

Weston Hospicecare Limited

Trustees' Report and Consolidated Financial Statements For the year ended 31st March 2021

Charity Number 900328

Company Registration Number 2414541

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Welcome from the Chair

We have now completed our 31st year as a hospice run for the benefit of our local community. It has been one of the most difficult years to manage that the hospice movement has ever faced. I am delighted to report that we have come through the crisis caused by Covid-19 successfully.

As described more fully in the trustees' report, we have been obliged to change many of the ways in which we seek to benefit patients. We had to close the face to face day hospice service for a period and our Community Nurse service, with an increasing number of patients, has been restricted mainly to telephone contact with our specialist team only visiting people in their own homes if absolutely necessary..

On the plus side, our In-Patient Unit has been kept open all year. Our staff and volunteers have risen wholeheartedly to the challenges that the situation posed, in spite of the risks to their own health and, in many cases, in spite of the risks faced by their own families and dependents. Many details of our working practices have had to change and these may well be retained where they offer permanent benefits. During the last year we treated a total of 1,696 patients in the hospice.

At the time of writing it appears that the severity of the covid-19 crisis remains uncertain. We will maintain our vigilance to ensure that so far as possible no person – staff, volunteer or patient – is placed at risk by our actions.

Last year I reported that central government had recognised the importance of the hospice movement in general, by making considerable emergency funding available, in which we have shared. We have also been able to secure emergency funding through the Coronavirus Job Retention Scheme, from retail grants and even from landlords who have granted us rent holidays in respect of some of our shops. All these sources have helped us to cope with the almost total loss of revenue from our shops as a result of their compulsory closure for most of the year.

But I am pleased to report that our innovative Fundraising Team came up with many new ideas to overcome the practical difficulty of not holding real events. In addition, the investment losses incurred in the early stages of the Covid-19 crisis have now been fully recovered. Overall, the hospice has completed a difficult year in a healthy financial position and is as well placed as we could reasonably expect to face any continuation of the crisis.

The Board of Trustees has not changed its composition this year. We always bear in mind the needs of our normal succession planning, and will always consider further candidates for the office of trustee as they arise. Our thanks are due to our staff, volunteers, and supporters for their amazing work during the year under very difficult circumstances.



Judi Driscoll
Chair of Trustees



Message from our Chief Executive

It's been a year like no other.

Throughout the Covid-19 pandemic, Weston Hospicecare has maintained all our Clinical services. For a short while we were forced to suspend our Day Hospice outpatients and some of our Complementary Therapies, but these were replaced by virtual offerings wherever possible and in all other respects we managed to keep our services going.

As always patients and their loved ones, family members and friends, stayed at the heart of our service delivery. This year saw us take extraordinary measures to ensure everyone's safety and wellbeing, and this required us to be highly adaptable and resilient, qualities that our teams have demonstrated in spades.

I am tremendously proud of our staff, and particularly our front-line clinicians and carers, for the way they have met every challenge head-on. Their dedication comes at a price; we now have many tired people who are adjusting from being on high alert for more than a year and now changing their way of working (and indeed living) through a transition period as we gradually exit from lockdown. A period of reflection and decompression is needed, and we are supporting our staff through this process.

We have learned a great deal during the pandemic, not least about ways technology can support our work and improve our efficiency. We believe there is no replacement for patient care given face-to-face, but there is certainly a place alongside this for considered use of digital technology to increase our reach and frequency of patient contacts. We will take forward this, along with other lessons learned during the past 18 months.

A year ago, the immediate future looked uncertain; all our shops had to close, and many fundraising events and in-person activities had to be cancelled. Our retail team were stoic in shutting down during the three lockdowns, and reopening in between those periods to keep shop income trickling through as best they could. Our fundraising team were magnificent in how they adapted to the pandemic and introduced an impressive array of virtual offerings to replace mass participation events. The high levels of activity they were able to maintain, coupled with the generosity and support of our local community, meant that we returned a remarkably good fundraising result for the year under the circumstances, even as our retail income was devastated by the shop closures. Accompanied by welcome support from local authorities via small business grants for shops, central government support for hospices championed by Hospice UK, and the CJRS scheme that enabled us to preserve jobs throughout the hospice, we have come through the pandemic in strong financial shape. We are poised not only to maintain all our clinical services during 2021/22, but indeed to expand our care in some areas; this will be incorporated into a refresh of our 5-yr strategy later this year, as we look to "bounce back".

Thanks to those factors explained above, we have posted a healthy surplus for the 2020/21 financial year. However this has to be seen in the wider context of government support that according to financial reporting regulations had to be fully recognised within that single financial year, whereas the impact of Covid-19 on our operations continues at the time of writing in July 2021.

Furthermore, a significant part of this year's surplus is a recovery from the collapse of financial markets at the end of 2019-20. We are still experiencing depressed (though gradually recovering) shop trading and our mass participation events are only now starting to get back to their pre-pandemic levels this summer, with Step 4 of the exit from lockdown still pending. Therefore, we are satisfied that our prudent approach to managing our finances during 2020/21 with tightly controlled spending, accessing central government and local authority assistance where it existed, and optimising our income as best we could under the constraints we faced, has served us well.



The resulting short-term increase of our financial reserves will serve as insurance against uncertainties that still exist as regards:

- the impact of the Delta variant of Covid, increasing case numbers
- the risk of further variants which could be more vaccine-resistant
- the winter ahead which could see a surge in Covid, influenza and other respiratory infections
- the continuing fallout from Brexit, no longer concealed by the effects of the pandemic
- and the emerging risk of inflation.

We may yet have to draw on our excess reserves to subsidise our operations over the next 1-2 years, depending how these factors play out.

We are grateful to our board of trustees and to our volunteers as and when they were able to re-join us, for their support this past year.

On behalf of the hospice senior management team, I thank you for continuing to support Weston Hospicecare throughout an extremely challenging year, and for helping us to come through it not only intact but thriving and determined to do even more to help all those in our community who need our care and support at end of life.



Paul Winspear
Chief Executive Officer

Trustees Annual Report

The trustees are pleased to present their annual report with the audited, consolidated financial statements of Weston Hospicecare Limited ("the hospice") for the year ending 31st March 2021.

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

Objectives and activities

The objectives of the charity are to:

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

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

Community

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

The role of the HCNS is to:

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

In-Patient Unit

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

Day Services

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

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

The Family Support Team

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

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

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

Public Benefit

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



Strategic Report

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

Achievements and Performance

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

Priority	Outcome
Achieving Budget 2020/21	The budget set for 2020/21 was made almost irrelevant straight away by the pandemic but we made every effort to try and maximise our income and minimise costs by using innovative ideas for Fundraising and maximising government help such as the CJRS scheme and local lockdown grants for our shops. The hospice also received a significant amount of funding from NHS England through Hospice UK to support our clinical services areas and help us to continue supporting our patients throughout the pandemic.
Consolidate on improvements made to expanding Clinical Services in 2019/20	Existing services have been maintained as much as possible, although there has been some disruption due to Covid-19 as mentioned in the clinical section of the report below. Some enhancements have also been made such as: <ul style="list-style-type: none"> The Family support team offering bereavement services to those bereaved through Covid-19. Due to lower patient numbers in our in-patient unit at the start of the pandemic we were able to install pull down beds in all rooms to enable family and loved ones to stay overnight with the patients comfortably.
Retail operations review	During the year we have reviewed several areas of our retail operation not limited to but including: Pricing structure of donated goods, Gift aid procedures, Warehouse facilities and New goods and stock count processes.
5 year strategy – year 2	Due to the Covid-19 pandemic we have not been able to move forwards with some of the plans discussed in the 5 year strategy white paper and instead concentrated on keeping our clinical services running for the benefit of our patients. As we move into year 3 we are producing a one page document highlighting everything we would like to achieve in the year ahead.
Governance initiatives	The NHS' Data Security & Protection toolkit continues to be completed. In parallel, work is always ongoing with information governance and GDPR compliance, with the hospice IG panel meeting monthly. A lot amount of effort has gone into risk assessments, especially in relation to Covid-19. We have also implemented a new Gift Aid operations manual for Retail and a Gift Aid best practice manual for Fundraising to strengthen and assure our compliance with HMRC's requirements.

Community

	2021	2020
Total number of patients	909	1,053
Discharges	65	78
Deaths	333	406
% died in preferred place of care	87%	88%

"Prompt contact to us. On time with appointments. Taking care to listen to our queries and answering them quickly, taking away distress we were under."

