



**Weston  
Hospicecare**



# Annual reports and accounts

For the year ending March 2025



# CONTENTS

3	<b>Welcome from the Chair</b>
4	<b>Message from the Chief Executive Officer</b>
7	<b>Trustees' Report</b>
25	<b>Independent Auditor's Report</b>
29	<b>Consolidated statement of Financial Activities</b>
31	<b>Consolidated Balance Sheet</b>
32	<b>Charity Balance Sheet</b>
33	<b>Consolidated Cash Flow Statement</b>
34	<b>Notes to the Financial Statements</b>

# 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 passionate 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 of residence or within the hospice, and so far as possible enabling patients to die with peace and dignity 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: <ul style="list-style-type: none"> <li>• 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.</li> <li>• Purchased another cuddle bed for our In-patient unit which we have found to be great benefit to our patients and their loved ones.</li> <li>• Expanded on enrichment activities within our Day Hospice setting and performed out-patient procedures to save NHS admissions.</li> <li>• Participated in various clinical trials and studies such as corneal donation and the intimacy research study in combination with Dorothy House.</li> </ul>
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: <ul style="list-style-type: none"> <li>• Appointment of second palliative care consultant/specialist Palliative care doctor.</li> <li>• Investment in our vital Fundraising team.</li> <li>• Review and refreshed our volunteer recognition events.</li> <li>• Implemented a new logistics system within retail.</li> <li>• Condition surveys carried out on all freehold properties.</li> </ul>
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).

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

\*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.

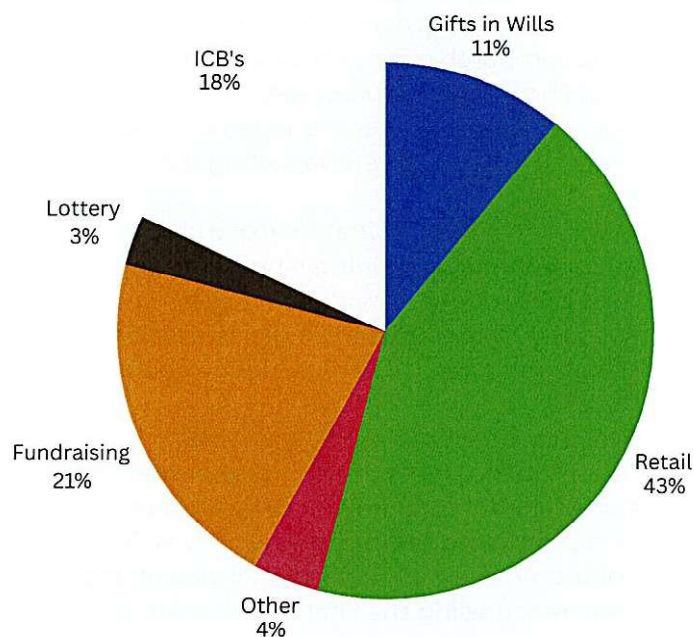
Charitable Trust fundraising focused on core funding and refurbishment and our particular thanks go to Hinkley Point C Community Fund, The Albert Hunt Charitable Trust, the UK Net Zero Fund, the Malcolm Gunter Foundation, the One Stop Community Partnership, Morrisons Foundation, The Fairfield Charitable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



