

Weston Hospicecare Limited

Registered number: 02414541

Registered Charity number: 900328

Trustees' Report and
Consolidated Financial Statements
For the year ended 31 March 2016

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REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2016

The Trustees are pleased to present their Annual Trustees's report together with the consolidated financial statements of the charity and its subsidiary for the year ended 31 March 2016 which are also prepared to meet the requirements for a directors' report and accounts under the Companies Act.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS102) (effective 1 January 2015).

Chair's report

On behalf of all the Trustees, firstly I would like to thank all of our staff, volunteers and supporters who make Weston Hospicecare such a special place. Without your support it would not be possible to achieve this.

Our aim is to provide the best possible care and to do this with compassion and humanity. The past year has been a challenging one, particularly as the economic climate has not been favourable. There have been many changes this year, in part due to our engagement of a team of consultants to review both our operational and clinical activities and to recommend ways to improve our current offering.

I am delighted to report that we have appointed a new Chief Executive, Liz Turner, who brings significant commercial skills to our Charity, as we seek to meet the challenges that face all hospices, with an ageing community and pressures on all our funding streams.

The Trustees are however committed to producing a balanced operating performance, whilst ensuring that we meet our vision "Every person in our area has access to end of life care"

Judi E Driscoll

Chair

REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2016

Our Purpose and activities

The objectives of the charity are to:

- Provide medical, clinical and therapeutic support to any individual who has a chronic or terminal illness without regard to race, creed or age, in their home or within the Hospice.
- 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.
- 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 superior 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) both in the primary healthcare setting and hospitals and other non NHS healthcare environments.

A key objective of the Hospice is to maintain standards year by year, but be willing, when funds are available, to extend services (note that the Charity Commission rules forbid the organisation from delivering services in replacement of the NHS unless a contract/SLA for those services has been given). However, having a skilled team to maintain services and the funds to employ them will be an on-going commitment. The charity hopes that its services can continue to extend to more people who have non-cancer related illnesses. The Hospice will continue to work closely with health and social care colleagues within the local community to maximise the benefits of, and meet the national standards for, the 'End of Life' Strategy.

The main objectives for the year continued to be the delivery of public benefit via the ongoing provision of high quality, free of charge palliative care and support through five, inter-locking core services:

Community The majority of Weston Hospicecare's work takes place in the community, caring for patients in their own homes, which includes care homes, or the place of their choice. A team of Hospice Community Nurse Specialists provide specialist care alongside that already given by the patients' own doctors and district nurses. The charity's Hospice Community Nurse Specialists are well trained and experienced in palliative care. They will visit the patients on a regular basis depending on their or their family's needs. The role of the nurse is to provide emotional support, symptom control, advice, information on treatment, e.g. radiotherapy, chemotherapy etc., help with benefits and to liaise with other professionals such as consultants, general practitioners, district nurses, social services, etc. The Hospice Community Nurse Specialists will refer patients to other departments within the hospice.

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 complex life limiting conditions needing either symptom control or care in the last days of life.

REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2016

Symptom control relates to cases where:

- Symptoms are difficult to control at home or where changes in treatment require closer supervision.
- Hospice staff need to assess specific problems.
- The patient has specialist Palliative Care requirements which cannot be met elsewhere.

Terminal care relates to situations where:

- It is not possible for a patient to remain at home.
- A patient chooses to come into the Hospice at the end of their life.
- A patient's condition changes whilst in the Hospice and it is more appropriate for them to remain there.

Day Hospice The Hospice's multi-disciplinary Day Hospice service runs three days per week and its main concerns are to promote patient independence and improve quality of life through symptom control and rehabilitation, offer psychological support (via strategies for dealing with stress, anxiety and depression), provide respite for carers and relief of isolation and to co-ordinate the work of other health and social care networks aimed at supporting the patient and their carer(s). The acknowledgement of patient individuality is a priority. Within the Day Hospice environment complementary therapy care and a range of creative therapies (dance and movement, art) are also provided in the charity's Wellbeing Centre.

Chaplaincy The small chaplaincy team offers spiritual support to patients, carers and staff across all areas of the service. Every patient is made aware of the chaplaincy service. Each patient admitted to the In-patient Unit is visited as soon after admission as possible and subsequently, depending on need. Volunteer chaplains work alongside staff and spiritual support is offered to everyone irrespective of religious beliefs. Chaplaincy also provide a Companion Sitting Service where a number of trained volunteers are available to sit with people who are lonely or who cannot be left alone, offering companionship and support to both patient and family carers.

Bereavement Service The bereavement service offers pre- and post- bereavement support to referred patients, carers and family regardless of age. Clients are seen at home and in the Hospice, with children and young people being supported within the community, mostly in educational settings. 'Buddy groups' are growing in the community.

These services are designed to meet the social, psychological and spiritual needs of the patient and their carers, and respect their dignity and independence.

