Face to face contacts	**370**	**550**
Total number of clients	**201**	**223**
Volunteer contacts	**N/A**	**228**
Coffee morning	**N/A**	**119**
Buddy Groups (Hospice only)	**N/A**	**201**
Companion services		
New referrals	**34**	**96**
Volunteer contacts	**774**	**680**

During the year the teenage bereavement group continued virtually.

"I didn't know anyone else was feeling this way, the support has got me to a place I didn't think was possible and now I feel ready for university."

A Weston Hospicecare member of the teenager group September 2020

- Caring for the family, including after death is a key component of hospice support. Face-to-face consultations have gone down and bereavement coffee mornings and other groups were suspended in March 2020, all due to Covid-19.
- Our clinical volunteers remain integral to the work of the hospice providing companionship and emotional support, we introduced the new befriender telephone support service during the pandemic.
- Our Family Support team offered and were asked to lead on the psychological and emotional support to the Nightingale hospital in Bristol. Our doctors also offered their services. Thankfully, neither were required as the Nightingale hospital was not needed.

"Can I just say a massive thank you from the bottom of my heart. A year ago I was holding on to a lot of pain, not just with mum's death but with a lot of baggage collected from my life until that point. I wasn't just grieving the loss of mum, but in some ways myself and my life. I'm in a much better place now, spiritually, mentally, physically… and it's thanks to you listening to me rant for the last year that has helped unlock these doors for me, I'm still not sure exactly what I want to do with my life but I'm having fun while doing it… Me and my family have some big plans for the future, and that's it – looking forward rather than back, as I had done for so long."

A Weston Hospicecare bereavement client February 2021

Compliments and Complaints

- The hospice aims to provide the best possible care and as a hospice, we take every suggestion and complaint seriously and aim to learn from these occasions. We also take the opportunity to learn from compliments and share good practice.
- In 2020-21, we received 392 compliments in our Clinical areas. This is significantly up from 2019-20 at 351 and very pleasing given the difficulties posed by Covid-19. We had 3 complaints this year, down from last year's 5 in our clinical areas.
- We aim for 90% of our patient's friends and family to be extremely likely to recommend our service to their friends and family if they needed similar care or treatment. In 2020-21, we achieved this with 94% (with 100% likely to recommend).

iWantGreatCare

The hospice continues to take part in "iWantGreatCare", a platform to let patients leave meaningful feedback on their care, say thank you and help the next patients. iWantGreatCare demonstrates that we are transparent, aware and open to patients' experience as a central part of delivering high quality care.
https://www.iwantgreatcare.org/hospitals/weston-hospice

Our People

Our people, whether paid staff or volunteers, are the heart of our organisation. Each person, in each team has an important role to play – bringing different skills, knowledge and expertise – which support the successful running of the hospice.



Our clinical teams are supported by our catering and housekeeping teams to provide the best care possible for our patients and their families/carers. Our retail and fundraising teams raise the much needed income to support the work we do. Our staff in finance, maintenance, facilities, reception, HR, training and volunteer services provide support to keep our other teams functioning.

We focus our recruitment for both paid staff and volunteers on equal opportunities, concentrating on role requirements.

Employees
We remain committed to recruiting, developing and retaining qualified, experienced, competent and well-motivated professionals. We seek to recruit from all areas of our community.

We employ 95 whole time equivalent staff in the charity including Retail. We have a staff consultation group which considers staff issues at the request of the senior management team or directly from staff. We also have a Freedom to Speak Up Guardian who provides another channel for staff to raise issues or concerns.

The hospice promotes continued learning and development and seeks opportunities and support for all staff to develop themselves both personally and professionally. We have secured funding from Health Education England (HEE) for a number of training courses for our staff including non-medical prescribing courses for some of our community nurse specialists.

Volunteers
The hospice is reliant on the goodwill, commitment and dedication freely given by volunteers, who are the lifeblood of the hospice. Each volunteer brings their own specific skills, humour, interests and experience. Volunteers support the work of all teams whether it is in our main hospice building, out in our shops and retail business hub, or working amongst the community in support groups.

In line with government guidance and following the easing of some Covid-19 restrictions, we are slowly bringing our volunteers out of 'hibernation'. Risk assessments have been undertaken in all services and for each individual volunteer to ensure we maintain their safety and minimise any exposure to Covid-19. Many people have used this time to reflect on their life compass and have taken the decision to no longer volunteer. This has accelerated the need for new ways to offer volunteering opportunities and to ensure flexibility is at the forefront of any new development.

Services are continually reviewed and new voluntary roles developed and reintroduced in line with service requirements.

The hospice strives to forge close ties within the community and continues to work with local schools and colleges in identifying opportunities for volunteering. We also retain links with companies who run employee volunteering schemes, and with organisations who offer return to work programmes; offering long term unemployed the opportunity to gain valuable skills and regain their confidence through volunteering.



Financial review

Overall the Charity had total income of £4,876k (2020 £4,604k) and generated a net surplus of £960k, a positive swing of £1,173k from the 2020 position of £213k net deficit.

There was a significant increase in gifts in wills income which totalled £890k for the year (2020 £410k).

During the year, the value of investments also increased giving a positive movement of £313k, compared to the prior year loss of £245k. The loss last year was incurred during the last few weeks of 2019-20 when the financial markets fell sharply in the initial reaction to the Covid-19 crisis. This year's surplus represents a return to a more normal situation.

Over a three-year period, it is our plan to produce a balanced operating performance. The hospice is committed to minimising operating costs without impairing the quality of its services.
One future uncertainty has been around funding of the NHS pension increases from 14.3% to 20.6% introduced from 1st April 2019. It has since been confirmed that the government (via NHS England) will cover this increased cost until at least 31st March 2022.

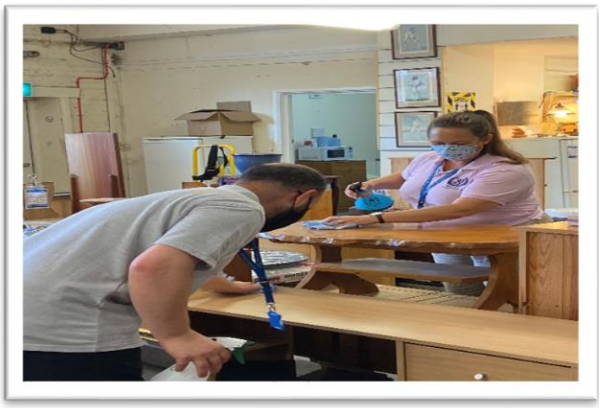
Clinical income

This year's income has been supplemented by a grant from NHS England, administered by Hospice UK, amounting to £639k, as more fully described in note 29 to the financial statements.

Charity shops (retail trading)

Total retail income including gift aid was £1,117k in 2021 (£1,093k excluding gift aid). The total net loss to the Hospice was £84k. (In 2020, net contribution was £280k).

The trading year was significantly disrupted by the restrictions from the Covid-19 outbreak. Shops were closed for most of the year and subjected to a variety of restrictions when they were allowed to trade. The cycle of closing and reopening during three separate lockdowns, often at short notice, was inefficient, costly, and disruptive.



Most landlords were sympathetic to the difficulties and a range of rent concessions were granted, and these, along with local authority support and the government Covid Job Retention Scheme (CJRS) payments, managed to limit some of damage to the income. The shop teams and retail management have handled the pandemic in a professional way ensuring good communication with staff and volunteers throughout.

The enforced closure allowed the refurbishment of several shops. These actions build on the programme that was started last year and put us in a reasonably strong position to restart trading when the restrictions were lifted in the new year.

Our former director of retail, Gemma Turner left the company on (16th October 2020) Retail leadership was then provided by an experienced interim manager from late March, and this has continued into the current financial year. A permanent Director or Retail, Emma King was recruited and joined us in June 2021. She has considerable experience in both the charity and commercial retail sectors and we are confident that she will provide effective leadership into the future.

Plans for next twelve months:
The focus will be on recovery from the effects of the Covid-19 pandemic. It is anticipated that the early months of the financial year will continue to be affected by various restrictions, reduced footfall in our

shops and low (though slowly recovering) public confidence which will suppress the trading performance to some extent, and the mid-term future remains somewhat uncertain, especially as regards winter 2021/22. Outside of this our focus will be on leveraging the value returned from our EPOS system and making greater use of management information to inform decision making. Also, there is a renewed focus on gift aid, both in terms of enhanced internal auditing and with improvements to our donor conversion rate.