*A Weston Hospicecare community patient
April 2020*

- We aim for 80% of patients to complete an Advance Care Plan. In 2020-21, we achieved this with 97%.
- 87% of patients died in their preferred place of care, slightly up from the previous year.
- Non-cancer referrals were up from 12% to 13%.
- The community team continued to work during Covid-19, although all visits were risk assessed. Risk assessments reduced visits to only the essential ones. In the first three months of this year, technology enabled the team to still have face-to-face contacts with their patients.

In-patient Unit

	2021	2020
		0
Admissions	175	152
Discharges	31	55
Deaths	125	117
Average length stay in days	12.3	17.6
Average bed occupancy	67%	77%

"All the care I received has been wonderful from care from the doctors and nurses to the care of the cleaning teams, I couldn't wish for better. Nothing is rushed and time taken to discuss anything. Everybody is so kind and helpful and has done all they can to make me feel comfortable and at ease and nothing has been too much trouble. The chefs here deserve a medal, the food is amazing and they're happy to cater to individual needs or wants. All I can say is thank you all at Weston Hospicecare."

A Weston Hospicecare In-patient April 2020

The In-patient Unit:

- Manages symptoms that are particularly complex and have been difficult to control at home.
- Helps people adapt to changes so they can go back home.
- Provides care at the end of life when it is not possible or preferred to die at home.
- Provides a 24/7 Advice Line supported by nursing and medical staff, which received 610 calls compared to 421 the previous year, an increase of 189, proving invaluable advice to professionals, families and those looking after someone needing advice or support to continue care in their normal place of residence.
- During the Covid-19 pandemic we have at times had to introduce visiting restrictions to our In-patient unit, this has been one of the hardest decisions we have had to make and completely foreign to the way we usually work.
- Initially, during Covid-19 we reduced bed capacity, due to the uncertainty and staff shielding etc. but after the first three months (46% occupancy) numbers increased even with the restriction to visitors in the In-patient unit (last nine months occupancy 73.33%).

"I have my answer as very good, because I was looked after with dignity and care was centred on myself and my needs. Doctors and nurses were on hand to adjust my medications if needed. I had a great stay and they sorted out all my needs. Everyone was very friendly."

*A Weston Hospicecare In-patient February
2021*

Day Services

	2021	2020
Total number of patients	34	167
Attendance (sessions)	257	1,445
Complementary Therapy treatments	535	1,037

"I feel it helps me so very, very much to have this special time for myself, just an hour alone where you can drift off and let go of some of the stress. The relaxation technique really helps and you leave ready to cope again. Thank you."

A Weston Hospicecare complementary therapy client March 2021

- Our Day Services play a crucial role in promoting independent living and quality of life for patients and carers.
- Day Services was temporarily closed for most of the year due to Covid-19. We did introduce virtual sessions and supported existing patients by the phone or virtually.
- Non-cancer attendance remains over 30%.
- After the first lockdown, we realised the importance to our patients and those close to them of carrying on with Complementary Therapy, so with Covid-19 measures and the risk assessments we continued for the rest of the year providing 535 treatments.

Family Support Team

	2021	2020
Chaplaincy		
Face to face contacts	644	1,127
Total number of patients	197	162
Bereavement service		
Face to face contacts	370	550
Total number of clients	201	223
Volunteer contacts	N/A	228
Coffee morning	N/A	119
Buddy Groups (Hospice only)	N/A	201
Companion services		
New referrals	34	96
Volunteer contacts	774	680

During the year the teenage bereavement group continued virtually.

"I didn't know anyone else was feeling this way, the support has got me to a place I didn't think was possible and now I feel ready for university."

A Weston Hospicecare member of the teenager group September 2020

- Caring for the family, including after death is a key component of hospice support. Face-to-face consultations have gone down and bereavement coffee mornings and other groups were suspended in March 2020, all due to Covid-19.
- Our clinical volunteers remain integral to the work of the hospice providing companionship and emotional support, we introduced the new befriender telephone support service during the pandemic.
- Our Family Support team offered and were asked to lead on the psychological and emotional support to the Nightingale hospital in Bristol. Our doctors also offered their services. Thankfully, neither were required as the Nightingale hospital was not needed.

"Can I just say a massive thank you from the bottom of my heart. A year ago I was holding on to a lot of pain, not just with mum's death but with a lot of baggage collected from my life until that point. I wasn't just grieving the loss of mum, but in some ways myself and my life. I'm in a much better place now, spiritually, mentally, physically... and it's thanks to you listening to me rant for the last year that has helped unlock these doors for me, I'm still not sure exactly what I want to do with my life but I'm having fun while doing it... Me and my family have some big plans for the future, and that's it - looking forward rather than back, as I had done for so long."

*A Weston Hospicecare bereavement client
February 2021*

Compliments and Complaints

- The hospice aims to provide the best possible care and as a hospice, we take every suggestion and complaint seriously and aim to learn from these occasions. We also take the opportunity to learn from compliments and share good practice.
- In 2020-21, we received 392 compliments in our Clinical areas. This is significantly up from 2019-20 at 351 and very pleasing given the difficulties posed by Covid-19. We had 3 complaints this year, down from last year's 5 in our clinical areas.
- We aim for 90% of our patient's friends and family to be extremely likely to recommend our service to their friends and family if they needed similar care or treatment. In 2020-21, we achieved this with 94% (with 100% likely to recommend).

iWantGreatCare

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

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

Our People

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



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

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

Employees

We remain committed to recruiting, developing and retaining qualified, experienced, competent and well-motivated professionals. We seek to recruit from all areas of our community.

We employ 95 whole time equivalent staff in the charity including Retail. We have a staff consultation group which considers staff issues at the request of the senior management team or directly from staff. We also have a Freedom to Speak Up Guardian who provides another channel for staff to raise issues or concerns.

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

prescribing courses for some of our community nurse specialists.

Volunteers

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

In line with government guidance and following the easing of some Covid-19 restrictions, we are slowly bringing our volunteers out of 'hibernation'. Risk assessments have been undertaken in all services and for each individual volunteer to ensure we maintain their safety and minimise any exposure to Covid-19. Many people have used this time to reflect on their life compass and have taken the decision to no longer volunteer. This has accelerated the need for new ways to offer volunteering opportunities and to ensure flexibility is at the forefront of any new development.

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

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



Financial review

Overall the Charity had total income of £4,876k (2020 £4,604k) and generated a net surplus of £960k, a positive swing of £1,173k from the 2020 position of £213k net deficit.

There was a significant increase in gifts in wills income which totalled £890k for the year (2020 £410k).

During the year, the value of investments also increased giving a positive movement of £313k, compared to the prior year loss of £245k. The loss last year was incurred during the last few weeks of 2019-20 when the financial markets fell sharply in the initial reaction to the Covid-19 crisis. This year's surplus represents a return to a more normal situation.

Over a three-year period, it is our plan to produce a balanced operating performance. The hospice is committed to minimising operating costs without impairing the quality of its services.

One future uncertainty has been around funding of the NHS pension increases from 14.3% to 20.6% introduced from 1st April 2019. It has since been confirmed that the government (via NHS England) will cover this increased cost until at least 31st March 2022.

Clinical income

This year's income has been supplemented by a grant from NHS England, administered by Hospice UK, amounting to £639k, as more fully described in note 29 to the financial statements.

Charity shops (retail trading)

Total retail income including gift aid was £1,117k in 2021 (£1,093k excluding gift aid). The total net loss to the Hospice was £84k. (In 2020, net contribution was £280k).

The trading year was significantly disrupted by the restrictions from the Covid-19 outbreak. Shops were closed for most of the year and subjected to a variety of restrictions when they were allowed to trade. The cycle of closing and reopening during three separate

lockdowns, often at short notice, was inefficient, costly, and disruptive.



Most landlords were sympathetic to the difficulties and a range of rent concessions were granted, and these, along with local authority support and the government Covid Job Retention Scheme (CJRS) payments, managed to limit some of damage to the income. The shop teams and retail management have handled the pandemic in a professional way ensuring good communication with staff and volunteers throughout.

The enforced closure allowed the refurbishment of several shops. These actions build on the programme that was started last year and put us in a reasonably strong position to restart trading when the restrictions were lifted in the new year.

Our former director of retail, Gemma Turner left the company on (16th October 2020) Retail leadership was then provided by an experienced interim manager from late March, and this has continued into the current financial year. A permanent Director or Retail, Emma King was recruited and joined us in June 2021. She has considerable experience in both the charity and commercial retail sectors and we are confident that she will provide effective leadership into the future.