Public Benefit We have referred to the guidance contained in 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 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 the patient has died.

REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2016

STRATEGIC REPORT

Achievements and performance

During 2015/16 the following services were provided:

- Inpatient Unit - 10 beds and 24-hour advice line
- Day Hospice - 12 patients 3 days per week
- Physiotherapy/Occupational Therapy - to help patients maintain a good quality of life as long as possible
- Nurse Specialist Service - advice, support and symptom control
- Consultants - cover the hospice, the community and local Hospital
- Spiritual care - emotional and spiritual support for patients, families and carers
- Bereavement Care and Buddy Groups
- Complementary Therapy
- Compassionate Communities

Weston Hospicecare continually monitors the effectiveness of these services through the number of patients seen and contacts made. Clinical audit, patient/carer feedback and specific service reviews.

Increasing family and friends support and Companions in the Community Team

We said we would increase the number of volunteer Companions in the Community team to be able to offer all patients this service. We had 38 Companions supporting 58 people and over this year we trained a further 49 and have presently 50 active companions who have supported 345 families coping with life limiting illness since the project commenced. After a successful Quality Improvement pilot of a Companion working with one of the Hospice Community Nursing Team, in July 2015 we started allocating Companions to be attached to individual Community Nurses. We chose 8 Companions who preferred to work in these specific areas to take patients and families from their Community Nurse. We attached Companions who would visit or contact around 3-4 people monthly. We suggested that the Community Nurses allocated from their individual caseloads the low key patients.

The feedback was that communication became more effective between Community Nurse, Patient and Companions. The Companions also liaised and bonded with the Community Nurse readily. Feedback on visits were prompt and advantageous. It reduced Community Nurses' support contacts and in the first 3 months 31 patients were supported.

Pathfinder Sites

We were chosen as one of the 8 national Pathfinder Sites by the National Council for Palliative Care and Public Health England to pioneer a public health approach to end of life care in England. It incorporates the five Priorities for Care that came from the Leadership Alliance for the Care of Dying People recommendations, and the work from the Royal College of Nursing and Royal College of General Practitioners' 2011 End of Life Care Report.

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As a Hospice we have pioneered the Community Charter and have adopted the principles of Public Health in end of life care and palliative care. We have presented the Compassionate Communities Charter and the principles of being a Compassionate Community organisation to our CCGs, North Somerset Community Partnership, North Somerset Council.

Taking a community development approach with the resources we have we engaged with workplaces, people who work in schools, groups such as the Multicultural Friendship Association (MFA) and the village agents, recognising and building on the skills, knowledge and talents that people already have and can contribute to the development of their own compassionate community networks to support people at the end of life.

We have set up the Compassionate Community (Charter) Implementation Group (CCIG) involving 25 employers, counsellors and MPs. As a result we have worked with these groups to:

- facilitate discussion and generate conversations about end of life care, death, dying and bereavement
- provide information and training to enhance the confidence and capacity of people to provide practical help and simple acts of kindness to those who need it
- recruit coordinators from within groups and provided them with training, support and resource to enable them to offer greater levels of emotional support to carers and help plan, organise and establish supportive networks to provide on-going help to individuals and families looking after someone who is terminally ill or bereaved.

Working with Homelessness

According to the 2008 End of Life Care strategy, high quality care “should be available wherever the person may be. Implementation of this strategy should enhance choice, quality and value for money” We planned to:

- improve knowledge, skills and confidence of staff working with homeless people at end of life;
- improve the chance for homeless people, who may be at end of life, to die in their preferred place and achieve a good death; and
- help community-based workers to feel empowered to support service users more effectively in community settings

We put on a training programme which aimed to achieve the 5 Priorities of Care for the Dying Person, as set out in the document, “One Chance to get it Right”. Achieving these priorities will ensure that the dying person is the focus of care and that his/her needs and preferences are considered as paramount at this time. The document also highlights the need for organisations involved in the care of dying people to promote and facilitate changes in understanding and action around end of life care delivery – the training supported 7 organisations to achieve this and had 16 attendees.

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Men in sheds

Members from the Buddy Groups and from our Community Forum suggested we could do something different for men. Therefore, the 'Buddies in Sheds' initiative came about where bereaved men could meet. This isn't a new idea and is based on an Australian project called Men's Sheds.

This we believe would reach a group to whom it is traditionally hard to offer formal counselling or listening support groups. Men are one of the hardest groups for healthcare services to reach, as many are reluctant users of traditional services such as GPs and even pharmacies. Social isolation is one of society's most pertinent issues and for those who are bereaved, and particularly men, this is a real problem. Men can put their skills to good use, share their knowledge, learn new skills and generally put the world to rights over a cup of tea. The group will come from a wide variety of backgrounds ranging from highly skilled to those with little or no experience, but all work together and there is a role for everyone.

This is being supported from a capital spend bid from Somerset CCG.