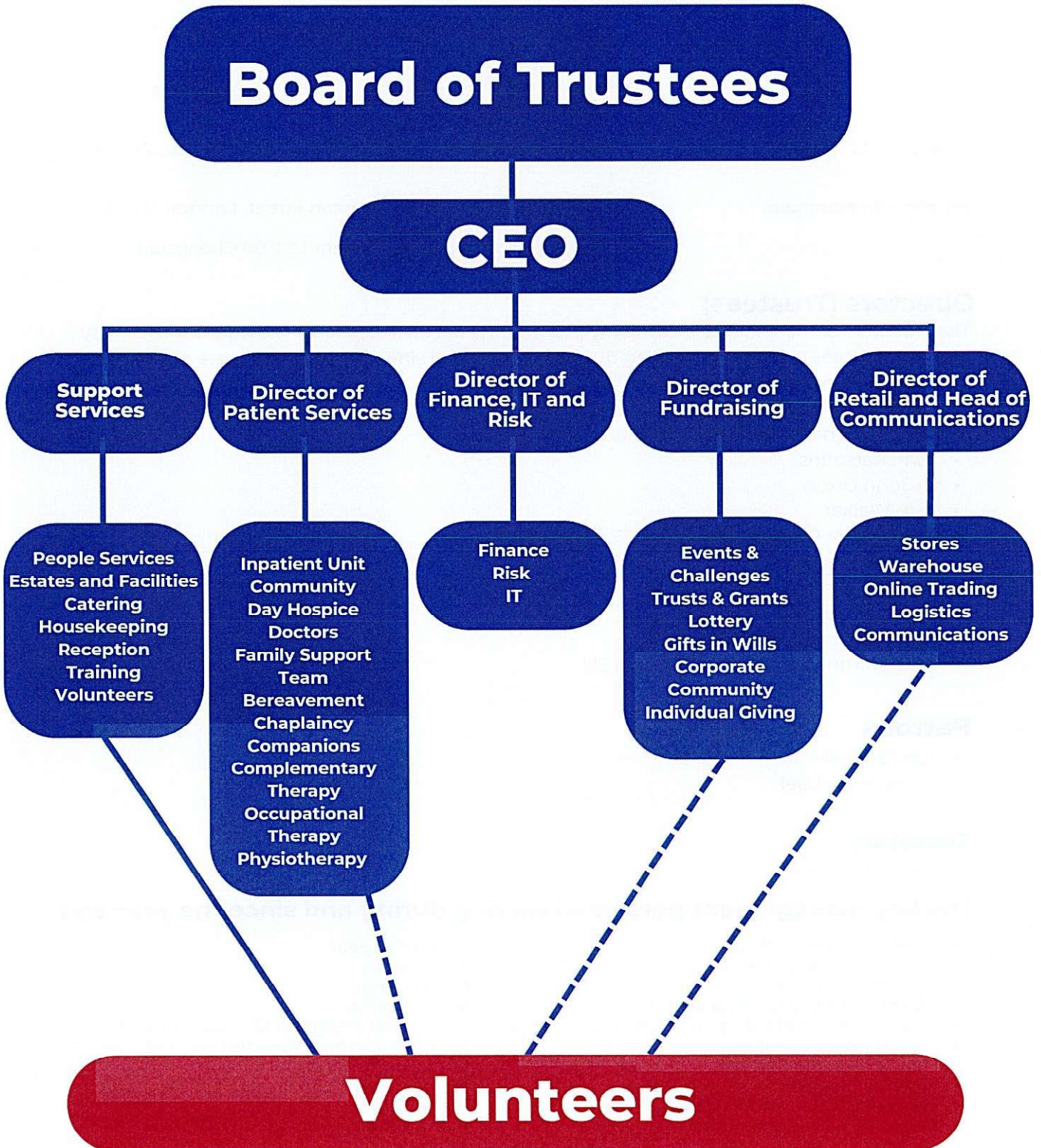
**Mark Andrews**  
**Chair**

**25th September 2025**





# Organogram



## 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 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 (resigned 27<sup>th</sup> March 25)
- Mark Andrews, Chair (appointed Chair 27<sup>th</sup> March 25)
- John Bangham, Vice Chair, Treasurer
- John Katsouris
- Dr John Dixon
- Sam Walker
- Christopher Georgiou (resigned 23<sup>rd</sup> January 25)
- Corrine Thomas
- Mark Antoine
- Sheila Dominey
- Jan Poulton-Sadler
- Jade Martin (appointed 27<sup>th</sup> 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 12 <sup>th</sup> December 24)
• Director of Fundraising	Kathryn Watts (appointed 24 <sup>th</sup> 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 13 <sup>th</sup> 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 is 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](http://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*