Plans for next twelve months:

The focus will be on recovery from the effects of the Covid-19 pandemic. It is anticipated that the early months of the financial year will continue to be affected by various restrictions, reduced footfall in our

shops and low (though slowly recovering) public confidence which will suppress the trading performance to some extent, and the mid-term future remains somewhat uncertain, especially as regards winter 2021/22. Outside of this our focus will be on leveraging the value returned from our EPOS system and making greater use of management information to inform decision making. Also, there is a renewed focus on gift aid, both in terms of enhanced internal auditing and with improvements to our donor conversion rate.



The supply of donated goods remains a high priority and greater efforts will be made to generate higher volumes and to make the best possible use of all stock donations. The further development of our online business is also crucial, with some important first steps already taken, we will be expanding and improving this area of our business by re-launching the processes to the shop staff and working to improve our systems.

We have scaled back our offer of new goods to ensure that these products fulfil a specific role in our stock offer. We have also strengthened our stocktaking procedure by bringing the processes within our EPOS system and employing technology to assist with data capture.

Considerable work has been undertaken on our pricing of donated goods across the entire estate and two former £1 shops have been converted to a 'clearance' format to allow more flexibility on pricing and improve the returns.

Finally, we are hoping to add a flagship shop to the portfolio in the next financial year. Planning is at an early stage, but it is hoped to include a re-location of the existing warehouse as a part of the plan.

Fundraising

The fundraising team raises funds from individuals, from our local community, the business sector, local and national grant-giving trusts, and through events.

Total voluntary income for this year was £1,709k, up against the previous year's £1,395k largely due to larger gifts in wills this year.

Gifts in wills income was received from 22 estates contributing to the £890k income reported. We are very grateful to everyone who remembered us in their Will. Make Your Will Week, held in February again this year was a great success, with an increased number of participants and donations. We would like to thank the local solicitors firms who supported the event this year.

Due to impact of Covid we had to postpone most live hospice-managed events this year, the Men's March and Strictly Fun Dancing in March, the annual Mendip Challenge in June, and the Midnight Beach Walk in October. We responded to the Covid challenge by promoting virtual events, including walks, cycles, quizzes, pets shows and even a Festival. Our flagship Mendip Challenge event was converted to a Mini Mendip ten mile walk with a virtual option, with over 200 participants. Even with the virtual challenges events we were over £125k down on the previous year. We are grateful for the kind sponsorship of Howards Motor Group, the Grand Pier and Thatcher's Cider.



Income from trusts and grants (restricted and unrestricted) was significantly higher on the previous year, at £80k (£92k including a retail grant from Ebay), (2020 £18k). This was due to specific Covid-19 grants. We extend particular thanks to The Albert Hunt Trust, Fairfield Charitable Trust, February Foundation, James Tudor Foundation, Thomas J Horne Memorial Trust, Ardonagh Community Trust and Gordon Family Trust for their generous contributions.



Once again this year we were extremely well supported by our local community who helped us by organising virtual events and donating to our Christmas Appeal which generated nearly £97k. We also launched our regular giving campaign "A Minute A Month" and this saw an all time high of regular gifts. This support is invaluable to us and without it we would not be able to raise the necessary income that the hospice needs.

Weston Hospicecare's lottery income was up on the previous year at £236k (2020 £232k), despite having to put canvassing on hold due to the pandemic.

We are very grateful for the continuing support and generosity of our many donors and supporters throughout the year.

Investment Powers and Policy

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

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

During the financial year, the investment yield of approx. 3% was a valuable source of income.

Principal risks and uncertainties

One of our most important assets is our reputation, which has been hard-earned over 31 years. Any serious incident that could damage our standing in the community will have a significant impact on our ability to raise funds.

A focused and engaged Senior Management Team, supported by our Board of Trustees, communicating openly in a culture of mutual support and without fear, ensures we work in alignment to maintain and enhance our reputation.

Hospice Governance is provided by a series of Trustee-led sub-Committees with clear terms of reference to home in on specific mission-critical aspects of our work.

Hospice risk registers provide a framework for risk identification, quantification, mitigation, and thus management to an acceptable level. The risk registers are reviewed annually to verify continued suitability.

Hospice policies and procedures are monitored and reviewed according to a master schedule. Of these, our Risk Management Policy guides our strategic management of risk, and our Reserves Policy ensures that sufficient reserves are maintained to weather storms and carry us through uncertain periods.

The charity has considered the continuing impact of Brexit on its operations. The main risks facing the organisation are around medicines, recruitment and investments. The NHS has issued guidance and we are following that guidance which does not consider it helpful or appropriate for organisations to be stockpiling medicines. Recruitment of EU workers may present a risk but to date the charity has not experienced issues regarding this and does not employ significant levels of EU workers which indicates few future issues will be experienced. Investments are very volatile and Brexit represents an additional uncertainty. The charity is advised by Rathbones who manage volatility within our investment strategy and the trustees believe it has resilience to withstand significant fluctuations in the market as a result of Brexit.

Reserves Policy

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

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

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

Reserve requirements are estimated by a risk-based approach estimating a plausible "worst

case" reduction in our income streams and increase in our expenses – a range of annual percentage reductions between 10-40% are postulated for the various income streams and a 5% annual increase is postulated for our expenses. The resulting cash impact is aggregated over a two-year period which is considered to represent a reasonable period associated with the worst case scenario and is long enough for us to readjust income streams and, if necessary, to reduce expenditure.

There are also specific provisions made for future known issues e.g. trading losses, insofar as they have not been provided for in the financial statement.

The total reserves predicted by this calculation will be further increased by a factor of 10% as insurance against, and to meet the problems posed by, unforeseeable events with both very low probability and very high impact, such as (but not restricted to) the Covid-19 pandemic during 2020. This factor of 10% is based on our experience during the Covid-19 pandemic, extrapolated over the period envisaged.

The total funds held by the group at 31 March 2021 totalled £7,588k (2020: £6,628k) per the details set out in note 23 to the accounts.

Restricted funds at 31 March 2021 total £283k (2020: £372k), and are not available for general use by the Charity.

Designated funds total £13k at 31 March 2021 (2020: £14k) made up of the Friends fund, and the Jill Dando fund set up in 2019 in memory and honour of our former patron, on the 20th anniversary of her untimely death.

Of the total funds referred to above, the free reserves available to the Charity, without the need to dispose of tangible fixed assets total £4.7m (2020: £3.5m) which equates to approximately 14 months running costs.

Current reserves are in excess of the amount recommended by our reserves policy. However, there is huge uncertainty surrounding the risk of further lockdowns, national or local, that could require us once again to close our shops but this time without the safety net of the CJRS and small business grants. Furthermore, such lockdowns would

further curtail our fundraising activities which are still hampered by social gathering restrictions, and worsen the depressed income levels we are suffering as a result. There is still uncertainty over Brexit, with the results of trade talks also adding to the risk. Therefore it is prudent and appropriate that we are carrying more reserves than usual during this period to guarantee the sustainability of our care, which thus far we have managed to maintain throughout the pandemic.

Pay rates for key management personnel

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

The current Chief Executive had his pay benchmarked against similar roles in comparable organisations.

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

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

Fundraising Practices

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

Weston Hospicecare Limited is registered with the Fundraising Regulator, the independent body established to set and maintain standards of appropriate charitable fundraising in the UK. We ensure we adhere to the 'fundraising promise' as set out by the Fundraising Regulator. We take the management of our data very seriously and conform to Data protection legislation. We only collect and use personal information for

the use it was intended and do not sell or buy data to or from third parties. We send out two newsletters per year and those, along with any other communications are based on the interests and wishes of the supporter.

We have ensured that we are complying with the General Data Protection Regulations which came into force in May 2018 by continually reviewing our policies and practices relating to personal data, including our consent procedures and our fundraising database retention periods. We provide all of our supporters with clear and easy opportunities to change their communication preferences at any time. Our Privacy Notice, outlining how we use supporter data is available on our website or can be communicated verbally or in writing for those without internet access by calling our supporter care department. We also have a complaints procedure should anyone wish to raise an issue or complain about any of our activities (including fundraising). During 2020/21 we didn't receive any complaints relating to our fundraising and communications practices.

Weston Hospicecare Limited also raises funds from trusts, foundations and companies. Funds raised are used as per the supporter's wishes, whether set aside for specific purposes (restricted) or for general hospice expenses (unrestricted). We ensure that we comply with any agreed arrangements with our supporters such as named recognition in the statutory accounts. We also have robust internal control systems to ensure that the grants are spent for the specified purpose (if any) and closely monitored. Any requests for anonymity are always respected and adhered to.