Bereavement Walking Group

We know the importance of exercise and the effect it has on our wellbeing. It has been widely documented that activity in the great outdoors can contribute greatly to elevating the mood of people who are feeling low.

The Hospice commenced a bereavement walking group that was suggested and supported by volunteers. The walking group brings together those who are experiencing bereavement for support, camaraderie and fresh air.

There were very different expectations about the length and strenuousness of the walk and the facilitators needed to do different walks to accommodate these. This has continued with a volunteer facilitator organising informal walks and adding new members when interested. These walks have been successful and the arrangement is ongoing

iWantGreatCare Satisfaction Survey

During 2014-2015 with other Hospices in the South West we introduced iWantGreatCare to transparently demonstrate to our patients (and colleagues) that we are open, aware and focused on patient experience as a central part of delivering high quality care. We surveyed patients who received services from the Hospice Community Nurse Specialist team, Day Hospice, Inpatient Unit, Time for You and Expressive Movement Therapy. 26% of total patients completed iWantGreatCare questionnaire a 2% increase from the previous year.

Of the replies, the overwhelming majority informed us that they were extremely likely to recommend us to family and friends.

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Our Staff and volunteers

Volunteers

Weston Hospicecare is reliant on the goodwill, commitment and dedication freely given by volunteers. Volunteers are the lifeblood of the Hospice team. The organisation has 718 volunteers, 442 of whom support the charity's shops and business hub. Each volunteer brings their specific skills, humour, interests and experience.

All departments within Weston Hospicecare, and its associated businesses, have regular volunteer support. There are 40 different roles for volunteers to choose from; 50% of the available roles support a variety of our patient services such as Bereavement, Chaplaincy, Companion, Complementary Therapy, Day Hospice, In-patient Unit; 10% support our Fundraising team; 20% our Retail network; and a further 20% are in roles supporting the whole organisation such as Trustee, Reception, Trainers and Administration.

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

This work also helps to deliver the message of Weston Hospicecare to individuals of all ages, across all social groups.

Staff

We remain committed to recruiting, developing and retaining high quality, competent, well-motivated, professional and valued staff. We seek to recruit from all areas of the community, we serve. Our recruitment policies for all staff and volunteers are geared to equal opportunities, focusing on role requirements.

We employ 83 whole time equivalent staff in the charity and in the trading subsidiary. There is a staff consultation group which considers staff issues at the request of senior management team or directly from staff and makes recommendations for action.

The charity promotes continued learning and development and seeks opportunities and support for all staff to develop themselves both personally and professionally. It continues however to be a challenge to find the funding to support this position.

Financial review

Overall the Charity had total income of £3.9m (2015 £4.4m) and generated net expenditure of £669k, an adverse swing of £338k from the 2015 position of £331k. The Charity has carried out a major review of both its operational activities and clinical activities. This resulted in a number of recommendations being implemented, which although had a negative impact in the current reporting period will have a significant positive effect going forwards. Restructuring costs are included in the results for 2015/16.

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

Fundraising and Retail performance

This has been another challenging year and we are very grateful to everybody that has supported us, without which we could not provide the services to our community and fulfil our vision of every person in our area having access to end of life care.

Legacies

By their nature legacies are variable in terms of value and in the timing of recognition. There has been a decline in the value of legacy income received from £393k to £310k and we have included in our financial plans going forwards the sum of £250k per annum. We are so thankful for those people who have included the charity in their wills. During the period 13 estates contributed to the £310k income reported.

Community Support

We were very well supported as always by our local community, without whom we would not be able to raise the voluntary income needed to run the Hospice.

Our Friends' groups continued to work very hard on our behalf once more this year, and we are always grateful for their support.

Managed Events

We only ran two hospice-managed events, a Colour Run in April and the annual Mendip Challenge. Both events proved popular, attracting similar numbers to previous years. We are grateful for the kind sponsorship of Howards Motor Group, Bloxham and Barlow, BWOC, Grand Pier, Kings Ferry, Stannah and Virgin Active for the Colour Run. The Mendip Challenge was supported by Glentworth Insurance Services Ltd this year. 'Light up a Life' was held in St Paul's Church, Weston-super-Mare, as an evening of carols and remembrance, attended by 300 people. A large number of local businesses sponsored the lanterns, adding to the success of this event. We would not be able to run our events without the support of all these companies.

Challenge Events

Challenge events (including London Marathon places, sky dives etc) also did very well this year, with increasing numbers of participants getting involved.

Lottery

The lottery income was less than in previous years, but was mitigated by a reduction in costs. The charity has negotiated a further 3 year contract with its current provider of lottery services.

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Retail

Shops' income dropped slightly from £1.51m in 2015 to £1.47m in 2016. We have been reviewing the retail operation this year and have prepared a clear strategy for the next five years.