The supply of donated goods remains a high priority and greater efforts will be made to generate higher volumes and to make the best possible use of all stock donations. The further development of our online business is also crucial, with some important first steps already taken, we will be expanding and improving this area of our business by re-launching the processes to the shop staff and working to improve our systems.

We have scaled back our offer of new goods to ensure that these products fulfil a specific role in our stock offer. We have also strengthened our stocktaking procedure by bringing the processes within our EPOS system and employing technology to assist with data capture.

Considerable work has been undertaken on our pricing of donated goods across the entire estate and two former £1 shops have been converted to a 'clearance' format to allow more flexibility on pricing and improve the returns.

Finally, we are hoping to add a flagship shop to the portfolio in the next financial year. Planning is at an early stage, but it is hoped to include a re-location of the existing warehouse as a part of the plan.

Fundraising

The fundraising team raises funds from individuals, from our local community, the business sector, local and national grant-giving trusts, and through events.

Total voluntary income for this year was £1,709k, up against the previous year's £1,395k largely due to larger gifts in wills this year.

Gifts in wills income was received from 22 estates contributing to the £890k income reported. We are very grateful to everyone who remembered us in their Will. Make Your Will Week, held in February again this year was a great success, with an increased number of participants and donations. We would like to thank the local solicitors firms who supported the event this year.

Due to impact of Covid we had to postpone most live hospice-managed events this year, the Men's March and Strictly Fun Dancing in March, the annual Mendip Challenge in June, and the Midnight Beach Walk in October. We responded to the Covid challenge by promoting virtual events, including walks, cycles, quizzes, pets shows and even a Festival. Our flagship Mendip Challenge event was converted to a Mini Mendip ten mile walk with a virtual option, with over 200 participants. Even with the virtual challenges events we were over £125k down on the previous year. We are grateful for the kind sponsorship of Howards Motor Group, the Grand Pier and Thatcher's Cider.



Income from trusts and grants (restricted and unrestricted) was significantly higher on the previous year, at £80k (£92k including a retail grant from Ebay), (2020 £18k). This was due to specific Covid-19 grants. We extend particular thanks to The Albert Hunt Trust, Fairfield Charitable Trust, February Foundation, James Tudor Foundation, Thomas J Horne Memorial Trust, Ardonagh Community Trust and Gordon Family Trust for their generous contributions.



Once again this year we were extremely well supported by our local community who helped us by organising virtual events and donating to our Christmas Appeal which generated nearly £97k. We also launched our regular giving campaign "A Minute A Month" and this saw an all time high of regular gifts. This support is invaluable to us and without it we would not be able to raise the necessary income that the hospice needs.

Weston Hospicecare's lottery income was up on the previous year at £236k (2020 £232k), despite having to put canvassing on hold due to the pandemic.

We are very grateful for the continuing support and generosity of our many donors and supporters throughout the year.

Investment Powers and Policy

Our investment portfolio is managed by Rathbones, who manage the funds according to a relatively low-risk profile consistent with the powers provided under the charity's memorandum and articles of association, and the investment policy set out by the trustees. The investment policy takes into account such factors as:

- A prudent level of reserves, as informed by regular reviews of the organisation's business plan, risk profile and reserves policy;
- A sufficient level of liquidity; and
- Appropriate diversification, at modest risk, within the investment asset pool.

During the financial year, the investment yield of approx. 3% was a valuable source of income.

Principal risks and uncertainties

One of our most important assets is our reputation, which has been hard-earned over 31 years. Any serious incident that could damage our standing in the community will have a significant impact on our ability to raise funds.

A focused and engaged Senior Management Team, supported by our Board of Trustees, communicating openly in a culture of mutual support and without fear, ensures we work in alignment to maintain and enhance our reputation.

Hospice Governance is provided by a series of Trustee-led sub-Committees with clear terms of reference to home in on specific mission-critical aspects of our work.

Hospice risk registers provide a framework for risk identification, quantification, mitigation, and thus management to an acceptable level. The risk registers are reviewed annually to verify continued suitability.

Hospice policies and procedures are monitored and reviewed according to a master schedule. Of these, our Risk Management Policy guides our strategic management of risk, and our Reserves Policy ensures that sufficient reserves are maintained to weather storms and carry us through uncertain periods.

The charity has considered the continuing impact of Brexit on its operations. The main risks facing the organisation are around medicines, recruitment and investments. The NHS has issued guidance and we are following that guidance which does not consider it helpful or appropriate for organisations to be stockpiling medicines. Recruitment of EU workers may present a risk but to date the charity has not experienced issues regarding this and does not employ significant levels of EU workers which indicates few future issues will be experienced. Investments are very volatile and Brexit represents an additional uncertainty. The charity is advised by Rathbones who manage volatility within our investment strategy and the trustees believe it has resilience to withstand significant fluctuations in the market as a result of Brexit.

Reserves Policy

The charity will maintain sufficient reserves, according to its Reserves Policy which requires the calculation of reserves on both a going concern basis, and on a theoretical basis of close-down. The minimum level of reserves is calculated for both scenarios and the higher of these two informs the ongoing minimum level of reserves. This exercise has revealed that the level of reserves demanded as a going concern is significantly higher than the level of reserves demanded for the theoretical close-down scenario, and thus it is the former which sets our level of reserves according to the calculation described below.

The level of reserves that would be necessary to maintain the charity's full objectives and services, taking into account the reasonably likely risks over a future two-year period, is used for the calculation on a going concern basis.

Free reserves are defined in accordance with Charity Commission guidelines to exclude restricted and designated funds, and to exclude the value of fixed assets required to operate the hospice. Where a significant proportion of reserves relates to investment property the appropriateness of including its value will be assessed at the time of the calculation.

Reserve requirements are estimated by a risk-based approach estimating a plausible "worst case" reduction in our income streams and increase in our expenses – a range of annual percentage reductions between 10-40% are postulated for the various income streams and a 5% annual increase is postulated for our expenses. The resulting cash impact is aggregated over a two-year period which is considered to represent a reasonable period associated with the worst case scenario and is long enough for us to readjust income streams and, if necessary, to reduce expenditure.
There are also specific provisions made for future known issues e.g. trading losses, insofar as they have not been provided for in the financial statement.

The total reserves predicted by this calculation will be further increased by a factor of 10% as insurance against, and to meet the problems posed by, unforeseeable events with both very low probability and very high impact, such as (but not restricted to) the Covid-19 pandemic during 2020. This factor of 10% is based on our experience during the Covid-19 pandemic, extrapolated over the period envisaged.

The total funds held by the group at 31 March 2021 totalled £7,588k (2020: £6,628k) per the details set out in note 23 to the accounts.

Restricted funds at 31 March 2021 total £283k (2020: £372k), and are not available for general use by the Charity.

Designated funds total £13k at 31 March 2021 (2020: £14k) made up of the Friends fund, and the Jill Dando fund set up in 2019 in memory and honour of our former patron, on the 20th anniversary of her untimely death.

Of the total funds referred to above, the free reserves available to the Charity, without the need to dispose of tangible fixed assets total £4.7m (2020: £3.5m) which equates to approximately 14 months running costs.

Current reserves are in excess of the amount recommended by our reserves policy. However, there is huge uncertainty surrounding the risk of further lockdowns, national or local, that could require us once again to close our shops but this time without the safety net of the CJRS and small business grants. Furthermore, such lockdowns would

further curtail our fundraising activities which are still hampered by social gathering restrictions, and worsen the depressed income levels we are suffering as a result. There is still uncertainty over Brexit, with the results of trade talks also adding to the risk. Therefore it is prudent and appropriate that we are carrying more reserves than usual during this period to guarantee the sustainability of our care, which thus far we have managed to maintain throughout the pandemic.

Pay rates for key management personnel
The board of trustees and the senior management team comprise the key management personnel of the hospice. All trustees give of their time freely and no trustees received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 28 of the accounts.

The current Chief Executive had his pay benchmarked against similar roles in comparable organisations.

The Chief Executive and trustees undertake the pay review of other members of the senior management team, benchmarking informally. There is an emphasis on ensuring value for money whilst enabling the recruitment and retention of appropriate skills and experience.

The remuneration paid to key management personnel is set out in note 14 to the accounts.