When entering into commercial partnerships we always obtain written agreements, making clear the roles and responsibilities of each party. In 2020/21 Weston Hospicecare Limited continued working with Lottery Fundraising Services Ltd to help raise the profile of our Lottery through venue sales (stands at supermarkets etc) although this could not be promoted most of the year due to the pandemic. Lottery Fundraising Services were also contracted to do a limited amount of door-to-door sales to raise Lottery numbers and there were significant levels of control around this including (but not limited to)

hospice-led training.

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

Plans for future periods

Our financial focus during 2021/22 will be on recovery from the Covid-19 pandemic. Only by doing so can we restore full patient services and continue to develop and expand our clinical care in the months and years ahead.

Budget 2021/22

We expect the majority of 2021/22 to be affected in one way or another by the recovery from Covid-19 and national lockdown. We anticipate a slow recovery in Retail and Fundraising activity and profitability and we have assumed there will be no further national or local lockdowns. We hope that by the end of 2021/22 we will be operating as profitably as were before the Covid-19 crisis arose. We will make every effort to reinstate our pre-Covid-19 strategy and we will continue to measure ourselves against that baseline and return to "normal" as soon as we can.

Despite the national and local economic ravages of the Covid-19 pandemic, we believe the hiatus imposed by the virus from February 2020 to the time of writing presented an opportunity for us to take stock and review some of our traditional operating models. Weston Hospicecare has come through this well, thanks to the creativity, enthusiasm and resilience of our staff, and we aspire to bounce back stronger from the crisis by incorporating some of what we have learned about our organisation during the period. As regards our ability to not only restore our income to pre-Covid-19 levels but to build on these, there are two main strands to our approach:

- Our Fundraising team has discovered new ways of working, in particular the use of technology and the ability to run

virtual events either standalone or in combination with mass participation events, which reach out to a wider support base. The best of these will be retained in future alongside those more traditional ways of fundraising for an optimum blend which has the possibility of exceeding our pre-Covid-19 recipe.

- Before Covid-19, we were already reviewing our Retail operations and looking at all aspects such as pricing strategies, proportion of new goods, hub infrastructure, staffing model, gift aid processes, shop portfolio composition, engagement with landlords, and more. The closure of all our shops has afforded us the time and headspace to accelerate our review, coupled with the assistance of external charity retail consultants to augment our own analysis. Our hope is to effectively re-invent our Retail organisation in such a way that it can generate significantly more funds to support our charitable purpose.

This two-strand approach, running alongside the continued support of our Clinical Commissioning Groups, will enable the Hospice to emerge from the Covid-19 crisis in best possible shape.

We wish to acknowledge and repeat our appreciation for the generous financial aid received from central government in the form of the Covid-19 Job Retention Scheme, grant funding for hospices administered by Hospice UK, from local authorities in the form of small business grants to shops and from the majority of our shop Landlords who granted us rent free periods.

Clinical Services & Strategy

Care for patients and their loved ones remains at the heart of everything we do.

2020/21 was Year 2 of the 5-Year strategy that we developed during 2018. The CEO address to this report summarises some of the Clinical improvements and service expansion we undertook during Year 2. In the year ahead we are now investigating the scope and viability

of a Hospice at Home service, we are planning to refurbish our Day Hospice facilities and we are considering the merits of introducing a new position to the Hospice, that of Clinical Educator.

Our approach is to take the Hospice forward through cycles of service development matched by iterations of income growth, to ensure we remain balanced and sustainable.

As we look to gradually and safely emerge from the Covid-19 lockdown, this is still our intention for year 3 of our 5-year strategy, but now the emphasis is first on re-starting those Clinical services which have been temporarily suspended, such as Outpatient Day Services (Day Hospice) and Complementary Therapies, and restoring full income generation after enforced closure of all shops and cancellation or postponement of many fundraising activities, to sustain those. Our goal is to end 2021/22 with all Clinical services running, and monthly income at levels at least matching pre-Covid-19 which are set to grow into 2022/23. Nonetheless, the impact of Covid-19 means we expect to finish 2021/22 with a deficit which of necessity will be funded from the surplus reported for 2020/21.

Governance

Alongside all usual governance activities, our key governance focus areas for 2021/22 will include:

- The hospice risk management system and processes around annual review of risk registers – this had been planned for 2020/21 but the pandemic necessitated a focus on Covid-specific risk assessments as a priority.
- Continually improve our information governance and GDPR improvement plan, including the possibility of a new document management system such as Sharepoint to better manage control and

permissions of digital data.

- Robust management of our Retail new goods with better stock-taking procedures.
- Implementation of our Retail gift aid operations manual and in particular module 7 which covers compliance checks and balances.

Structure, Governance and Management

Governing document

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

Operating name

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

Trustee induction and training

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

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

Directors and trustees

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

Recruitment and appointment of trustees

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

Organisation

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

- Chief Executive
- Director of Patient Services
- Director of Fundraising & Communications
- Director of Retail
- Finance Manager
- HR Manager

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

There is appropriate clinical governance in place to monitor and improve our service. Monitoring of staff and public health and safety is core to governance at all levels.

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

other jurisdictions.

Trustees' responsibilities in relation to the financial statements

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

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

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

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

Statement as to disclosure to our auditors

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

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

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

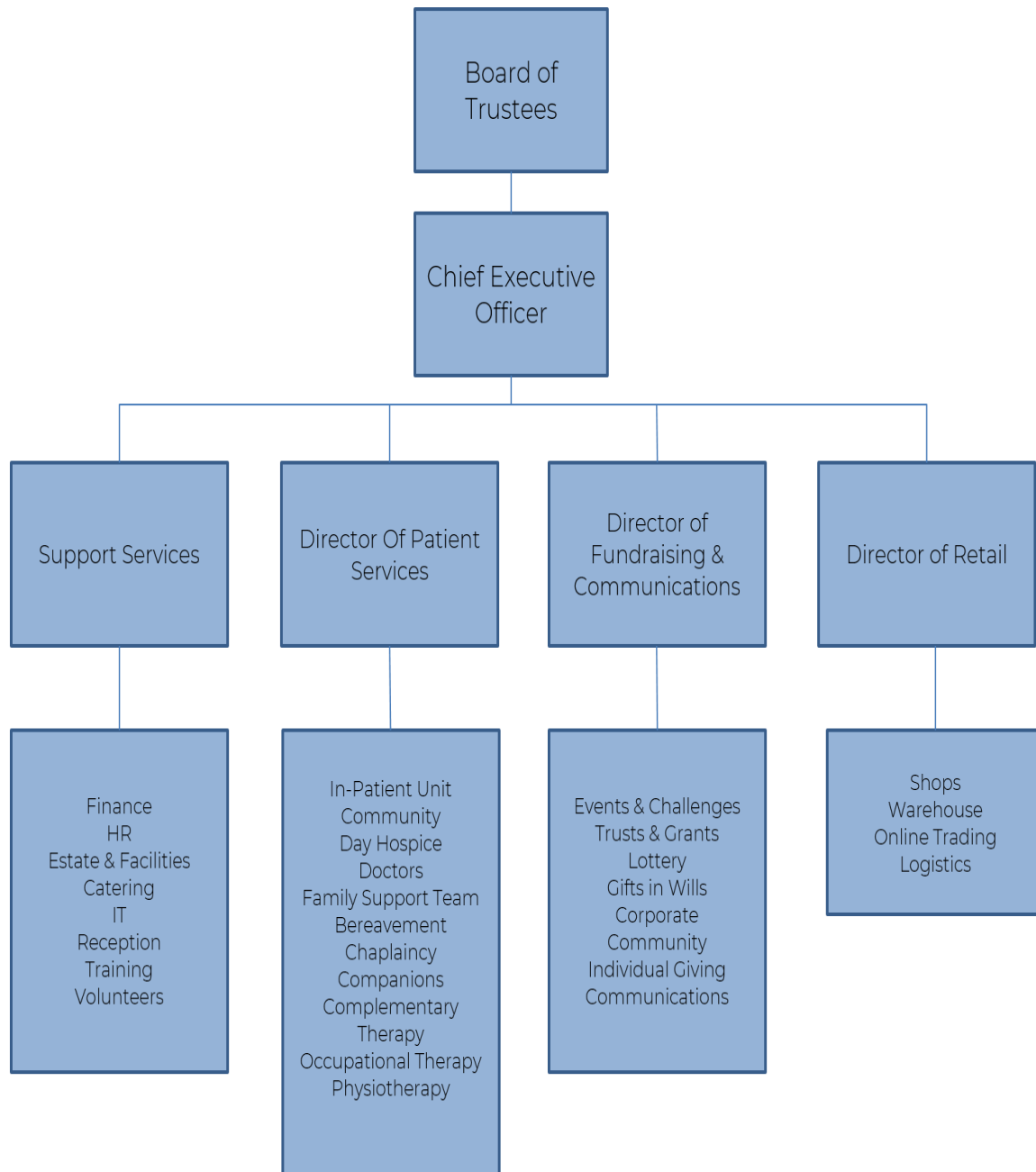


J E Driscoll

Chair

23rd September 2021

Organisational Structure



Reference and administrative details

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

Our advisors

Auditors Mazars LLP, 90 Victoria Street, Bristol BS1 6DP
Bankers Lloyds Bank plc, 2 South Parade, Weston-super-Mare, BS23 1JL
Solicitors Bennetts Solicitors, Barley Wood Stables, Wrington, Bristol, BS40 5SA
Investment Advisors Rathbone Brothers plc, 1 Curzon Street, London W1J 5FB
Investment Managers CCLA Investment Management Ltd, 80 Cheapside, London, EC2V 6DZ