As part of this review we have also modified our house clearance service to simplify the offer for the customer. We have also redefined our new goods policy and will continue to focus on this as a growth area for 2016/17.

NHS Funding

Our contract with North Somerset CCG and Somerset CCG which was for a three-year period ended on 5 April 2016. A further annual contract is in progress with both CCGs. At a time when CCG funding is under great stress, we continue to develop excellent relations and collaborative working with both CCGs, and are grateful for their continued support.

Risk Management

The Trustees and Senior Management Team consider that the Charity's principal risks are:

Human Resources: The Charity is heavily dependent upon the quality of its staff and volunteers to deliver all the aspects that make up Weston Hospicecare. The recruitment, morale and training of our staff and volunteers is of critical importance as we face the challenges of providing care to an ageing community and the need to raise more funding through a wide range of fundraising events and the operation of our retail shops. We have an experienced HR Manager who is supported where required by specialist external consultants.

Income generation: In common with most Hospices, we continue to be challenged with maintaining our NHS income and increasing our voluntary receipts. Regular meetings are held with the 2 local CCGs and a good working relationship has been established. We have also recruited experienced heads of retail and fundraising.

Reputational: One of most, if not most important asset is our reputation, which has been hard earned over the last 26 years. Any serious incident that could damage our standing in the community will have a significant impact on our ability to raise funds.

There are a number of risk registers maintained by different departments. We are in the process of reviewing all registers and incorporating all relevant items into one register for the Charity which will be reviewed on a regular basis by the Trustees.

Investment powers and policy

Our share portfolio is managed by Rathbone Brothers plc, who manage the funds within a given risk profile consistent with the powers given under the charity's memorandum and articles of association, and the investment policy set out by the Trustees.

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The investment policy takes into account, such factors as the need for:

- A prudent level of reserves, as informed by regular reviews of the organisation's Business Plan.
- A sufficient level of liquidity.
- Appropriate diversification, at modest risk, within the investment asset pool.

During the financial year, the percentage yield of 3.5% and the resultant income was a valuable source of income. Since the portfolio was established, the performance of the funds under management have exceeded industry averages.

Reserves policy and going concern

The total funds held by the charity at the 31 March 2016 totalled £6.2m (2015: £6.9m) the details set out in note 22 to the accounts.

Restricted funds at the 31 March 2016 total £224k (2015: £260k), and are not available for general use by the Charity.

Designated funds total £21k at the year end, and it is expected that these monies will be expended during the course of 2016/17.

Of the total funds referred to above, the free reserves available to the Charity, without the need to dispose of tangible fixed assets total £3.2m. This equates to approximately 9 months unrestricted running costs, and gives the Trustees the confidence that services can be sustained at current levels. However, approximately half the value of reserves is represented by freehold property held for resale and to that extent the reserves are not immediately accessible.

However, the need to match funds generated and costs incurred is seen as paramount and the trustees wish to ensure the financially sustainable nature both of current and particularly any planned new development of services beyond present levels.

The trustees are reviewing the current reserves policy and considering adopting a risk based approach, reviewing the various income streams and the levels of expenditure.

Plans for future periods

With the arrival of a new Chief Executive, The Board together with the senior management team are updating and renewing the five-year Strategic Plan.

Our vision remains unchanged, "Every person in our area has access to end of life care".

The world we live in is changing and although there will be undoubtedly be important advances in early diagnosis and medication it seems that for many years the demand for our services will increase.

Although cancer is still a major pressure there are increasing numbers of people suffering from dementia, motor neurone and other illnesses. Attitudes are also changing with more than 90% of people wanting to die at home or under hospice care, rather than in a hospital.

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We are looking at a number of initiatives:

- A Hospice at Home service
- Ensuring that all our services are responsive and there when people need us 24 hours a day seven days a week
- Offering physiotherapy/occupational and complementary therapy, spiritual and bereavement counselling
- Developing Men in Sheds and other initiatives
- Helping people with life limiting illnesses live life to the full
- Maintaining our “out of office hours advice service from clinical nurse specialists

Structure, Governance and Management

Governing Document

Weston Hospicecare is a charitable company limited by guarantee. The charity was established in 1989. The governance framework is defined within the Memorandum and Articles of Association.

The Hospice currently has one subsidiary:

- Weston Hospicecare Mart Limited. This subsidiary operates nine of the charity's operational and permanent shops. The majority of the goods sold are donated, with the balance being made up of new goods (calendars, Christmas cards, up-cycled furniture etc.). In addition to the shops, this company runs a weekly lottery to raise funds for the charity.

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 Association, Trustees and Directors are non-executive members and the positions are unpaid.

Trustees induction and training

Following recruitment and selection, the prospective Trustees receive an induction pack which covers the responsibility of a Trustee within the charity and specific information about Weston Hospicecare Limited and receive training where appropriate. They will then attend meetings as observers and are voted as Trustees at the Annual General Meeting.