Fundraising Practices
The Trustees confirm that Weston Hospicecare Limited undertakes its fundraising activities in accordance with best practice and in line with current Code of Fundraising Practice.

Weston Hospicecare Limited is registered with the Fundraising Regulator, the independent body established to set and maintain standards of appropriate charitable fundraising in the UK. We ensure we adhere to the 'fundraising promise' as set out by the Fundraising Regulator. We take the management of our data very seriously and conform to Data protection legislation. We only collect and use personal information for the use it was intended and do not sell or buy data to or from third parties. We send out two newsletters per year and those, along with any other communications are based on the interests and wishes of the supporter.

We have ensured that we are complying with the General Data Protection Regulations which came into force in May 2018 by continually reviewing our policies and practices relating to personal data, including our consent procedures and our fundraising database retention periods. We provide all of our supporters with clear and easy opportunities to change their communication preferences at any time. Our Privacy Notice, outlining how we use supporter data is available on our website or can be communicated verbally or in writing for those without internet access by calling our supporter care department. We also have a complaints procedure should anyone wish to raise an issue or complain about any of our activities (including fundraising). During 2020/21 we didn't receive any complaints relating to our fundraising and communications practices.

Weston Hospicecare Limited also raises funds from trusts, foundations and companies. Funds raised are used as per the supporter's wishes, whether set aside for specific purposes (restricted) or for general hospice expenses (unrestricted). We ensure that we comply with any agreed arrangements with our supporters such as named recognition in the statutory accounts. We also have robust internal control systems to ensure that the grants are spent for the specified purpose (if any) and closely monitored. Any requests for anonymity are always respected and adhered to.

When entering into commercial partnerships we always obtain written agreements, making clear the roles and responsibilities of each party. In 2020/21 Weston Hospicecare Limited continued working with Lottery Fundraising Services Ltd to help raise the profile of our Lottery through venue sales (stands at supermarkets etc) although this could not be promoted most of the year due to the pandemic. Lottery Fundraising Services were also contracted to do a limited amount of door-to-door sales to raise Lottery numbers and there were significant levels of control around this including (but not limited to)

hospice-led training.

We recognise that the users of our services and indeed our supporters can be vulnerable and require protection from abuse and exploitation. The privacy and dignity of our patients and sensitivity to their needs and wellbeing is paramount to us. Our safeguarding adults at risk policy governs how we deal with vulnerable people and this can be made available on request, as required by the Fundraising Regulator.

Plans for future periods
Our financial focus during 2021/22 will be on recovery from the Covid-19 pandemic. Only by doing so can we restore full patient services and continue to develop and expand our clinical care in the months and years ahead.

Budget 2021/22
We expect the majority of 2021/22 to be affected in one way or another by the recovery from Covid-19 and national lockdown. We anticipate a slow recovery in Retail and Fundraising activity and profitability and we have assumed there will be no further national or local lockdowns. We hope that by the end of 2021/22 we will be operating as profitably as were before the Covid-19 crisis arose. We will make every effort to reinstate our pre-Covid-19 strategy and we will continue to measure ourselves against that baseline and return to "normal" as soon as we can.

Despite the national and local economic ravages of the Covid-19 pandemic, we believe the hiatus imposed by the virus from February 2020 to the time of writing presented an opportunity for us to take stock and review some of our traditional operating models. Weston Hospicecare has come through this well, thanks to the creativity, enthusiasm and resilience of our staff, and we aspire to bounce back stronger from the crisis by incorporating some of what we have learned about our organisation during the period. As regards our ability to not only restore our income to pre-Covid-19 levels but to build on these, there are two main strands to our approach:

- Our Fundraising team has discovered new ways of working, in particular the use of technology and the ability to run virtual events either standalone or in combination with mass participation events, which reach out to a wider support base. The best of these will be retained in future alongside those more traditional ways of fundraising for an optimum blend which has the possibility of exceeding our pre-Covid-19 recipe.
- Before Covid-19, we were already reviewing our Retail operations and looking at all aspects such as pricing strategies, proportion of new goods, hub infrastructure, staffing model, gift aid processes, shop portfolio composition, engagement with landlords, and more. The closure of all our shops has afforded us the time and headspace to accelerate our review, coupled with the assistance of external charity retail consultants to augment our own analysis. Our hope is to effectively re-invent our Retail organisation in such a way that it can generate significantly more funds to support our charitable purpose.

This two-strand approach, running alongside the continued support of our Clinical Commissioning Groups, will enable the Hospice to emerge from the Covid-19 crisis in best possible shape.

We wish to acknowledge and repeat our appreciation for the generous financial aid received from central government in the form of the Covid-19 Job Retention Scheme, grant funding for hospices administered by Hospice UK, from local authorities in the form of small business grants to shops and from the majority of our shop Landlords who granted us rent free periods.

Clinical Services & Strategy
Care for patients and their loved ones remains at the heart of everything we do.

2020/21 was Year 2 of the 5-Year strategy that we developed during 2018. The CEO address to this report summarises some of the Clinical improvements and service expansion we undertook during Year 2. In the year ahead we are now investigating the scope and viability

of a Hospice at Home service, we are planning to refurbish our Day Hospice facilities and we are considering the merits of introducing a new position to the Hospice, that of Clinical Educator.

Our approach is to take the Hospice forward through cycles of service development matched by iterations of income growth, to ensure we remain balanced and sustainable.

As we look to gradually and safely emerge from the Covid-19 lockdown, this is still our intention for year 3 of our 5-year strategy, but now the emphasis is first on re-starting those Clinical services which have been temporarily suspended, such as Outpatient Day Services (Day Hospice) and Complementary Therapies, and restoring full income generation after enforced closure of all shops and cancellation or postponement of many fundraising activities, to sustain those. Our goal is to end 2021/22 with all Clinical services running, and monthly income at levels at least matching pre-Covid-19 which are set to grow into 2022/23. Nonetheless, the impact of Covid-19 means we expect to finish 2021/22 with a deficit which of necessity will be funded from the surplus reported for 2020/21.

Governance
Alongside all usual governance activities, our key governance focus areas for 2021/22 will include:

- The hospice risk management system and processes around annual review of risk registers – this had been planned for 2020/21 but the pandemic necessitated a focus on Covid-specific risk assessments as a priority.
- Continually improve our information governance and GDPR improvement plan, including the possibility of a new document management system such as Sharepoint to better manage control and permissions of digital data.
- Robust management of our Retail new goods with better stock-taking procedures.
- Implementation of our Retail gift aid operations manual and in particular module 7 which covers compliance checks and balances.

Structure, Governance and Management

Governing document
Weston Hospicecare is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

Operating name
The hospice operates under the name of Weston Hospicecare Limited.
The hospice has one wholly owned trading subsidiary, Weston Hospicecare Mart Limited which deals with all new goods sales and commission on gift aid.

Trustee induction and training
Following selection and recruitment, the prospective trustees receive an induction pack, which covers the responsibilities of a trustee within the charity and specific information about Weston Hospicecare Limited, and receive training where appropriate. The existing Board of Trustees can co-opt new trustees at any time, usually after a probationary period as an observer. The AGM then ratifies co-opted trustees.
The hospice gives all trustees an extensive 'Trustee Manual' to guide them as to how the charity operates and what is expected of them.

Directors and trustees
The directors of the charitable company are its trustees for the purposes of charity law and throughout this report are collectively referred to as the trustees.
Some of the trustees are also directors of the subsidiary company.

Recruitment and appointment of trustees
New trustees are recruited to the charity following an assessment of the skills and experience within the team and identification of any gaps; the aim is to have a broad range of skills and abilities including business, finance, human resources and clinical skills. All members of the Board are non-executive and the positions are unpaid

Organisation
The main objective of the trustees is, in conjunction with the senior management team, to develop the strategic direction of the hospice ensuring that this remains within the remit of the charity, maintain the ethos and principles agreed, and to ensure that a robust monitoring system is in place to review performance. The day-to-day management of the hospice has been delegated to the Chief Executive and senior management team, consisting of:

- Chief Executive
- Director of Patient Services
- Director of Fundraising & Communications
- Director of Retail
- Finance Manager
- HR Manager

There are bi-monthly meetings of the Board of Trustees and the senior management team attends these. In addition, sub- committees consist of trustees and the senior management team, meeting bi-monthly as a rule, covering subjects such as clinical governance, finance and business planning and income generation. Each sub-committee has its own terms of reference.