Directors and Trustees

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

John Davey, Vice Chair, Treasurer
Judi Driscoll, Chair
John Bangham
Dr John Dixon
Hilary Emery
John Katsouris
Michelle Michael
Leslie Millar
Simon Price
Dr Peter Smith
Elizabeth Turner

Secretary

John Davey

The key management personnel serving during and since the year end were:

Chief Executive Officer	Paul Winspear
Director of Patient Services	John Bailey
Director of Fundraising & Communications	Mark Flower
Director of Retail	Gemma Turner (Resigned 16 th October 2020) /Emma King (Appointed 9 th June 2021)
Finance Manager	Roslyn Seymour
HR Manager	Sonja Hammond

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

Opinion

We have audited the financial statements of Weston Hospicecare Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 March 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the welcome from the Chair, the message from the Chief Executive Officer and the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the welcome from the Chair, the message from the Chief Executive Officer and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group's and of the parent charity's and its environment obtained in the course of the audit, we have not identified material misstatements in the welcome from the Chair, the message from the Chief Executive Officer or the Trustees' Report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable

the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Based on our understanding of the parent company and its subsidiary and its operations, we identified that the principal risks of non-compliance with laws and regulations related to the UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, incorrect allocation of funds between restricted and unrestricted, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006 and the Charities SORP.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the group's and of the parent charity's which were contrary to applicable laws and regulations, including fraud.

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

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of the audit report

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



Richard Bott (Senior Statutory Auditor) for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

90 Victoria Street

Bristol

BS1 6DP

Date

			Restricted funds	Unrestricted Funds		Total funds	
				General	Designated		Total
				2021 £	2021 £		2021 £
Income and Endowments from:							
Donations and gifts in wills	3	1,000	1,362,098	-	1,363,098	921,340	
Other trading activities	4	-	1,687,541	-	1,687,541	2,344,544	
Investment income	5	-	65,439	-	65,439	89,625	
Charitable activities	6	648,064	1,071,984	-	1,720,048	1,230,610	
Other income	7	-	40,134	-	40,134	17,800	
Total income		649,064	4,227,196	-	4,876,260	4,603,919	
Expenditure on:							
Raising funds	8,9,10	2,073	1,934,505	41	1,936,619	2,236,638	
Charitable activities	11	62,216	2,229,285	1,253	2,292,754	2,335,571	
Total Expenditure		64,289	4,163,790	1,294	4,229,373	4,572,209	
Gains and (losses) on revaluation and disposal of investment assets		-	313,169	-	313,169	(244,677)	
Net Income/(Expenditure)		584,775	376,575	(1,294)	960,056	(212,967)	
Transfers between funds	23	(674,094)	673,542	552	-	-	
Net movement of funds for the year		(89,319)	1,050,117	(742)	960,056	(212,967)	
Total funds at 1 st April 2020		372,259	6,242,205	13,913	6,628,377	6,841,344	
Total funds at 31 st March 2021	23,24	282,940	7,292,322	13,171	7,588,433	6,628,377	

		Restricted funds		Unrestricted Funds		Total funds	
				General	Designated		Total
	Note	2020 £	2020 £	2020 £	2020 £	2019 £	
Income and Endowments from:							
Donations and gifts in wills	3	5,282	916,058	-	921,340	1,331,382	
Other trading activities	4	-	2,344,544	-	2,344,544	2,303,994	
Investment income	5	-	89,625	-	89,625	89,186	
Charitable activities	6	123,523	1,102,039	5,048	1,230,610	1,019,725	
Other income	7	-	17,800	-	17,800	9,730	
Total income		128,805	4,470,066	5,048	4,603,919	4,754,017	
Expenditure on:							
Raising funds	8,9,10	1,962	2,234,676	-	2,236,638	2,180,710	
Charitable activities	11	78,496	2,256,371	704	2,335,571	2,148,319	
Total Expenditure		80,458	4,491,047	704	4,572,209	4,329,029	
Gains and (losses) on revaluation and disposal if investment assets		-	(244,677)	-	(244,677)	49,606	
Net Income/(Expenditure)		48,347	(265,658)	4,344	(212,967)	474,594	
Transfers between funds		(57,944)	52,629	5,315	-	-	
Net movement of funds for the year		(9,597)	(213,029)	9,659	(212,967)	474,594	
Total funds at 1 st April 2019		381,856	6,455,234	4,254	6,841,344	6,366,750	
Total funds at 31 st March 2020	23	372,259	6,242,205	13,913	6,628,377	6,841,344	

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	16		30,381		35,946
Tangible assets	17		2,562,836		2,779,748
Investments	18		<u>2,871,141</u>		<u>2,273,752</u>
			5,464,358		5,089,446
Current assets					
Stocks	19	73,372		93,469	
Debtors	20	730,145		408,867	
Cash at bank and in hand		1,840,773		1,582,886	
		<u>2,644,290</u>		<u>2,085,222</u>	
Creditors: amounts falling due within one year	21	(395,794)		(468,616)	
		<u></u>		<u></u>	
Net current assets			2,248,496		1,616,606
Provisions	22		(124,421)		(77,675)
Total assets less current liabilities			<u>7,588,433</u>		<u>6,628,377</u>
Charity Funds					
Restricted funds	23		282,940		372,259
Unrestricted funds	23		7,305,493		6,256,118
			<u>7,588,433</u>		<u>6,628,377</u>

The financial statements were approved and authorised for issue by the Trustees on 23rd September 2021 and signed on their behalf by:



Mr. J. Davey

Trustee

The notes on pages 31 to 55 form part of these financial statements.

Company Registered Number: 02414541

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	16		30,381		35,946
Tangible assets	17		2,560,186		2,771,343
Investments	18		2,872,141		2,274,752
			5,462,708		5,082,041
Current assets					
Stocks	19	-	-	-	-
Debtors	20	765,610		495,515	
Cash at bank and in hand		1,822,746		1,534,032	
			2,588,356		2,029,547
Creditors: amounts falling due within one year	21	(382,902)		(450,228)	
Net current assets			2,205,454		1,579,319
Provisions	22		(124,421)		(77,675)
Total assets less current liabilities			7,543,741		6,583,685
Charity Funds					
Restricted funds	23		282,940		372,259
Unrestricted funds	23		7,260,801		6,211,426
			7,543,741		6,583,685

The financial statements were approved and authorised for issue by the Trustees on 23rd September 2021 and signed on their behalf by:



Mr. J. Davey

Trustee

The notes on pages 31 to 55 form part of these financial statements.

Company Registered Number: 02414541.

Cashflow Statement	Note	Total funds	
		2021	2020
		£	£
Cashflows from operating activities:			
Net cash provided by operating activities	25	437,885	194,038
Cash flows from investing activities			
Dividends and interest from investments	5	65,439	89,625
Purchase of intangibles, property, plant and equipment	16,17	(46,044)	(304,220)
Write back work in progress capital expenditure	17	84,827	-
Purchase of investments	18	(1,000,817)	(621,329)
Proceeds from sale of investments	18	716,597	905,891
Net cash provided by(used by) investing activities		(179,998)	69,967
Change in cash and cash equivalents in the reporting period		257,887	264,005
Cash and cash equivalents at the beginning of the period		1,582,886	1,318,881
Cash and cash equivalents at the end of the period	25	1,840,773	1,582,886

The notes on pages 31 to 55 form part of these financial statements.