.....  
**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



		<b>Unrestricted Funds</b>					
		<b>Restricted Funds</b>	<b>General</b>	<b>Designated</b>	<b>Total Funds</b>	<b>Total Funds</b>	
		<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2024</b>	
<b>Note</b>		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
<b>Income and Endowments from:</b>							
	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
<b>Total income</b>			<b>244,460</b>	<b>5,909,509</b>	<b>-</b>	<b>6,153,969</b>	<b>5,460,372</b>
<b>Expenditure on:</b>							
	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
<b>Total Expenditure</b>			<b>25,085</b>	<b>6,682,930</b>	<b>975</b>	<b>6,708,990</b>	<b>6,101,901</b>
	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)	-	-
<b>Net movement of funds for the year</b>			<b>(284,962)</b>	<b>(157,431)</b>	<b>(180,303)</b>	<b>(622,696)</b>	<b>(528,896)</b>
	Total funds at 1st April 2024		505,810	7,293,993	597,000	8,396,803	8,925,699
	<b>Total funds at 31st March 2025</b>	23,24	<b>220,848</b>	<b>7,136,562</b>	<b>416,697</b>	<b>7,774,107</b>	<b>8,396,803</b>




	Note	Unrestricted Funds				Total Funds 2023 £
		Restricted Funds	General	Designated	Total Funds	
		2024 £	2024 £	2024 £	2024 £	
<b>Income and Endowments from:</b>						
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
<b>Total income</b>		<b>129,806</b>	<b>5,330,566</b>	<b>-</b>	<b>5,460,372</b>	<b>5,919,468</b>
<b>Expenditure on:</b>						
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
<b>Total Expenditure</b>		<b>41,099</b>	<b>6,059,683</b>	<b>1,119</b>	<b>6,101,901</b>	<b>5,387,632</b>
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)	-	-
<b>Net movement of funds for the year</b>		<b>42,419</b>	<b>(400,181)</b>	<b>(171,134)</b>	<b>(528,896)</b>	<b>256,301</b>
Total funds at 1st April 2023		463,391	7,694,174	768,134	8,925,699	8,669,398
<b>Total funds at 31st March 2024</b>	23,24	<b>505,810</b>	<b>7,293,993</b>	<b>597,000</b>	<b>8,396,803</b>	<b>8,925,699</b>



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

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 £
<b>Fixed assets</b>					
Intangible assets	16		49,678		7,154
Tangible assets	17		3,606,401		3,507,372
Investments	18		3,633,988		4,076,349
			<b>7,290,067</b>		<b>7,590,875</b>
<b>Current assets</b>					
Stocks	19	-		-	
Debtors	20	629,376		494,111	
Cash at bank and in hand		400,670		833,925	
		<u>1,030,046</u>		<u>1,328,036</u>	
Creditors: amounts falling due within one year	21	(585,696)		(566,798)	
			<b>444,350</b>		<b>761,238</b>
<b>Net current assets</b>					
Provisions	22		(5,000)		-
			<u>7,729,417</u>		<u>8,352,113</u>
<b>Total assets less current liabilities</b>					
<b>Charity Funds</b>					
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
			<b>7,729,417</b>		<b>8,352,113</b>

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 £
<b>Cashflows from operating activities:</b>			
<b>Net cash (used in)/provided by operating activities</b>	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
<b>Net cash provided by(used by) investing activities</b>		<b>97,722</b>	<b>(711,118)</b>
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
<b>Cash and cash equivalents at the end of the period</b>	<b>25</b>	<b>419,507</b>	<b>846,681</b>

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	<b>293,235</b>	128,806	28,500	<b>157,306</b>
Covenants and Gift Aid	-	294,628	<b>294,628</b>	-	302,806	<b>302,806</b>
Other Donations and Collections	1,000	410,005	<b>411,005</b>	1,000	341,102	<b>342,102</b>
Gifts in Wills	-	659,321	<b>659,321</b>	-	232,412	<b>232,412</b>
	<b>244,460</b>	<b>1,413,729</b>	<b>1,658,189</b>	<b>129,806</b>	<b>904,820</b>	<b>1,034,626</b>

### 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	<b>492,031</b>	-	466,736	<b>466,736</b>
Lottery	-	160,575	<b>160,575</b>	-	167,112	<b>167,112</b>
Shops	-	2,453,669	<b>2,453,669</b>	-	2,525,812	<b>2,525,812</b>
	-	<b>3,106,275</b>	<b>3,106,275</b>	-	<b>3,159,660</b>	<b>3,159,660</b>



**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	<b>88,145</b>	-	100,798	<b>100,798</b>
Interest receivable	-	33,723	<b>33,723</b>	-	35,366	<b>35,366</b>
	-	<b>121,868</b>	<b>121,868</b>	-	<b>136,164</b>	<b>136,164</b>