There is appropriate clinical governance in place to monitor and improve our service. Monitoring of staff and public health and safety is core to governance at all levels.

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

Trustees' responsibilities in relation to the financial statements

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

Company and charity 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 incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware; and
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken steps that he/she is obliged to take as directors in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This Report, incorporating the Strategic Report, was approved by the Trustees and signed on its behalf by

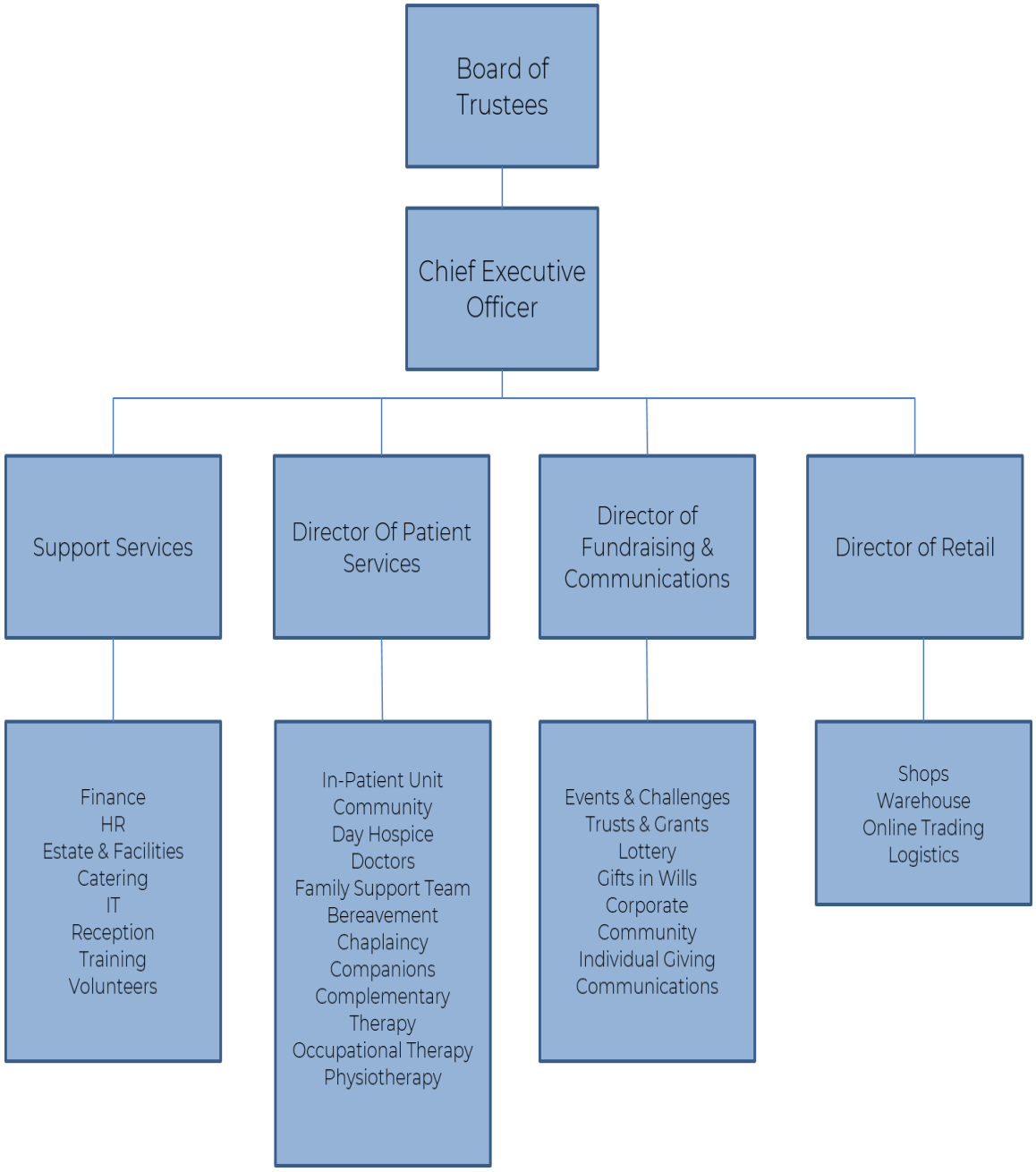


J E Driscoll

Chair

23rd September 2021

Organisational Structure



Reference and administrative details

Charity Number : 900328

Company Number : 02414541

Registered Office : Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, North Somerset BS23 4YQ

Our advisors

Auditors	Mazars LLP, 90 Victoria Street, Bristol BS1 6DP
Bankers	Lloyds Bank plc, 2 South Parade, Weston-super-Mare, BS23 IJL
Solicitors	Bennetts Solicitors, Barley Wood Stables, Wrington, Bristol, BS40 5SA
Investment Advisors	Rathbone Brothers plc, 1 Curzon Street, London W1J 5FB
Investment Managers	CCLA Investment Management Ltd, 80 Cheapside, London, EC2V 6DZ

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purposes of charity law. The trustees and officers serving during the year and since the year-end were as follows:

John Davey, Vice Chair, Treasurer
Judi Driscoll, Chair
John Bangham
Dr John Dixon
Hilary Emery
John Katsouris
Michelle Michael
Leslie Millar
Simon Price
Dr Peter Smith
Elizabeth Turner

Secretary

John Davey

The key management personnel serving during and since the year end were:

Chief Executive Officer	Paul Winspear
Director of Patient Services	John Bailey
Director of Fundraising & Communications	Mark Flower
Director of Retail	Gemma Turner (Resigned 16th October 2020) /Emma King (Appointed 9th June 2021)
Finance Manager	Roslyn Seymour
HR Manager	Sonja Hammond

Independent auditor's report to the members of Weston Hospicecare Limited

Opinion

We have audited the financial statements of Weston Hospicecare Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated 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 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 charity's affairs as at 31 March 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Report, other than the 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 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 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the welcome from the Chair, the message from the Chief Executive Officer and the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the welcome from the Chair, the message from the Chief Executive Officer and the Trustees' Report have 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's and of the parent charity's and its environment obtained in the course of the audit, we have not identified material misstatements in the welcome from the Chair, the message from the Chief Executive Officer or the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 Trustees' Responsibilities Statement set out on page 18, 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 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 of the parent charity'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 charity 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 the 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. Based on our understanding of the parent company and its subsidiary and its operations, we identified that the principal risks of non-compliance with laws and regulations related to the UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, incorrect allocation of funds between restricted and unrestricted, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006 and the Charities SORP.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the group's and of the parent charity's which were contrary to applicable laws and regulations, including fraud.

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

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of the audit report

This report is made solely to the charity'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 charity'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 group's and of the parent charity's members as a body for our audit work, for this report, or for the opinions we have formed.



Richard Bott (Senior Statutory Auditor) for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

90 Victoria Street

Bristol

BS1 6DP

Date

		Restricted funds	Unrestricted Funds			
			General	Designated	Total	Total funds
		2021	2021	2021	2021	2020
	Note	£	£	£	£	£
Income and Endowments from:						
Donations and gifts in wills	3	1,000	1,362,098	-	1,363,098	921,340
Other trading activities	4	-	1,687,541	-	1,687,541	2,344,544
Investment income	5	-	65,439	-	65,439	89,625
Charitable activities	6	648,064	1,071,984	-	1,720,048	1,230,610
Other income	7	-	40,134	-	40,134	17,800
Total income		**649,064**	**4,227,196**	**-**	**4,876,260**	**4,603,919**
Expenditure on:						
Raising funds	8,9,10	2,073	1,934,505	41	1,936,619	2,236,638
Charitable activities	11	62,216	2,229,285	1,253	2,292,754	2,335,571
Total Expenditure		**64,289**	**4,163,790**	**1,294**	**4,229,373**	**4,572,209**
Gains and (losses) on revaluation and disposal of investment assets		-	313,169	-	313,169	(244,677)
Net Income/(Expenditure)		584,775	376,575	(1,294)	960,056	(212,967)
Transfers between funds	23	(674,094)	673,542	552	-	-
Net movement of funds for the year		**(89,319)**	**1,050,117**	**(742)**	**960,056**	**(212,967)**
Total funds at 1st April 2020		372,259	6,242,205	13,913	6,628,377	6,841,344
Total funds at 31st March 2021	23,24	**282,940**	**7,292,322**	**13,171**	**7,588,433**	**6,628,377**