1. General Information

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

2. Accounting Policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Weston Hospicecare meets the definition of a public entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements are prepared in sterling which is the functional currency of the charity and group and rounded to the nearest pound. Comparative information relates to the year ended 31 March 2020.

2.2 Preparation of the accounts on a going concern basis

The charity reported a cash inflow of £258k during the year. The Trustees aim to achieve a balanced financial performance, and they are confident that the steps that they have undertaken this year will result in a continued positive performance over the next 1-3 years. The Charity has reserves as disclosed on page 14 which the trustees consider adequate to support the Charity in the unlikely event that the anticipated positive performance over the next 3 years is not quite achieved and on this basis, the Trustees have prepared the accounts on a going concern basis.

2.3 Basis of consolidation

The financial statements consolidate the accounts of Weston Hospicecare Limited and of its subsidiary undertaking ('subsidiary') on a line by line basis.

The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.

The income and expenditure account for the year dealt with in the accounts of the group was a £960k surplus (2020: £213k deficit).

2.4 Company status

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

2.5 Fund accounting

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

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

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

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

2.6 Income

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

Income from government and other grants, whether capital grants or revenue grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For gifts in wills, entitlement is taken as the earlier of the date on which either the charity is aware that probate has been granted the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a gift in will in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where gifts in wills have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met then the gift in will is treated as a contingent asset and disclosed if material.

2.7 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Costs of generating funds are those costs incurred in fundraising and those costs incurred in trading activities that raise funds.

The costs of charitable activities are those of providing a community based specialist palliative care service.

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

2.8 Intangible Assets

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

Computer software	over 3 years
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2.9 Tangible fixed assets and depreciation

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

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

Freehold property is stated at cost or valuation in the balance sheet less accumulated depreciation to date. The organisation's investment in freehold property is included at a value based upon the open market value of similar properties in the vicinity.

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

2.10 Investments

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

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

2.11 Stocks

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

2.12 Debtors

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

2.13 Cash at bank and in hand

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

2.14 Creditors and provisions

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

2.15 Financial instruments

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

2.16 Pensions

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

2.17 Donations in kind

In addition to the amounts included in the financial statements, the organisation benefited from many hours of volunteer help during the year, most of which came in the form of direct assistance in manning the administration office, fund raising, publicity and uncharged professional services. The charity could not have achieved its current level of accumulated funds or clinical service provision without their gratefully received assistance. Volunteers time is not recognised in the financial statements.

2.18 Operating lease agreements

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

2.19 Judgements and key sources of estimation uncertainty

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

A key area of judgement in these financial statements is the recognition of legacy income, which requires judgement about whether the income is probable or not, and whether Weston Hospicecare holds entitlement to the monies. There is also estimation uncertainty regarding the reliability of the amount to be received. Many of the gifts in wills in the pipeline will include properties which are inherently uncertain in value as well as sometimes there being uncertainty regarding the amount of the estate to which Weston Hospicecare is entitled. The value of accrued income relating to gifts in wills has been estimated at £371k at 31st March 2021.

There are also judgements made in determining whether provisions are required and at what value. A provision for dilapidation has been made either where a specific claim has been registered, or where a lease is due to end within the next three years and Weston Hospicecare does *not* intend to renew the lease – for properties where the lease is intended to be renewed, such properties are maintained annually to a standard where the risk of dilapidation costs are negligible and therefore no provision is made. There have been no actual costs to compare the estimates to however. A dilapidations provision of £124k is held at the year-end and is disclosed in note 22.

2.20 Employee Benefits

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

3. Donations and Gifts in wills

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted funds	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Trusts and grants	-	91,841	91,841	-	18,100	18,100
Covenants and Gift Aid	-	91,359	91,359	4,282	180,640	184,922
Other Donations and Collections	1,000	289,017	290,017	1,000	307,552	308,552
Gifts in wills	-	889,881	889,881	-	409,766	409,766
	1,000	1,362,098	1,363,098	5,282	916,058	921,340

4. Other trading activities

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Fundraising	-	358,029	358,029	-	473,944	473,944
Lottery	-	236,031	236,031	-	232,157	232,157
Shops	-	1,093,481	1,093,481	-	1,638,443	1,638,443
	-	1,687,541	1,687,541	-	2,344,544	2,344,544

5. Investment income

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Dividends receivable	-	56,015	56,015	-	74,649	74,649
Interest receivable	-	9,424	9,424	-	14,976	14,976
	-	65,439	65,439	-	89,625	89,625

6. Charitable activities

	Restricted funds	Unrestricted Direct	Designated	Total funds	Restricted funds	Unrestricted Direct	Designated	Total funds
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
In-Patient Unit	6,980	656,776	-	663,756	2,355	677,153	5,048	684,556
Community	2,000	207,407	-	209,407	20,718	191,748	-	212,466
Day Hospice	-	65,153	-	65,153	100,000	50,685	-	150,685
Other Patient Services	586	142,648	-	143,234	450	182,453	-	182,903
Grants – Other	638,498	-	-	638,498	-	-	-	-
	648,064	1,071,984	-	1,720,048	123,523	1,102,039	5,048	1,230,610

7. Other Income

	Restricted funds	Unrestricted Direct	Total funds	Restricted funds	Unrestricted Direct	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Other income	-	40,134	40,134	-	17,800	17,800
	-	40,134	40,134	-	17,800	17,800

8. Costs of raising funds - voluntary income

	Restrict ed funds	Unrestricted		Design ated	Total funds	Restrict ed funds	Unrestricted		Design ated	Total funds
	2021	2021	2021	2021	2021	2020	2020	2020	2020	2020
	£	£	£	£	£	£	£	£	£	£
Fundraising	3	106,254	25,818	2	132,077	-	100,416	26,800	-	127,216
Depreciation	425	1,010	909	-	2,344	24	1,010	952	-	1,986
	428	107,264	26,727	2	134,421	24	101,426	27,752	-	129,202

9. Costs of raising funds - fundraising

	Restric ted funds	Unrestricted		Desig nated	Total funds	Restric ted funds	Unrestricted		Desig nated	Total funds
		Direct	Support				Direct	Support		
	2021	2021	2021	2021	2021	2020	2020	2020	2020	2020
	£	£	£	£	£	£	£	£	£	£
Fundraising	8	153,511	54,187	7	207,713	389	204,791	57,029	-	262,209
Lottery	-	96,728	9,215	-	105,943	-	117,982	9,628	-	127,610
Shops	39	1,181,231	213,212	32	1,394,514	-	1,408,552	224,925	-	1,633,477
Depreciation	1,598	63,417	9,007	-	74,022	1,549	54,039	9,432	-	65,020
Loss on disposal of fixed assets	-	2,574	-	-	2,574	-	640	-	-	640
	1,645	1,497,461	285,621	39	1,784,766	1,938	1,786,004	301,014	-	2,088,956

10. Costs of raising funds - Investment management costs

	Restricted funds	Unrestricted		Total funds	Restricted funds	Unrestricted		Total funds
		Direct	Support			Direct	Support	
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
Investment managers' fees	-	17,432	-	17,432	-	18,480	-	18,480
	-	17,432	-	17,432	-	18,480	-	18,480

11. Expenditure on charitable activities

	Restri cted funds	Unrestricted			Total funds	Restri cted funds	Unrestricted			Total funds
		Direct	Support	Design ated			Direct	Support	Design ated	
	2021	2021	2021	2021	2021	2020	2020	2020	2020	2020
	£	£	£	£	£	£	£	£	£	£
In-Patient Unit	180	748,981	333,636	143	1,082,940	-	783,785	330,943	127	1,114,855
Community Day Hospice	298	377,923	81,554	93	459,868	25,224	337,331	85,130	50	447,735
	349	68,812	76,328	84	145,573	3,650	50,277	78,654	220	132,801
Other Patient Services	46,111	412,159	57,293	609	516,172	28,773	469,845	59,920	-	558,538
Depreciation	15,278	37,298	35,301	324	88,201	20,849	23,524	36,962	307	81,642
	62,216	1,645,173	584,112	1,253	2,292,754	78,496	1,664,762	591,609	704	2,335,571

12. Governance costs

	Restricted funds	Unrestricted		Total funds	Restricted funds	Unrestricted		Total funds
		Direct	Support			Direct	Support	
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
Audit fees	-	14,500	-	14,500	-	15,106	-	15,106
Auditors' non audit costs	-	3,970	-	3,970	-	4,265	-	4,265
Trustee indemnity insurance	-	1,596	-	1,596	-	1,496	-	1,496
	-	20,066	-	20,066	-	20,867	-	20,867