Organisation

The main objective of the trustees is, in conjunction with executive members, to develop the strategic direction of the Hospice ensuring that this remains within the remit of the charity, maintaining the ethos and principles previously agreed, and that a robust monitoring system is in place to review performance. The day to day management of the Hospice has been delegated to the principal officers. They consist of the Chief Executive Officer and reporting to

REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2016

this post are the Director of Patient Services, Director of Fundraising and Communications and the Director of Retail.

There are bi-monthly meetings of the trustees and these is also attended by the Executive Officers. The aim of the meeting is to provide the trustees with timely access to all relevant management, financial, regulatory and clinical information. In addition, sub committees consisting of Trustees, directors and senior managers, meeting bi-monthly as a rule, covering subjects including clinical governance, finance, legal and investment issues, audit and assurance and fundraising.

Related parties and co-operation with other organisations

The Hospice works in co-operation and partnership with a number of organisations and agencies in order to achieve the charity's aims and objectives. Some of these partnerships are contained within a Service Level Agreement (e.g. the community NHS contract), whilst others are on a more informal basis.

The Hospice has utilised during the financial year the services of two palliative consultants, who have contracts of employment with Weston Area Health Trust. One of the Consultants, Dr J Abel, who held the position of Medical Director left in October 2015.

Pay policy for senior staff

The directors consider the board of directors, who are the Charity's trustees, and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day by day basis. All directors give of their time freely and no director received remuneration in the year.

Three of the current four senior managers were appointed during the current financial period, and their salaries will be reviewed annually by the directors.

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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2016

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.

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.

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 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

15th September 2016

REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2016

Reference and administrative details

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

Our advisors

Auditors Mazars LLP, 90 Victoria Street, Bristol BS1 6DP
Bankers Lloyds Bank plc, 2 South Parade, Weston-Super-Mare, BS23 IJL
Solicitors Powells with Chawner Grey, 7-13 Oxford Street, Weston-Super-Mare BS23 1TE
Investment Advisors Rathbone Brothers plc, 1 Curzon Street, London W1J 5FB
Investment Managers CCLA Investment Management Limited, 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:

Key management personnel Weston Hospicecare : Trustees' and Directors

J Davey
J E Driscoll, Chair
H Emery
D Evans
J Hutson (resigned 21 July 2015)
J Katsouris
I Keeley (resigned 30 September 2015)
I Kilpatrick
D Litten
M Michael
A Roche
A M Smythe
G Taylor

Secretary

J Davey (appointed 16 June 2015)
G Auden (resigned 16 June 2015)

REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2016

Key management personnel

Chief Executive Officer	G Auden	(left 16 June 2015)
Chief Executive Officer	L Turner	(appointed 1 April 2016)
Director of Patient Services	J Bailey	
Finance Director	C Davies-Gallagher	(left 24 March 2016)
Director of Support Services	T Plimsole	(left 31 August 2015)
Fundraising & Communications Director	A Sopp	(appointed 7 December 2015)
Director of Income Generation	D Sorrell	(left 2 June 2015)
Retail Director	G Turner	(appointed 10 August 2015)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WESTON HOSPICECARE LIMITED

We have audited the financial statements of Weston Hospicecare Limited for the year ended 31 March 2016 which comprise Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS102 "The Financial Reporting standard applicable in the UK and Republic of Ireland".

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors. This report is made solely to the charitable company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2016, and of the group's and the parent charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report, incorporating the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

WESTON HOSPICECARE LIMITED
(A Company Limited by Guarantee)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
WESTON HOSPICECARE LIMITED**

Matters on which we are required to report by exception

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

- the parent charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records or 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.

Richard Bott (Senior Statutory Auditor)
for and on behalf of Mazars LLP
Chartered Accountants and Statutory Auditor
90 Victoria Street
Bristol
BS1 6DP

Date

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

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Including the Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2016**

	Note	Restricted funds	Unrestricted Funds			Total funds 2015 £
		2016 £	General 2016 £	Designated 2016 £	Total funds 2016 £	
Income and Endowments from:						
Donations and legacies	3	35,235	709,121	-	744,356	1,079,523
Other trading activities	4	-	2,062,881	-	2,062,881	2,126,205
Investment income	5	-	69,101	-	69,101	87,926
Charitable activities	6	44,305	923,672	43,871	1,011,848	1,050,701
Other income	7	-	53,299	-	53,299	10,988
Total income		79,540	3,818,074	43,871	3,941,485	4,355,343
Expenditure on:						
Raising funds	8,9,10	-	2,163,072	-	2,163,072	2,314,983
Charitable activities	11	58,835	2,050,934	263,849	2,373,618	2,450,716
Gains and losses on revaluation and disposal of investment assets	18	-	74,057	-	74,057	(78,967)
Total Expenditure		58,835	4,288,063	263,849	4,610,747	4,686,732
Net Income/(Expenditure)		20,705	(469,989)	(219,978)	(669,262)	(331,389)
Transfers between funds	22	(56,683)	51,118	5,565	-	-
Net movement of funds for the year		(35,978)	(418,871)	(214,413)	(669,262)	(331,389)
Total funds at 1 April 2015		260,010	6,385,657	235,413	6,881,080	7,212,469
Total funds at 31 March 2016	22,23	224,032	5,966,786	21,000	6,211,818	6,881,080