Consolidated Statement of Financial Activities (including the Income & Expenditure Account) for the year to 31st March 2020

		Restricted funds	Unrestricted Funds			
			General	Designated	Total	Total funds
	Note	2020 £	2020 £	2020 £	2020 £	2019 £
Income and Endowments from:						
Donations and gifts in wills	3	5,282	916,058	-	921,340	1,331,382
Other trading activities	4	-	2,344,544	-	2,344,544	2,303,994
Investment income	5	-	89,625	-	89,625	89,186
Charitable activities	6	123,523	1,102,039	5,048	1,230,610	1,019,725
Other income	7	-	17,800	-	17,800	9,730
Total income		**128,805**	**4,470,066**	**5,048**	**4,603,919**	**4,754,017**
Expenditure on:						
Raising funds	8,9,10	1,962	2,234,676	-	2,236,638	2,180,710
Charitable activities	11	78,496	2,256,371	704	2,335,571	2,148,319
Total Expenditure		**80,458**	**4,491,047**	**704**	**4,572,209**	**4,329,029**
Gains and (losses) on revaluation and disposal if investment assets		-	(244,677)	-	(244,677)	49,606
Net Income/(Expenditure)		48,347	(265,658)	4,344	(212,967)	474,594
Transfers between funds		(57,944)	52,629	5,315	-	-
Net movement of funds for the year		**(9,597)**	**(213,029)**	**9,659**	**(212,967)**	**474,594**
Total funds at 1st April 2019		381,856	6,455,234	4,254	6,841,344	6,366,750
Total funds at 31st March 2020	23	**372,259**	**6,242,205**	**13,913**	**6,628,377**	**6,841,344**

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	16		30,381		35,946
Tangible assets	17		2,562,836		2,779,748
Investments	18		2,871,141		2,273,752
			5,464,358		5,089,446
Current assets					
Stocks	19	73,372		93,469	
Debtors	20	730,145		408,867	
Cash at bank and in hand		1,840,773		1,582,886	
		2,644,290		2,085,222	
Creditors: amounts falling due within one year	21	(395,794)		(468,616)	
Net current assets			2,248,496		1,616,606
Provisions	22		(124,421)		(77,675)
Total assets less current liabilities			7,588,433		6,628,377
Charity Funds					
Restricted funds	23		282,940		372,259
Unrestricted funds	23		7,305,493		6,256,118
			7,588,433		6,628,377

The financial statements were approved and authorised for issue by the Trustees on 23rd September 2021 and signed on their behalf by:



Mr. J. Davey

Trustee

The notes on pages 31 to 55 form part of these financial statements.

Company Registered Number: 02414541

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	16		30,381		35,946
Tangible assets	17		2,560,186		2,771,343
Investments	18		2,872,141		2,274,752
			5,462,708		5,082,041
Current assets					
Stocks	19	-		-	
Debtors	20	765,610		495,515	
Cash at bank and in hand		1,822,746		1,534,032	
		2,588,356		2,029,547	
Creditors: amounts falling due within one year	21	(382,902)		(450,228)	
Net current assets			2,205,454		1,579,319
Provisions	22		(124,421)		(77,675)
Total assets less current liabilities			7,543,741		6,583,685
Charity Funds					
Restricted funds	23		282,940		372,259
Unrestricted funds	23		7,260,801		6,211,426
			7,543,741		6,583,685

The financial statements were approved and authorised for issue by the Trustees on 23rd September 2021 and signed on their behalf by:



Mr. J. Davey

Trustee

The notes on pages 31 to 55 form part of these financial statements.

Company Registered Number: 02414541.

Cashflow Statement	Note	Total funds 2021 £	Total funds 2020 £
Cashflows from operating activities:			
Net cash provided by operating activities	25	437,885	194,038
Cash flows from investing activities			
Dividends and interest from investments	5	65,439	89,625
Purchase of intangibles, property, plant and equipment	16,17	(46,044)	(304,220)
Write back work in progress capital expenditure	17	84,827	-
Purchase of investments	18	(1,000,817)	(621,329)
Proceeds from sale of investments	18	716,597	905,891
Net cash provided by(used by) investing activities		**(179,998)**	**69,967**
Change in cash and cash equivalents in the reporting period		257,887	264,005
Cash and cash equivalents at the beginning of the period		1,582,886	1,318,881
Cash and cash equivalents at the end of the period	**25**	**1,840,773**	**1,582,886**

The notes on pages 31 to 55 form part of these financial statements.

1. General Information

Weston Hospicecare Limited is a charity registered in England and Wales and a private company limited by guarantee. The registered office is Jackson-Barstow House, 28 Thornbury Road, Uphill, Weston-super-Mare, BS23 4YQ.

2. Accounting Policies

2.1 Basis of preparation of financial statements

The financial statements 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 Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Weston Hospicecare meets the definition of a public entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements are prepared in sterling which is the functional currency of the charity and group and rounded to the nearest pound. Comparative information relates to the year ended 31 March 2020.

2.2 Preparation of the accounts on a going concern basis

The charity reported a cash inflow of £258k during the year. The Trustees aim to achieve a balanced financial performance, and they are confident that the steps that they have undertaken this year will result in a continued positive performance over the next 1-3 years. The Charity has reserves as disclosed on page 14 which the trustees consider adequate to support the Charity in the unlikely event that the anticipated positive performance over the next 3 years is not quite achieved and on this basis, the Trustees have prepared the accounts on a going concern basis.

2.3 Basis of consolidation

The financial statements consolidate the accounts of Weston Hospicecare Limited and of its subsidiary undertaking ('subsidiary') on a line by line basis.

The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.

The income and expenditure account for the year dealt with in the accounts of the group was a £960k surplus (2020: £213k deficit).

2.4 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named on the reference and administrative details page. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

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

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

2.6 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and 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.

For gifts in wills, entitlement is taken as the earlier of the date on which either the charity is aware that probate has been granted the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a gift in will in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where gifts in wills 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 gift in will is treated as a contingent asset and disclosed if material.

2.7 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Costs of generating funds are those costs incurred in fundraising and those costs incurred in trading activities that raise funds.

The costs of charitable activities are those of providing a community based specialist palliative care service.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

2.8 Intangible Assets

Intangible assets over £500 are capitalised and stated at cost less amortisation. Amortisation is provided so as to write off the cost over their useful lives as follows:

Computer software	over 3 years

2.9 Tangible fixed assets and depreciation

Tangible fixed assets over £500 are capitalised and stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% straight line, except where an asset is re-lifed
Leasehold Property	evenly over the life of the lease
Motor vehicles	25% straight line
Fixtures & fittings	20% straight line
Computer equipment	over 3 years
Medical Equipment	25% straight line

Freehold property is stated at cost or valuation in the balance sheet less accumulated depreciation to date. The organisation's investment in freehold property is included at a value based upon the open market value of similar properties in the vicinity.

Assets under construction are capitalised but not depreciated until they are commissioned.

2.10 Investments

Listed investments are stated at market value at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Investments in subsidiaries are valued at cost less provision for impairment. These are valued at cost as there is not thought to be a significant difference with their market value.

2.11 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Items donated for resale are not included in the financial statements until they are sold.

2.12 Debtors

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

2.13 Cash at bank and in hand

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

2.14 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 and can be measured or estimated reliably.

2.15 Financial instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.16 Pensions

Employees can join a defined contribution pension scheme which is administered by Scottish Widows. The group also contributes to the NHS pension scheme on behalf of a number of staff who are eligible to join such schemes. Staff transferring from the NHS may continue to contribute to the NHS scheme. The NHS scheme is a defined benefit scheme but the charity is unable to identify its share of the underlying assets and liabilities and as permitted by FRS 102 (section 17 of Charities SORP), it accounts for the Plan as if it were a defined contribution scheme. As such these accounts do not recognise any assets or liabilities in relation to this scheme.

2.17 Donations in kind

In addition to the amounts included in the financial statements, the organisation benefited from many hours of volunteer help during the year, most of which came in the form of direct assistance in manning the administration office, fund raising, publicity and uncharged professional services. The charity could not have achieved its current level of accumulated funds or clinical service provision without their gratefully received assistance. Volunteers time is not recognised in the financial statements.