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

13. Net resources expended

This is stated after charging/(crediting):

	Total funds	Total funds
	2021	2020
	£	£
Amortisation of intangible fixed assets	18,138	10,344
Depreciation on tangible fixed assets	162,983	150,442
Loss on disposal of fixed assets	2,574	640
Operating lease costs (land & buildings)	209,865	252,730
Operating lease costs (other)	14,014	22,458
Audit fees	14,500	15,106
Auditors non-audit fees	3,970	4,265

14. Staff costs

Staff costs were as follows:

	2021	2020
	£	£
Wages and salaries	2,560,716	2,620,627
Social security costs	195,105	202,193
Defined contribution pension costs	175,249	178,800
	2,931,070	3,001,620

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

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

2019/20 and 2020/21
Chief Executive
Director of Patient Services
Director of Retail
Director of Fundraising & Communications
Finance Manager
HR Manager

The total employee benefit of the key management personnel was £355,047 (2020: £363,012)

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

	2021 Number	2020 Number
Fundraising	9	9
Shops	48	53
Clinical	60	61
Premises and support	18	20
Management and administration	9	11
	144	154

The numbers of higher paid employees were:

	2021 Number	2020 Number
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	-	-
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	1
	2	3

During the year pension contributions of £13,566 (2020: £25,196) were made on behalf of the staff earning in excess of £60,000.

15. Cost Allocation

		Cost of Gen. Vol. Income	Cost of Generating Funds			Resources Expended on Charitable Activities						
Support Function		Fundraising (non-Events Team)	Lottery	Fundraising (Events Team)	Shops	IPU	Community	Day Hospice	Other Patient Services	Total funds 2021	Total funds 2020	
		£	£	£	£	£	£	£	£	£	£	
Catering		-	-	-	-	46,325	1,544	27,022	2,316	77,207	83,021	
Management Services		11,349	5,674	17,023	22,698	22,698	17,024	11,349	5,674	113,489	115,540	
Corporate		1,370	1,370	6,392	11,415	9,131	6,848	4,566	4,566	45,658	55,160	
Facilities		2,974	-	8,921	41,634	190,321	17,843	23,790	11,895	297,378	275,000	
Finance		2,799	2,171	3,393	27,889	15,191	7,546	1,152	9,669	69,810	70,620	
Governance		458	-	1,332	9,266	4,714	2,095	726	1,475	20,066	20,868	
HR		2,965	-	8,636	60,058	30,550	13,578	4,708	9,559	130,054	149,883	
IT		3,903	-	8,490	40,252	14,706	15,076	3,015	12,139	97,581	102,939	
Support Costs excl JBH		25,818	9,215	54,187	213,212	333,636	81,554	76,328	57,293	851,243	873,031	
Properties	JBH Only (Depreciation)	909	213	3,278	5,516	16,812	3,400	9,450	5,639	45,217	47,346	
Total Support costs		26,727	9,428	57,465	218,728	350,448	84,954	85,778	62,932	896,460	920,377	
										Staff Costs	541,617	529,396
										Revenue Expenditure	293,073	331,365
										Depreciation	61,770	59,483
										Total	896,460	920,377

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

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

16. Intangible assets

Charity and Group	Computer software £
Cost	
At 1 st April 2020	79,390
Additions	10,073
Disposals	(916)
Transfer between classes	2,500
As at 31st March 2021	91,047
Amortisation	
As at 1 st April 2020	43,444
Charge for the year	18,138
On disposals	(916)
As at 31st March 2021	60,666
Net book value	
At 31st March 2021	30,381
At 31 st March 2020	35,946

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

17. Tangible fixed assets

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Group Cost				
At 1st April 2020	3,511,252	211,828	41,224	340,219
Additions	10,152	-	-	5,479
Disposals	(1,325)	(4,074)	(11,262)	(17,072)
Transfer between classes	-	-	-	-
At 31st March 2021	3,520,079	207,754	29,962	328,626
Depreciation				
At 1st April 2020	1,118,833	88,438	21,039	280,384
Charge for the year	72,679	23,477	6,494	21,740
On disposals	(1,325)	(4,074)	(11,262)	(17,072)
Transfer between classes	-	-	-	-
At 31st March 2021	1,190,187	107,841	16,271	285,052
Net book value				
At 31st March 2021	2,329,892	99,913	13,691	43,574
At 31st March 2020	2,392,419	123,390	20,185	59,835
	Assets under construction	Computer equipment	Medical equipment	Total
	£	£	£	£
Group Cost				
At 1st April 2020	92,342	195,214	257,661	4,649,740
Additions	-	20,340	-	35,971
Disposals	(84,827)	(47,235)	(34,316)	(200,111)
Transfer between classes	(2,500)	-	-	(2,500)
At 31st March 2021	5,015	168,319	223,345	4,483,100
Depreciation				
At 1st April 2020	-	176,318	184,980	1,869,992
Charge for the year	-	11,615	26,978	162,983
On disposals	-	(44,662)	(34,316)	(112,711)
Transfer between classes	-	-	-	-
At 31st March 2021	-	143,271	177,642	1,920,264
Net book value				
At 31st March 2021	5,015	25,048	45,703	2,562,836
At 31st March 2020	92,342	18,896	72,681	2,779,748

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures and Fittings
	£	£	£	£
Charity				
Cost				
At 1st April 2020	3,499,346	168,089	41,224	267,522
Additions	10,152	-	-	5,479
Disposals	-	-	(11,262)	(11,307)
Transfer between classes	-	-	-	-
Transfer from group company	10,581	39,664	-	35,325
At 31st March 2021	3,520,079	207,753	29,962	297,019
Depreciation				
At 1st April 2020	1,104,075	44,700	21,039	216,090
Charge for the year	72,679	23,477	6,494	15,987
On disposals	-	-	(11,262)	(11,307)
Transfer between classes	-	-	-	-
Transfer from group company	10,581	39,664	-	35,325
At 31st March 2021	1,190,188	107,841	16,271	256,095
Net book value				
At 31st March 2021	2,329,891	99,912	13,691	40,924
At 31st March 2020	2,392,418	123,389	20,185	51,432
	Assets under construction	Computer equipment	Medical equipment	Total
	£	£	£	£
Charity				
Cost				
At 1st April 2020	92,342	148,996	257,661	4,475,180
Additions	-	20,340	-	35,971
Disposals	(84,827)	(44,080)	(34,316)	(185,791)
Transfer between classes	(2,500)	-	-	(2,500)
Transfer from group company	-	43,063	-	128,633
At 31st March 2021	5,015	168,319	223,345	4,451,493
Depreciation				
At 1st April 2020	-	130,100	184,980	1,703,837
Charge for the year	-	11,615	26,978	157,230
On disposals	-	(41,508)	(34,316)	(98,393)
Transfer between classes	-	-	-	-
Transfer from group company	-	43,063	-	128,633
At 31st March 2021	-	143,271	177,642	1,891,307
Net book value				
At 31st March 2021	5,015	25,049	45,704	2,560,186
At 31st March 2020	92,342	18,896	72,681	2,771,343

18. Fixed asset investments

	Investments
	£
Group	
Market value	
At 1 st April 2020	2,273,752
Additions	1,000,817
Disposals	(716,597)
Gains on disposals/revaluations	313,169
At 31st March 2021	2,871,141
Historical cost	2,328,149

Group investments, at market value, comprise:

	2021	2020
	£	£
Fixed Interest Securities	734,312	651,976
UK Equities	815,813	629,230
Overseas Equities	785,601	492,124
Alternative Investments	535,415	500,422
At 31st March 2021	2,871,141	2,273,752

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

	Listed securities	Shares in group undertakings	Total
	£	£	£
Charity			
Market Value			
At 1 st April 2020	2,273,752	1,000	2,274,752
Additions	1,000,817	-	1,000,817
Disposals	(716,597)	-	(716,597)
Revaluations	313,169	-	313,169
At 31 st March 2021	2,871,141	1,000	2,872,141
Historic cost	2,683,131	1,000	2,684,131

19. Stocks

	2021 £	Group 2020 £	2021 £	Charity 2020 £
Finished goods and goods for resale	73,372	93,469	-	-

In the year ended 31st March 2021 £25,976 was the amount of inventory recognised as an expense (2020: £121,350). Stock to the value of £1,644 has been written down in the year (2020: £7,978).