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Including the Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2015**

	Note	Restricted funds	Unrestricted funds		Total funds
		2015 £	General 2015 £	Designated 2015 £	
Income and Endowment from:					
Donations and Legacies	3	262,135	817,388	-	1,079,523
Other trading activities	4	-	2,126,205	-	2,126,205
Investment income	5	-	87,926	-	87,926
Charitable activities	6	92,845	865,103	92,753	1,050,701
Other income	7	-	10,988	-	10,988
Total Income		354,980	3,907,610	92,753	4,355,343
Expenditure on:					
Raising funds	8,9,10	-	2,314,983	-	2,314,983
Charitable activities	11	91,596	2,132,478	226,642	2,450,716
Gains and losses on revaluation and disposal of investment assets		-	(78,967)	-	(78,967)
Total expenditure		91,596	4,368,494	226,642	4,686,732
Net income/(expenditure)		263,384	(460,884)	(133,889)	(331,389)
Transfers between funds		(902,735)	956,725	(53,990)	-
Net movement of funds for the year		(639,351)	495,841	(187,879)	(331,389)
Total funds at 1 April 2014		899,361	5,889,816	423,292	7,212,469
Total funds at 31 March 2015	22,23	260,010	6,385,657	235,413	6,881,080

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2016**

	Note	2016 £	2016 £	2015 £	2015 £
Fixed assets					
Intangible assets	15		1,944		2,876
Tangible assets	16		2,775,297		3,794,111
Investment property	17		-		784,739
Investments	18		<u>1,262,243</u>		<u>1,411,617</u>
			4,039,484		5,993,343
Current assets					
Assets held for resale		1,639,859		-	
Stocks	19	3,986		3,581	
Debtors	20	314,093		369,462	
Cash at bank and in hand		785,702		934,480	
		<u>2,743,640</u>		<u>1,307,523</u>	
Creditors: amounts falling due within one year	21	(571,306)		(419,786)	
Net current assets			2,172,334		887,737
Total assets less current liabilities			<u>6,211,818</u>		<u>6,881,080</u>
Charity Funds					
Restricted funds	22		224,032		260,010
Unrestricted funds	22		5,987,786		6,621,070
			<u>6,211,818</u>		<u>6,881,080</u>

The financial statements were approved by the Trustees on 15th September 2016 and signed on their behalf by:

Mr. J. Davey
Trustee

The notes on pages 23 to 47 form part of these financial statements.

Company Registered Number: 02414541

**CHARITY BALANCE SHEET
AS AT 31 MARCH 2016**

	Note	2016 £	2016 £	2015 £	2015 £
Fixed assets					
Intangible assets	15		1,944		2,876
Tangible assets	16		2,259,216		3,688,330
Investment property	17		420,121		784,739
Investments	18		<u>1,263,243</u>		<u>1,412,617</u>
			3,944,524		5,888,562
Current assets					
Assets held for resale		1,639,859		-	
Stocks	19	3,986		3,581	
Debtors	20	258,320		338,706	
Cash at bank and in hand		710,129		893,790	
		<u>2,612,294</u>		<u>1,236,077</u>	
Creditors: amounts falling due within one year	21	(440,169)		(338,725)	
Net current assets			2,172,125		897,352
Total assets less current liabilities			<u>6,116,649</u>		<u>6,785,914</u>
Charity Funds					
Restricted funds	22		224,032		260,010
Unrestricted funds	22		5,892,617		6,525,904
			<u>6,116,649</u>		<u>6,785,914</u>

The financial statements were approved by the Trustees on 15th September 2016 and signed on their behalf by:

Mr. J. Davey
Trustee

The notes on pages 23 to 47 form part of these financial statements.

Company Registered Number: 02414541.

**CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2016**

Cashflow Statement	Note	Total funds	
		2016 £	2015 £
Cashflows from operating activities:			
Net cash provided by (used in) operating activities	24	<u>(275,505)</u>	<u>(154,819)</u>
Cash flows from investing activities			
Dividends, interest and rents from investments		69,101	87,926
Purchase of property, plant and equipment		(17,792)	(1,035,907)
Proceeds from sale of plant and equipment		101	1,049
Purchase of investments		(603,959)	(199,553)
Proceeds from sale of investments		679,276	1,474,140
Purchase of investment properties		0	(639,739)
Proceeds from sale of investment properties		0	134,000
Net cash provided by(used) investing activities		<u>126,727</u>	<u>(178,084)</u>
Change in cash and cash equivalents in the reporting period		(148,778)	(332,903)
Cash and cash equivalents at the beginning of the period		934,480	1,267,383
Cash and cash equivalents at the end of the period	24	<u>785,702</u>	<u>934,480</u>