2.18 Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

2.19 Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make some judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure. However, the nature of estimation means that actual outcomes could differ from those estimates.

A key area of judgement in these financial statements is the recognition of legacy income, which requires judgement about whether the income is probable or not, and whether Weston Hospicecare holds entitlement to the monies. There is also estimation uncertainty regarding the reliability of the amount to be received. Many of the gifts in wills in the pipeline will include properties which are inherently uncertain in value as well as sometimes there being uncertainty regarding the amount of the estate to which Weston Hospicecare is entitled. The value of accrued income relating to gifts in wills has been estimated at £371k at 31st March 2021.

There are also judgements made in determining whether provisions are required and at what value. A provision for dilapidation has been made either where a specific claim has been registered, or where a lease is due to end within the next three years and Weston Hospicecare does *not* intend to renew the lease – for properties where the lease is intended to be renewed, such properties are maintained annually to a standard where the risk of dilapidation costs are negligible and therefore no provision is made. There have been no actual costs to compare the estimates to however. A dilapidations provision of £124k is held at the year-end and is disclosed in note 22.

2.20 Employee Benefits

Short-term employee benefits and contributions to defined contribution pension schemes are recognised as an expense in the period in which they are incurred.

3. Donations and Gifts in wills

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted funds	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Trusts and grants	-	91,841	**91,841**	-	18,100	**18,100**
Covenants and Gift Aid	-	91,359	**91,359**	4,282	180,640	**184,922**
Other Donations and Collections	1,000	289,017	**290,017**	1,000	307,552	**308,552**
Gifts in wills	-	889,881	**889,881**	-	409,766	**409,766**
	1,000	**1,362,098**	**1,363.098**	**5,282**	**916,058**	**921,340**

4. Other trading activities

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Fundraising	-	358,029	**358,029**	-	473,944	**473,944**
Lottery	-	236,031	**236,031**	-	232,157	**232,157**
Shops	-	1,093,481	**1,093,481**	-	1,638,443	**1,638,443**
	-	**1,687,541**	**1,687,541**	**-**	**2,344,544**	**2,344,544**

5. Investment income

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Dividends receivable	-	56,015	**56,015**	-	74,649	**74,649**
Interest receivable	-	9,424	**9,424**	-	14,976	**14,976**
	-	**65,439**	**65,439**	**-**	**89,625**	**89,625**

6. Charitable activities

	Restricted funds	Unrestricted Direct	Designated	Total funds	Restricted funds	Unrestricted Direct	Designated	Total funds
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
In-Patient Unit	6,980	656,776	-	**663,756**	2,355	677,153	5,048	**684,556**
Community	2,000	207,407	-	**209,407**	20,718	191,748	-	**212,466**
Day Hospice	-	65,153	-	**65,153**	100,000	50,685	-	**150,685**
Other Patient Services	586	142,648	-	**143,234**	450	182,453	-	**182,903**
Grants – Other	638,498	-	-	**638,498**	-	-	-	**-**
	648,064	**1,071,984**	**-**	**1,720,048**	**123,523**	**1,102,039**	**5,048**	**1,230,610**

7. Other Income

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Other income	-	40,134	**40,134**	-	17,800	**17,800**
	-	**40,134**	**40,134**	**-**	**17,800**	**17,800**

8. Costs of raising funds – voluntary income

	Restricted funds	Unrestricted Direct	Unrestricted Support	Designated	Total funds	Restricted funds	Unrestricted Direct	Unrestricted Support	Designated	Total funds
	2021	2021	2021	2021	2021	2020	2020	2020	2020	2020
	£	£	£	£	£	£	£	£	£	£
Fundraising	3	106,254	25,818	2	**132,077**	-	100,416	26,800	-	**127,216**
Depreciation	425	1,010	909	-	**2,344**	24	1,010	952	-	**1,986**
	428	**107,264**	**26,727**	**2**	**134,421**	**24**	**101,426**	**27,752**	**-**	**129,202**

9. Costs of raising funds - fundraising

	Unrestricted					Unrestricted			
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2021	2021	2021	2021	2021	2020	2020	2020	2020	2020
	£	£	£	£	£	£	£	£	£	£
Fundraising	8	153,511	54,187	7	**207,713**	389	204,791	57,029	-	**262,209**
Lottery	-	96,728	9,215	-	**105,943**	-	117,982	9,628	-	**127,610**
Shops	39	1,181,231	213,212	32	**1,394,514**	-	1,408,552	224,925	-	**1,633,477**
Depreciation	1,598	63,417	9,007	-	**74,022**	1,549	54,039	9,432	-	**65,020**
Loss on disposal of fixed assets	-	2,574	-	-	**2,574**	-	640	-	-	**640**
	1,645	**1,497,461**	**285,621**	**39**	**1,784,766**	**1,938**	**1,786,004**	**301,014**	**-**	**2,088,956**

10. Costs of raising funds - Investment management costs

	Unrestricted				Unrestricted			
	Restricted funds	Direct	Support	Total funds	Restricted funds	Direct	Support	Total funds
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
Investment managers' fees	-	17,432	-	**17,432**	-	18,480	-	**18,480**
	-	**17,432**	**-**	**17,432**	**-**	**18,480**	**-**	**18,480**

11. Expenditure on charitable activities

	Unrestricted					Unrestricted				
	Restricted funds	Direct	Support	Designated	Total funds	Restricted funds	Direct	Support	Designated	Total funds
	2021	2021	2021	2021	2021	2020	2020	2020	2020	2020
	£	£	£	£	£	£	£	£	£	£
In-Patient Unit	180	748,981	333,636	143	**1,082,940**	-	783,785	330,943	127	**1,114,855**
Community Day Hospice	298	377,923	81,554	93	**459,868**	25,224	337,331	85,130	50	**447,735**
Other Patient Services	349	68,812	76,328	84	**145,573**	3,650	50,277	78,654	220	**132,801**
Depreciation	46,111	412,159	57,293	609	**516,172**	28,773	469,845	59,920	-	**558,538**
	15,278	37,298	35,301	324	**88,201**	20,849	23,524	36,962	307	**81,642**
	62,216	**1,645,173**	**584,112**	**1,253**	**2,292,754**	**78,496**	**1,664,762**	**591,609**	**704**	**2,335,571**

12. Governance costs

	Unrestricted				Unrestricted			
	Restricted funds	Direct	Support	Total funds	Restricted funds	Direct	Support	Total funds
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
Audit fees	-	14,500	-	**14,500**	-	15,106	-	**15,106**
Auditors' non audit costs	-	3,970	-	**3,970**	-	4,265	-	**4,265**
Trustee indemnity insurance	-	1,596	-	**1,596**	-	1,496	-	**1,496**
	-	**20,066**	**-**	**20,066**	**-**	**20,867**	**-**	**20,867**

Governance costs shown above are no longer separately disclosed on the face of the SOFA but are included within support costs.

13. Net resources expended

This is stated after charging/(crediting):

	Total funds 2021 £	Total funds 2020 £
Amortisation of intangible fixed assets	18,138	10,344
Depreciation on tangible fixed assets	162,983	150,442
Loss on disposal of fixed assets	2,574	640
Operating lease costs (land & buildings)	209,865	252,730
Operating lease costs (other)	14,014	22,458
Audit fees	14,500	15,106
Auditors non-audit fees	3,970	4,265

14. Staff costs

Staff costs were as follows:

	2021 £	2020 £
Wages and salaries	2,560,716	2,620,627
Social security costs	195,105	202,193
Defined contribution pension costs	175,249	178,800
	2,931,070	**3,001,620**

Social security and pension costs are allocated to activities in proportion to the related staff costs incurred.

The key management personnel of the group, all employed by the Charity, were as follows:

2019/20 and 2020/21
Chief Executive
Director of Patient Services
Director of Retail
Director of Fundraising & Communications
Finance Manager
HR Manager

The total employee benefit of the key management personnel was £355,047 (2020: £363,012)

The average monthly number of employees during the year was as follows:

	2021 Number	2020 Number
Fundraising	9	9
Shops	48	53
Clinical	60	61
Premises and support	18	20
Management and administration	9	11
	144	**154**

The numbers of higher paid employees were:

	2021 Number	2020 Number
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	-	-
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	1
	2	**3**

During the year pension contributions of £13,566 (2020: £25,196) were made on behalf of the staff earning in excess of £60,000.