20. Debtors

	2021 £	Group 2020 £	2021 £	Charity 2020 £
Trade debtors	84,911	84,115	84,911	84,115
Amounts owed by group undertakings	-	-	36,754	91,575
Other debtors	13,882	53,927	12,661	49,019
Prepayments and accrued income	631,352	270,825	631,284	270,806
	<u>730,145</u>	<u>408,867</u>	<u>765,610</u>	<u>495,515</u>

21. Creditors: Amount falling due within one year

	2021 £	Group 2020 £	2021 £	Charity 2020 £
Trade creditors	94,492	189,180	89,890	177,687
Social security and other taxes	46,627	53,130	46,627	53,130
Other creditors	27,670	30,044	27,670	30,044
Accruals and deferred income	227,005	196,262	218,715	189,367
	<u>395,794</u>	<u>468,616</u>	<u>382,902</u>	<u>450,228</u>

Deferred income at 31st March 2021 was £105,643 (2020: £96,732). The amounts deferred at 31st March 2021 will be recognised in the 2021/22 financial year.

Deferred income relates to either invoices raised for the CCG block grant paid one month in advance, lockdown related retail grants or to lottery sales received for future draws.

22. Provisions

		Group		Charity
	2021	2020	2021	2020
	£	£	£	£
Opening Balance	77,675	85,350	77,675	85,350
Provision released	-	(7,675)	-	(7,675)
Provision created	46,746	-	46,746	-
Closing Balance	<u>124,421</u>	<u>77,675</u>	<u>124,421</u>	<u>77,675</u>

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

23. Statement of funds

	Brought Forward	Incoming resources	Resources expended	Transfers in/out	Gains/(losses)	Carried forward
	£	£	£	£	£	£
Designated Funds						
Friends Designated Fund	4,911	-	(694)	549		4,766
Jill Dando Designated Fund	9,002	-	(600)	3	-	8,405
Total designated funds	<u>13,913</u>	<u>-</u>	<u>(1,294)</u>	<u>552</u>	<u>-</u>	<u>13,171</u>
General Funds						
Weston Hospicecare Limited	6,197,513	4,182,593	(4,119,187)	673,544	313,169	7,247,630
Weston Hospicecare Mart Limited	44,692	44,603	(44,603)	(2)	-	44,690
Total general funds	<u>6,242,205</u>	<u>4,227,196</u>	<u>(4,163,790)</u>	<u>673,542</u>	<u>313,169</u>	<u>7,292,322</u>
Total unrestricted funds	<u>6,256,118</u>	<u>4,227,196</u>	<u>(4,165,084)</u>	<u>674,094</u>	<u>313,169</u>	<u>7,305,493</u>
Restricted funds						
Capital Donations	359,312	5,930	(63,401)	(34,541)	-	267,300
Operating Costs	12,947	643,134	(888)	(639,553)	-	15,640
Total restricted funds	<u>372,259</u>	<u>649,064</u>	<u>(64,289)</u>	<u>(674,094)</u>	<u>-</u>	<u>282,940</u>
Total funds	<u>6,628,377</u>	<u>4,876,260</u>	<u>(4,229,373)</u>	<u>-</u>	<u>313,169</u>	<u>7,588,433</u>

Purposes of unrestricted funds

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

Jill Dando Designated Fund: This fund has been designated by the Trustees in order to aid patients with insufficient personal resources to finance activities which have immediate spiritual, psychological or emotional impact on their wellbeing.

Purposes of restricted funds

Grants and donations:

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

The Big Lottery Fund:

The charity recognises the contribution of funding from The Big Lottery Fund, which is recorded in the charity's accounts as a restricted fund. The movement on this fund during the financial year was as follows:

	Brought Forward	Incoming resources	Resources expended	Gains/ (losses)	Carried forward
	£	£	£	£	£
The Big Lottery Fund	93	-	-	-	93

Transfers between funds

The 2020/21 accounts show transfers to designated and from restricted funds to unrestricted general funds. These have been undertaken for the following reasons:

Transfer	Amount	Reason
	£	
Transfer from general unrestricted fund to designated Friends fund	(549)	Funds spent on fixed assets which had already been released to the general fund and interest earned on designated fund account.
Transfer from general unrestricted fund to designated Jill Dando fund	(3)	Interest earned on designated fund account.
Transfer from restricted funds to the general unrestricted fund	674,094	Transfer of assets to unrestricted fund – fund completely spent so restrictions lifted, and release of NHS England funding back into general funds (£638,500 recognised 2020/21).
Total	<u>673,542</u>	

24. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	Total funds	Total funds
	2021	2021	2021	2020
	£	£	£	£
Intangible assets	-	30,381	30,381	35,946
Tangible fixed assets	37,639	2,525,197	2,562,836	2,779,748
Fixed asset investments	-	2,871,141	2,871,141	2,273,752
Current assets	245,301	2,398,989	2,644,290	2,085,222
Creditors due within one year	-	(395,794)	(395,794)	(468,616)
Provisions	-	(124,421)	(124,421)	(77,675)
	282,940	7,305,493	7,588,433	6,628,377

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

	Note	2021	2020
Net movement in funds for the reporting period(as per the statement of financial activities)		960,056	(212,967)
Adjustments for:			
Depreciation/Amortisation	16,17	181,121	160,785
Dividends, interest and rents from investments		(65,439)	(89,625)
Net losses/(gains) on disposal and revaluation of investments		(313,169)	244,677
Loss on sale of fixed assets	9	2,574	640
Decrease in stocks	19	20,096	(28,102)
(Increase) in debtors	20	(321,278)	40,610
(Decrease) in creditors	21	(72,822)	85,695
Increase in provisions	22	46,746	(7,675)
Net cash provided by operating activities		437,885	194,038
		2021	2020
Analysis of cash and cash equivalents			
Cash in hand		1,840,773	1,582,886
Total cash and cash equivalents		1,840,773	1,582,886

26. Pension commitments

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

The pension cost charge represents contributions payable by the charity and amounted to £175,249 (2020: £178,800). Contributions totalling £27,574 (2020: £29,450) were payable to the schemes at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31st March 2021 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Group				
Expiry date:				
Within 1 year	219,570	252,720	5,712	9,480
Between 2 and 5 years	323,281	399,243	4,865	10,577
After more than 5 years	115,865	117,011	-	-

At 31st March 2021 the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Charity				
Expiry date:				
Within 1 year	219,570	252,720	5,712	9,480
Between 2 and 5 years	323,281	399,243	4,865	10,577
After more than 5 years	115,865	117,011	-	-

28. Related Party Transactions

No trustee received any remuneration or expenses during the current year (2020: £702 expenses). The expenses related to mileage claims. Donations of £120 were received from one Trustees during the period (2020: three trustees £340). During the year the Charity incurred costs of £1,596 (2020: £1,496) relating to trustees' indemnity insurance. There have been no additional related party transactions during the reporting period which require disclosure.

29. Covid-19 emergency funding

Emergency funding received from NHS England, local authorities and under the Coronavirus Job Retention scheme is recognised as income in the period to which it relates. The funding from NHS England was specifically for the purpose of making available bed capacity (and in Phase 2 utilisation) and providing community support for people with complex needs.

As the shops were closed from mid-March 2020 until late June 2020 and then again in November 2020 and January 2021 until mid-April 2021 we have recognised a due proportion of the local authority funding (Retail business grants) together with the accrued CJRS income in these financial statements. It is assumed that the Covid-19 emergency will not extend beyond 31 March 2022 and any residual emergency funding will be recognised in 2021/22. Rent holidays claimed from landlords are only recognised where the landlord has explicitly agreed and are recognised in the period to which the relevant rent relates.

30. Subsidiaries

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

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

30. Subsidiaries (continued)

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

	Weston Hospicecare Mart Limited	
	2021	2020
	£	£
Turnover	44,603	204,092
Cost of sales	(25,976)	(121,350)
Gross profit	18,627	82,742
Administration expenses	(14,498)	(24,739)
Operating profit	4,129	58,003
Profit / (loss) on ordinary activities before interest	4,129	58,003
Interest payable and similar charges	-	-
Profit / (loss) on ordinary activities before taxation	4,129	58,003
Tax on profit / (loss) on ordinary activities	-	-
Profit / (loss) for the financial year	4,129	58,003
	2021	2020
	£	£
Analysis of net assets of subsidiary		
Fixed assets	2,650	8,403
Current assets	92,687	147,252
Current liabilities	(49,647)	(109,963)
Net assets	45,690	45,692

31. Taxation

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