The notes on pages 23 to 47 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

1. General Information

1.1 Weston Hospicecare Limited is a charity registered in England and Wales and a company limited by guarantee. The registered office is Jackson-Barstow House, 28 Thornbury Road, 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 (FRS 102) 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 2015.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. At the date of transition (1 April 2014) in applying the requirement to recognise liabilities arising from employee benefits, a liability was identified for short-term compensated absence arising from employee entitlement of the parent charity to paid annual leave. The Trustees consider that the amount was not material and accordingly there is no restatement of the opening balances.

2.2 Preparation of the accounts on a going concern basis

The charity reported a cash outflow of £148,778 during the year. The Trustees aim is to return to a balanced financial performance, and are confident that the steps that they have undertaken this year will result in a much improved performance over the next 1-3 years. The Charity has significant reserves, and is in the process of selling Kildare House, which is currently on the market. 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 all of its subsidiary undertakings ('subsidiaries') 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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

The income and expenditure account for the year dealt with in the accounts of the charity was a deficit £669k (2014/15: £350K).

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 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 legacies, 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 legacy 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 legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met then the legacy is treated as a contingent asset and disclosed if material.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

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-lived.
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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

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 Investment properties

Investment properties are included in the Balance Sheet at their open market value in accordance with FRS102 and are not depreciated. This treatment is contrary to the Companies Act 2006 which states that fixed assets should be depreciated but is, in the opinion of the Trustees, necessary in order to give a true and fair view of the financial position of the charity and the group.

2.12 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.

2.13 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.

2.14 Cash at bank and in hand

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

2.15 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 to settle the obligation can be measured or estimated reliably.

2.16 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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

2.17 Pensions

Employees can join a defined pension scheme which is administered by Scottish Widows. The group also contribute to the NHS pension scheme on behalf of a number of staff who are eligible to join such schemes.

2.18 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.

2.19 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.

2.20 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.

The main assumptions in these accounts relate to the assessment of the recoverability of trade debtors and the assessment of the carrying value of stock and the calculation of the dilapidations provision.

No significant judgements have had to be made by management in preparing these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

3. Donations and Legacies

	Restricted funds	Unrestricted Direct	Total funds	Total funds
	2016	2016	2016	2015
	£	£	£	£
Trusts and grants	26,415	13,444	39,859	72,778
Covenants and Gift Aid	-	188,018	188,018	182,716
Other Donations and Collections	-	197,552	197,552	228,674
Legacies	-	310,107	310,107	393,388
New Hospice Appeal	8,820	-	8,820	201,967
	35,235	709,121	744,356	1,079,523

4. Other trading activities

	Restricted funds	Unrestricted Direct	Total funds	Total funds
	2016	2016	2016	2015
	£	£	£	£
Fundraising	-	355,335	355,335	373,511
Lottery	-	242,457	242,457	233,963
Shops	-	1,465,089	1,465,089	1,514,253
Other	-	-	-	4,478
	-	2,062,881	2,062,881	2,126,205

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

5. Investment income

	Restricted funds	Unrestricted Direct	Total funds	Total funds
	2016	2016	2016	2015
	£	£	£	£
Rent received from investment properties	-	17,876	17,876	19,453
Dividends receivable	-	49,592	49,592	51,918
Interest receivable	-	1,633	1,633	16,555
	-	69,101	69,101	87,926

6. Charitable activities

	Restricted funds	Unrestricted Direct	Designated	Total funds	Total funds
	2016	2016	2016	2016	2015
	£	£	£	£	£
In-Patient Unit	500	568,365	-	568,865	562,525
Community	5,000	169,818	-	174,818	168,053
Day Hospice	-	44,880	-	44,880	50,014
Other Patient Services	38,805	133,340	-	172,145	165,343
Externally Funded	-	-	43,871	43,871	92,753
EoLC Projects					
Costs recovered from other third parties	-	7,269	-	7,269	12,013
	44,305	923,672	43,871	1,011,848	1,050,701

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

Funds received in respect of externally funded palliative care projects have been spent as follows:

	£
Balance of funds brought forward	235,413
Funds received in 2015/16	43,871
Spent in 2015/16	(263,849)
Transfer relating to prior years	(4,435)
To be spent in future years	<u>11,000</u>

The amount to be spent in future years has been transferred to a designated fund as set out in note 22.