15. Cost Allocation

Support Function		Cost of Gen. Vol. Income	Cost of Generating Funds			Resources Expended on Charitable Activities				Total funds 2021	Total funds 2020
		Fundraising (non-Events Team)	Lottery	Fundraising (Events Team)	Shops	IPU	Community	Day Hospice	Other Patient Services		
		£	£	£	£	£	£	£	£	£	£
Catering		-	-	-	-	46,325	1,544	27,022	2,316	77,207	83,021
Management Services		11,349	5,674	17,023	22,698	22,698	17,024	11,349	5,674	113,489	115,540
Corporate		1,370	1,370	6,392	11,415	9,131	6,848	4,566	4,566	45,658	55,160
Facilities		2,974	-	8,921	41,634	190,321	17,843	23,790	11,895	297,378	275,000
Finance		2,799	2,171	3,393	27,889	15,191	7,546	1,152	9,669	69,810	70,620
Governance		458	-	1,332	9,266	4,714	2,095	726	1,475	20,066	20,868
HR		2,965	-	8,636	60,058	30,550	13,578	4,708	9,559	130,054	149,883
IT		3,903	-	8,490	40,252	14,706	15,076	3,015	12,139	97,581	102,939
Support Costs excl JBH		**25,818**	**9,215**	**54,187**	**213,212**	**333,636**	**81,554**	**76,328**	**57,293**	**851,243**	**873,031**
Properties	JBH Only (Depreciation)	909	213	3,278	5,516	16,812	3,400	9,450	5,639	45,217	47,346
Total Support costs		**26,727**	**9,428**	**57,465**	**218,728**	**350,448**	**84,954**	**85,778**	**62,932**	**896,460**	**920,377**

Staff Costs	541,617	529,396
Revenue Expenditure	293,073	331,365
Depreciation	61,770	59,483
Total	896,460	920,377

Allocation of support costs is based on the most appropriate method of allocation which includes number of meals, headcount, floor area etc.

Costs reported as 'Direct' costs under other categories are not included in the table shown. Costs which relate to restricted and designated funds have not been re-allocated.

16. Intangible assets

Charity and Group	Computer software £
Cost	
At 1st April 2020	79,390
Additions	10,073
Disposals	(916)
Transfer between classes	2,500
As at 31st March 2021	**91,047**
Amortisation	
As at 1st April 2020	43,444
Charge for the year	18,138
On disposals	(916)
As at 31st March 2021	**60,666**
Net book value	
At 31st March 2021	**30,381**
At 31st March 2020	35,946

Amortisation is included in the consolidated statement of financial activities within restricted and unrestricted expenditure on charitable activities.

17. Tangible fixed assets

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Group				
Cost				
At 1st April 2020	3,511,252	211,828	41,224	340,219
Additions	10,152	-	-	5,479
Disposals	(1,325)	(4,074)	(11,262)	(17,072)
Transfer between classes	-	-	-	-
At 31st March 2021	3,520,079	207,754	29,962	328,626
Depreciation				
At 1st April 2020	1,118,833	88,438	21,039	280,384
Charge for the year	72,679	23,477	6,494	21,740
On disposals	(1,325)	(4,074)	(11,262)	(17,072)
Transfer between classes	-	-	-	-
At 31st March 2021	1,190,187	107,841	16,271	285,052
Net book value				
At 31st March 2021	2,329,892	99,913	13,691	43,574
At 31st March 2020	2,392,419	123,390	20,185	59,835

	Assets under construction	Computer equipment	Medical equipment	Total
Group	£	£	£	£
Cost				
At 1st April 2020	92,342	195,214	257,661	**4,649,740**
Additions	-	20,340	-	**35,971**
Disposals	(84,827)	(47,235)	(34,316)	**(200,111)**
Transfer between classes	(2,500)	-	-	**(2,500)**
At 31st March 2021	5,015	168,319	223,345	**4,483,100**
Depreciation				
At 1st April 2020	-	176,318	184,980	**1,869,992**
Charge for the year	-	11,615	26,978	**162,983**
On disposals	-	(44,662)	(34,316)	**(112,711)**
Transfer between classes	-	-	-	**-**
At 31st March 2021	-	143,271	177,642	**1,920,264**
Net book value				
At 31st March 2021	5,015	25,048	45,703	**2,562,836**
At 31st March 2020	92,342	18,896	72,681	**2,779,748**

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures and Fittings
	£	£	£	£
Charity				
Cost				
At 1st April 2020	3,499,346	168,089	41,224	267,522
Additions	10,152	-	-	5,479
Disposals	-	-	(11,262)	(11,307)
Transfer between classes	-	-	-	-
Transfer from group company	10,581	39,664	-	35,325
At 31st March 2021	3,520,079	207,753	29,962	297,019
Depreciation				
At 1st April 2020	1,104,075	44,700	21,039	216,090
Charge for the year	72,679	23,477	6,494	15,987
On disposals	-	-	(11,262)	(11,307)
Transfer between classes	-	-	-	-
Transfer from group company	10,581	39,664		35,325
At 31st March 2021	1,190,188	107,841	16,271	256,095
Net book value				
At 31st March 2021	2,329,891	99,912	13,691	40,924
At 31st March 2020	2,392,418	123,389	20,185	51,432

	Assets under construction	Computer equipment	Medical equipment	Total
Charity	£	£	£	£
Cost				
At 1st April 2020	92,342	148,996	257,661	**4,475,180**
Additions	-	20,340	-	**35,971**
Disposals	(84,827)	(44,080)	(34,316)	**(185,791)**
Transfer between classes	(2,500)	-	-	**(2,500)**
Transfer from group company	-	43,063	-	**128,633**
At 31st March 2021	5,015	168,319	223,345	**4,451,493**
Depreciation				
At 1st April 2020	-	130,100	184,980	**1,703,837**
Charge for the year	-	11,615	26,978	**157,230**
On disposals	-	(41,508)	(34,316)	**(98,393)**
Transfer between classes	-	-	-	**-**
Transfer from group company	-	43,063		**128,633**
At 31st March 2021	-	143,271	177,642	**1,891,307**
Net book value				
At 31st March 2021	5,015	25,049	45,704	**2,560,186**
At 31st March 2020	92,342	18,896	72,681	**2,771,343**

18. Fixed asset investments

	Investments £
Group	
Market value	
At 1st April 2020	2,273,752
Additions	1,000,817
Disposals	(716,597)
Gains on disposals/revaluations	313,169
At 31st March 2021	**2,871,141**
Historical cost	2,328,149

Group investments, at market value, comprise:

	2021 £	2020 £
Fixed Interest Securities	734,312	651,976
UK Equities	815,813	629,230
Overseas Equities	785,601	492,124
Alternative Investments	535,415	500,422
At 31st March 2021	2,871,141	2,273,752

Investments are classified as UK or Overseas, based on the domicile of the individual fund management companies included in the portfolio.

	Listed securities £	Shares in group undertakings £	Total £
Charity			
Market Value			
At 1st April 2020	2,273,752	1,000	2,274,752
Additions	1,000,817	-	1,000,817
Disposals	(716,597)	-	(716,597)
Revaluations	313,169	-	313,169
At 31st March 2021	2,871,141	1,000	2,872,141
Historic cost	2,683,131	1,000	2,684,131

19. Stocks

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Finished goods and goods for resale	73,372	93,469	-	-

In the year ended 31st March 2021 £25,976 was the amount of inventory recognised as an expense (2020: £121,350). Stock to the value of £1,644 has been written down in the year (2020: £7,978).

20. Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	84,911	84,115	84,911	84,115
Amounts owed by group undertakings	-	-	36,754	91,575
Other debtors	13,882	53,927	12,661	49,019
Prepayments and accrued income	631,352	270,825	631,284	270,806
	730,145	408,867	765,610	495,515

21. Creditors: Amount falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	94,492	189,180	89,890	177,687
Social security and other taxes	46,627	53,130	46,627	53,130
Other creditors	27,670	30,044	27,670	30,044
Accruals and deferred income	227,005	196,262	218,715	189,367
	395,794	468,616	382,902	450,228

Deferred income at 31st March 2021 was £105,643 (2020: £96,732). The amounts deferred at 31st March 2021 will be recognised in the 2021/22 financial year.
Deferred income relates to either invoices raised for the CCG block grant paid one month in advance, lockdown related retail grants or to lottery sales received for future draws.