**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	-	<b>839,410</b>	-	745,701	-	<b>745,701</b>
Community	-	235,793	-	<b>235,793</b>	-	221,220	-	<b>221,220</b>
Day Services	-	58,958	-	<b>58,958</b>	-	55,937	-	<b>55,937</b>
Other Patient Services	-	102,178	-	<b>102,178</b>	-	93,643	-	<b>93,643</b>
	-	<b>1,236,339</b>	-	<b>1,236,339</b>	-	<b>1,116,501</b>	-	<b>1,116,501</b>



**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	<b>31,298</b>	-	13,421	<b>13,421</b>
	-	<b>31,298</b>	<b>31,298</b>	-	<b>13,421</b>	<b>13,421</b>

**8. Costs of raising funds - voluntary income**

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



**9. Costs of raising funds - fundraising**

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

**10 - Costs of raising funds - Investment management costs**

	Restricted funds	<u>Unrestricted</u>		Total funds	Restricted funds	<u>Unrestricted</u>		Total funds
		Direct	Support			Direct	Support	
		2025	2025			2025	2024	
	£	£	£	£	£	£	£	
Investment managers fees	-	23,596	-	<b>23,596</b>	-	23,969	-	<b>23,969</b>
	<b>-</b>	<b>23,596</b>	<b>-</b>	<b>23,596</b>	<b>-</b>	<b>23,969</b>	<b>-</b>	<b>23,969</b>



**11. Expenditure on charitable activities**

	Restricted funds	<u>Unrestricted</u>			Total funds	Restricted funds	<u>Unrestricted</u>			Total funds
		Direct	Support	Designated			Direct	Support	Designated	
		2025	2025	2025			2024	2024	2024	
	£	£	£	£	£	£	£	£	£	£
In-Patient Unit	1,667	1,050,002	558,673	283	<b>1,610,625</b>	4,700	971,698	484,703	579	<b>1,461,680</b>
Community	1,011	459,660	113,567	-	<b>574,238</b>	1,773	444,841	110,820	480	<b>557,914</b>
Day Hospice	1,102	146,269	153,508	530	<b>301,409</b>	1,585	152,775	119,543	60	<b>273,963</b>
Other Patient Services	4,884	786,515	119,525	162	<b>911,086</b>	8,251	644,148	95,473	-	<b>747,872</b>
Depreciation	16,272	44,803	37,192	-	<b>98,267</b>	23,173	13,320	41,389	-	<b>77,882</b>
	<b>24,936</b>	<b>2,487,249</b>	<b>982,465</b>	<b>975</b>	<b>3,495,625</b>	<b>39,482</b>	<b>2,226,782</b>	<b>851,928</b>	<b>1,119</b>	<b>3,119,311</b>

**12. Governance costs**

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

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



**13. Net Income/(Expenditure)**

This is stated after charging/(crediting):	Total funds	Total funds
	2025	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
	<b>4,564,601</b>	<b>4,227,839</b>

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:

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

The number of higher paid employees were:

	<b>2025</b>	<b>2024</b>
	<b>Number</b>	<b>Number</b>
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
	<b>4</b>	<b>4</b>