22. Provisions

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Opening Balance	77,675	85,350	77,675	85,350
Provision released	-	(7,675)	-	(7,675)
Provision created	46,746	-	46,746	-
Closing Balance	124,421	77,675	124,421	77,675

The provisions shown are dilapidation provisions for costs of possible works to make good dilapidations of leased properties. Please refer to note 2.19 for an explanation of what drives the decision whether or not to include a dilapidation provision.

23. Statement of funds

	Brought Forward	Incoming resources	Resources expended	Transfers in/out	Gains/ (losses)	Carried forward
	£	£	£	£	£	£
Designated Funds						
Friends Designated Fund	4,911	-	(694)	549		4,766
Jill Dando Designated Fund	9,002	-	(600)	3	-	8,405
Total designated funds	13,913	-	(1,294)	552	-	13,171
General Funds						
Weston Hospicecare Limited	6,197,513	4,182,593	(4,119,187)	673,544	313,169	7,247,630
Weston Hospicecare Mart Limited	44,692	44,603	(44,603)	(2)	-	44,690
Total general funds	**6,242,205**	**4,227,196**	**(4,163,790)**	**673,542**	**313,169**	**7,292,322**
Total unrestricted funds	**6,256,118**	**4,227,196**	**(4,165,084)**	**674,094**	**313,169**	**7,305,493**
Restricted funds						
Capital Donations	359,312	5,930	(63,401)	(34,541)	-	267,300
Operating Costs	12,947	643,134	(888)	(639,553)	-	15,640
Total restricted funds	**372,259**	**649,064**	**(64,289)**	**(674,094)**	**-**	**282,940**
Total funds	**6,628,377**	**4,876,260**	**(4,229,373)**	**-**	**313,169**	**7,588,433**

Purposes of unrestricted funds

Friends Designated Fund: The Board of Trustees resolved that £10,000 raised by the Friends of the Hospice would be set aside as a designated fund during the financial year 2015/16 and an additional £5,000 was added in 2019/20. The funds are being used for projects decided by the Friends of the Hospice, and views have been sought from their members.

Jill Dando Designated Fund: This fund has been designated by the Trustees in order to aid patients with insufficient personal resources to finance activities which have immediate spiritual, psychological or emotional impact on their wellbeing.

Purposes of restricted funds

Grants and donations:

Weston Hospicecare Limited has received grants and donations where the donor has restricted the intended use of the income. Where these have been received in relation to capital items, the assets have been capitalised under tangible fixed assets and the grants received have been included as a restricted fund and the depreciation charged on these items in the year are set against this restricted fund.

The Big Lottery Fund:

The charity recognises the contribution of funding from The Big Lottery Fund, which is recorded in the charity's accounts as a restricted fund. The movement on this fund during the financial year was as follows:

	Brought Forward	Incoming resources	Resources expended	Gains/ (losses)	Carried forward
	£	£	£	£	£
The Big Lottery Fund	93	-	-	-	93

Transfers between funds

The 2020/21 accounts show transfers to designated and from restricted funds to unrestricted general funds. These have been undertaken for the following reasons:

Transfer	Amount	Reason
	£	
Transfer from general unrestricted fund to designated Friends fund	(549)	Funds spent on fixed assets which had already been released to the general fund and interest earned on designated fund account.
Transfer from general unrestricted fund to designated Jill Dando fund	(3)	Interest earned on designated fund account.
Transfer from restricted funds to the general unrestricted fund	674,094	Transfer of assets to unrestricted fund – fund completely spent so restrictions lifted, and release of NHS England funding back into general funds (£638,500 recognised 2020/21).
Total	673,542	

24. Analysis of net assets between funds

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Intangible assets	-	30,381	30,381	35,946
Tangible fixed assets	37,639	2,525,197	2,562,836	2,779,748
Fixed asset investments	-	2,871,141	2,871,141	2,273,752
Current assets	245,301	2,398,989	2,644,290	2,085,222
Creditors due within one year	-	(395,794)	(395,794)	(468,616)
Provisions	-	(124,421)	(124,421)	(77,675)
	282,940	**7,305,493**	**7,588,433**	**6,628,377**

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

	Note	2021	2020
Net movement in funds for the reporting period(as per the statement of financial activities)		960,056	(212,967)
Adjustments for:			
Depreciation/Amortisation	16,17	181,121	160,785
Dividends, interest and rents from investments		(65,439)	(89,625)
Net losses/(gains) on disposal and revaluation of investments		(313,169)	244,677
Loss on sale of fixed assets	9	2,574	640
Decrease in stocks	19	20,096	(28,102)
(Increase) in debtors	20	(321,278)	40,610
(Decrease) in creditors	21	(72,822)	85,695
Increase in provisions	22	46,746	(7,675)
Net cash provided by operating activities		437,885	194,038

	2021	2020
Analysis of cash and cash equivalents		
Cash in hand	1,840,773	1,582,886
Total cash and cash equivalents	1,840,773	1,582,886

26. Pension commitments

The group contributes to personal pension schemes of its staff. These are defined contribution schemes.

The pension cost charge represents contributions payable by the charity and amounted to £175,249 (2020: £178,800). Contributions totalling £27,574 (2020: £29,450) were payable to the schemes at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31st March 2021 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Group				
Expiry date:				
Within 1 year	219,570	252,720	5,712	9,480
Between 2 and 5 years	323,281	399,243	4,865	10,577
After more than 5 years	115,865	117,011	-	-

At 31st March 2021 the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Charity				
Expiry date:				
Within 1 year	219,570	252,720	5,712	9,480
Between 2 and 5 years	323,281	399,243	4,865	10,577
After more than 5 years	115,865	117,011	-	-

28. Related Party Transactions

No trustee received any remuneration or expenses during the current year (2020: £702 expenses). The expenses related to mileage claims. Donations of £120 were received from one Trustees during the period (2020: three trustees £340). During the year the Charity incurred costs of £1,596 (2020: £1,496) relating to trustees' indemnity insurance. There have been no additional related party transactions during the reporting period which require disclosure.

29. Covid-19 emergency funding

Emergency funding received from NHS England, local authorities and under the Coronavirus Job Retention scheme is recognised as income in the period to which it relates. The funding from NHS England was specifically for the purpose of making available bed capacity (and in Phase 2 utilisation) and providing community support for people with complex needs.
As the shops were closed from mid-March 2020 until late June 2020 and then again in November 2020 and January 2021 until mid-April 2021 we have recognised a due proportion of the local authority funding (Retail business grants) together with the accrued CJRS income in these financial statements, It is assumed that the Covid-19 emergency will not extend beyond 31 March 2022 and any residual emergency funding will be recognised in 2021/22. Rent holidays claimed from landlords are only recognised where the landlord has explicitly agreed and are recognised in the period to which the relevant rent relates.

30. Subsidiaries

Weston Hospicecare Limited has one wholly owned trading subsidiary incorporated in the United Kingdom as detailed below.

Company name	Country	Percentage shareholding	Description
Weston Hospicecare Mart Limited (Registered Number 02516643)	England and Wales	100	Retailing of new goods and commission on gift aid via charity shops

30. Subsidiaries (continued)

The profits chargeable to corporation tax are gift aided to Weston Hospicecare Limited. A summary of the trading results of the subsidiary is shown below. Audited financial statements will be filed with the Registrar of Companies.

	Weston Hospicecare Mart Limited	
	2021	**2020**
	£	**£**
Turnover	44,603	204,092
Cost of sales	(25,976)	(121,350)
Gross profit	**18,627**	**82,742**
Administration expenses	(14,498)	(24,739)
Operating profit	**4,129**	**58,003**
Profit / (loss) on ordinary activities before interest	**4,129**	**58,003**
Interest payable and similar charges	-	-
Profit / (loss) on ordinary activities before taxation	**4,129**	**58,003**
Tax on profit / (loss) on ordinary activities	-	-
Profit / (loss) for the financial year	**4,129**	**58,003**

	2021	**2020**
	£	**£**
Analysis of net assets of subsidiary		
Fixed assets	2,650	8,403
Current assets	92,687	147,252
Current liabilities	(49,647)	(109,963)
Net assets	**45,690**	**45,692**

31. Taxation

The charity's main activities have been exempted from corporation tax under Part II of CTA 2010.