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





**16. Intangible assets**

<b>Charity and Group</b>	<b>Computer software</b>
	<b>£</b>
Cost	
At 1st April 2024	97,064
Additions	40,000
Disposals	-
Transfer between classes	8,250
<b>As at 31st March 2025</b>	<b>145,314</b>
Amortisation	
As at 1st April 2024	89,910
Charge for the year	5,726
On disposals	-
<b>As at 31st March 2025</b>	<b>95,636</b>
Net book value	
<b>At 31st March 2025</b>	<b>49,678</b>
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
	£	£	£	£
<b>Group</b>				
<b>Cost</b>				
<b>At 1st April 2024</b>	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	-	-	-
<b>At 31st March 2025</b>	<b>4,602,958</b>	<b>360,898</b>	<b>60,536</b>	<b>485,165</b>
<b>Depreciation</b>				
<b>At 1st April 2024</b>	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	-	-	-	-
<b>At 31st March 2025</b>	<b>1,533,852</b>	<b>196,490</b>	<b>48,469</b>	<b>343,474</b>
<b>Net book value</b>				
<b>At 31st March 2025</b>	<b>3,069,106</b>	<b>164,408</b>	<b>12,067</b>	<b>141,691</b>
<b>At 31st March 2024</b>	<b>2,891,742</b>	<b>198,091</b>	<b>23,232</b>	<b>106,545</b>
	<b>Assets under construction</b>	<b>Computer equipment</b>	<b>Medical equipment</b>	<b>Total</b>
	£	£	£	£
<b>Group</b>				
<b>Cost</b>				
<b>At 1st April 2024</b>	144,471	144,239	244,361	<b>5,692,752</b>
Additions	83,587	13,824	32,490	<b>365,832</b>
Disposals	(1,705)	(3,756)	(7,445)	<b>(27,400)</b>
Transfer between classes	(136,689)	-	-	<b>(8,250)</b>
<b>At 31st March 2025</b>	<b>89,664</b>	<b>154,307</b>	<b>269,406</b>	<b>6,022,934</b>
<b>Depreciation</b>				
<b>At 1st April 2024</b>	-	87,235	158,074	<b>2,185,380</b>
Charge for the year	-	29,816	29,704	<b>255,264</b>
On disposals	-	(3,756)	(6,825)	<b>(24,111)</b>
Transfer between classes	-	-	-	-
<b>At 31st March 2025</b>	<b>-</b>	<b>113,295</b>	<b>180,953</b>	<b>2,416,533</b>
<b>Net book value</b>				
<b>At 31st March 2025</b>	<b>89,664</b>	<b>41,012</b>	<b>88,453</b>	<b>3,606,401</b>
<b>At 31st March 2024</b>	<b>144,471</b>	<b>57,004</b>	<b>86,287</b>	<b>3,507,372</b>



	Freehold property £	S/term leasehold property £	Motor vehicles £	Fixtures & fittings £
<b>Charity</b>				
<b>Cost</b>				
<b>At 1st April 2024</b>	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	-	-	-
<b>At 31st March 2025</b>	<b>4,602,958</b>	<b>360,898</b>	<b>60,536</b>	<b>453,787</b>
<b>Depreciation</b>				
<b>At 1st April 2024</b>	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	-	-	-	-
<b>At 31st March 2025</b>	<b>1,533,852</b>	<b>196,490</b>	<b>48,469</b>	<b>312,096</b>
<b>Net book value</b>				
<b>At 31st March 2025</b>	<b>3,069,106</b>	<b>164,408</b>	<b>12,067</b>	<b>141,692</b>
<b>At 31st March 2024</b>	<b>2,891,742</b>	<b>198,091</b>	<b>23,232</b>	<b>106,546</b>
	Assets under construction £	Computer equipment £	Medical equipment £	Total £
<b>Charity</b>				
<b>Cost</b>				
<b>At 1st April 2024</b>	144,471	144,239	244,361	<b>5,661,374</b>
Additions	83,587	13,824	32,490	<b>365,832</b>
Disposals	(1,705)	(3,756)	(7,445)	<b>(27,400)</b>
Transfer between classes	(136,689)	-	-	<b>(8,250)</b>
<b>At 31st March 2025</b>	<b>89,664</b>	<b>154,307</b>	<b>269,406</b>	<b>5,991,556</b>
<b>Depreciation</b>				
<b>At 1st April 2024</b>	-	87,235	158,074	<b>2,154,002</b>
Charge for the year	-	29,816	29,704	<b>255,264</b>
On disposals	-	(3,756)	(6,825)	<b>(24,111)</b>
Transfer between classes	-	-	-	-
<b>At 31st March 2025</b>	<b>-</b>	<b>113,295</b>	<b>180,953</b>	<b>2,385,155</b>
<b>Net book value</b>				
<b>At 31st March 2025</b>	<b>89,664</b>	<b>41,012</b>	<b>88,453</b>	<b>3,606,401</b>
<b>At 31st March 2024</b>	<b>144,471</b>	<b>57,004</b>	<b>86,287</b>	<b>3,507,372</b>



**18. Fixed asset investments**

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

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

Charity	Listed securities	Shares in group undertakings	Total
	£	£	£
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)
<b>At 31st March 2025</b>	<b>3,632,988</b>	<b>1,000</b>	<b>3,633,988</b>
Historical cost	3,499,831	1,000	3,500,831



**19. Stocks**

	2025	Group 2024	2025	Charity 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**

	2025	Group 2024	2025	Charity 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
	<b>626,449</b>	<b>494,377</b>	<b>629,376</b>	<b>494,111</b>

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

**21. Creditors: Amounts falling due within one year**

	2025	Group 2024	2025	Charity 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
	<b>591,055</b>	<b>570,349</b>	<b>585,696</b>	<b>566,798</b>

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**

	2025	Group 2024	2025	Charity 2024
	£	£	£	£
Opening balance	-	-	-	-
Provision released	-	-	-	-
Provision created	5,000	-	5,000	-
<b>Closing balance</b>	<b>5,000</b>	<b>-</b>	<b>5,000</b>	<b>-</b>

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
	£	£	£	£	£	£
<b>Designated Funds</b>						
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
<b>Total designated funds</b>	<b>597,000</b>	<b>-</b>	<b>(975)</b>	<b>(179,328)</b>	<b>-</b>	<b>416,697</b>
<b>General Funds</b>						
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
<b>Total general funds</b>	<b>7,293,993</b>	<b>5,909,509</b>	<b>(6,682,930)</b>	<b>683,665</b>	<b>(67,675)</b>	<b>7,136,562</b>
<b>Total unrestricted funds</b>	<b>7,890,993</b>	<b>5,909,509</b>	<b>(6,683,905)</b>	<b>504,337</b>	<b>(67,675)</b>	<b>7,553,259</b>
<b>Restricted funds</b>						
Capital Donations	484,400	177,843	(16,420)	(460,673)	-	185,150
Operating Costs	21,410	66,617	(8,665)	(43,664)	-	35,698
<b>Total restricted funds</b>	<b>505,810</b>	<b>244,460</b>	<b>(25,085)</b>	<b>(504,337)</b>	<b>-</b>	<b>220,848</b>
<b>Total funds</b>	<b>8,396,803</b>	<b>6,153,969</b>	<b>(6,708,990)</b>	<b>-</b>	<b>(67,675)</b>	<b>7,774,107</b>



### 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:

<b>Transfer</b>	<b>Amount £</b>	<b>Reason</b>
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.
<b>Total</b>	<b>(683,665)</b>	

**24. Analysis of net assets between funds**

	<b>Restricted Funds</b>	<b>Unrestricted Funds</b>	<b>Total funds</b>	<b>Restricted funds</b>	<b>Unrestricted funds</b>	<b>Total funds</b>
	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2024</b>	<b>2024</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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)	-	-	-
	<b>220,848</b>	<b>7,553,259</b>	<b>7,774,107</b>	<b>505,810</b>	<b>7,890,993</b>	<b>8,396,803</b>



**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	-
<b>Net cash (used in) operating activities</b>		<b>(524,896)</b>	<b>(82,080)</b>
Analysis of cash and cash equivalents:		<b>2025</b>	<b>2024</b>
Cash in hand		419,507	846,681
<b>Total cash and cash equivalents</b>		<b>419,507</b>	<b>846,681</b>



## 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	-	-
	<b>1,077,223</b>	<b>1,231,381</b>	<b>19,989</b>	<b>1,526</b>

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	-	-
	<b>1,077,223</b>	<b>1,231,381</b>	<b>19,989</b>	<b>1,526</b>



## 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.

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Turnover	143,942	138,970
Cost of sales	(72,852)	(73,034)
<b>Gross profit</b>	<b>71,090</b>	<b>65,936</b>
Administration expenses	(11,798)	(10,282)
Profit/(loss) on ordinary activities before taxation	<b>59,292</b>	<b>55,654</b>
Tax on profit/(loss) on ordinary activities	-	-
<b>Profit/(loss) for the financial year</b>	<b>59,292</b>	<b>55,654</b>
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Analysis of net assets of subsidiary</b>		
Fixed assets	-	-
Current assets	55,630	51,524
Current liabilities	(9,940)	(5,834)
<b>Net assets</b>	<b>45,690</b>	<b>45,690</b>

## 32. Taxation

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