7. Other Income

	Restricted funds	Unrestricted Direct	Total funds	Total funds
	2016	2016	2016	2015
	£	£	£	£
Other income	-	53,299	53,299	10,988
	<u>-</u>	<u>53,299</u>	<u>53,299</u>	<u>10,988</u>

8. Costs of raising funds – voluntary income

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2016	2016	2016		
	2016	2016	2016	2016	2015	
	£	£	£	£	£	
Fundraising Kildare House	-	129,098	36,194	-	165,292	209,252
Appeal	-	-	-	-	-	8,411
Depreciation	-	-	1,979	-	1,979	1,245
	<u>-</u>	<u>129,098</u>	<u>38,173</u>	<u>-</u>	<u>167,271</u>	<u>218,908</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

9. Costs of raising funds - fundraising

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2016 £	2016 £	2016 £		
Fundraising	-	123,128	61,963	-	185,091	264,651
Lottery	-	97,529	28,501	-	126,030	168,533
Shops	-	1,184,279	370,593	-	1,554,872	1,547,493
Depreciation	-	80,886	6,619	-	87,505	84,411
Loss on disposal of fixed assets	-	50	-	-	50	12,352
Other	-	-	-	-	-	-
	-	1,485,872	467,676	-	1,953,548	2,077,440

10. Costs of raising funds - Investment management costs

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2016 £	2016 £	2016 £		
Investment property costs	-	31,166	-	-	31,166	4,689
Investment managers' fees	-	11,087	-	-	11,087	13,946
	-	42,253	-	-	42,253	18,635

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

11. Expenditure on charitable activities

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2016	2016	2016		
	2016	2016	2016	2016	2015	
	£	£	£	£	£	
In-Patient Unit	413	601,685	279,395	-	881,493	877,336
Community	3,400	293,371	55,780	-	352,551	344,202
Day Hospice	2,240	26,973	105,639	-	134,852	155,978
Other Patient Services	48,754	425,521	173,715	-	647,990	702,618
Kildare House	-	-	-	-	-	38,704
Externally Funded EoLC Projects	-	-	-	263,849	263,849	226,642
Depreciation	4,028	18,977	69,878	-	92,883	102,810
Loss on Disposal	-	-	-	-	-	-
Other	-	-	-	-	-	2,426
	58,835	1,366,527	684,407	263,849	2,373,618	2,450,716

Depreciation relating to restricted funds amounting to £4,028 (2015: £37,514) is included above.

12. Governance costs

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2016	2016	2016		
	2016	2016	2016	2016	2015	
	£	£	£	£	£	
Audit fees	-	-	14,659	-	14,659	13,184
Auditors' non audit costs	-	-	5,814	-	5,814	3,705
Trustee indemnity insurance	-	-	1,735	-	1,735	1,641
	-	-	22,208	-	22,208	18,530

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

13. Net resources expended

This is stated after charging:

	Total funds	Total funds
	2016	2015
	£	£
Depreciation on tangible fixed assets		
Owned by the charitable group	182,366	188,467
(Profit)/Loss on disposal of fixed assets	(50)	12,352
Operating lease costs (land & buildings)	226,165	232,511
Operating lease costs (other)	19,020	11,247
Audit fees	14,659	13,184

14. Staff costs and Cost Allocations

14.1 Staff Costs

Staff costs were as follows:

	2016	2015
	£	£
Wages and salaries	2,265,784	2,523,586
Social security costs	157,055	178,329
Other pension costs	127,221	135,784
	2,550,060	2,837,699

Pension costs are allocated to activities in proportion to the related staff costs incurred.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

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

2015/16	2014/15
Chief Executive	Chief Executive
Director of Patient Services	Director of Patient Services
Director of Fundraising and Communications (Part)	
Retail Director (Part)	
Finance Director	Finance Director
Director of Income Generation (Part)	Director of Income Generation (Part)
Director of Support Services (Part)	Director of Support Services (Part)

The total employee benefit of the key management personnel was £178,999 (2015: £266,164)

During the reporting period the following payments were made to seven members of staff:

Ex Gratia	30,000
Redundancy	60,726
Pay-in-lieu of notice	21,350
	<u>112,076</u>

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

	2016	2015
	Number	Number
Fundraising	8	11
Shops	50	53
Clinical	62	66
Premises and support	18	22
Management and administration	10	13
	<u>148</u>	<u>165</u>

The number of higher paid employees were:

	2016	2015
	Number	Number
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	-	1
	<u>1</u>	<u>2</u>

During the year pension contributions of £9,264 (2015: £8,568) were made on behalf of the staff earning in excess of £60,000.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

14.2 Cost Allocation

Support Function	Cost of Gen. Vol. Income	Cost of Generating Funds			Resources Expended on Charitable Activities				Total funds 2016	Total funds 2015
	Fundraising (non-Events Team)	Lottery	Fundraising (Events Team)	Shops	IPU	Community	Day Hospice	Other Patient Services		
	£	£	£	£	£	£	£	£	£	£
Catering	-	-	-	-	61,312	2,044	35,765	3,066	102,187	110,329
CEO	1,914	1,914	1,914	7,657	3,828	3,828	3,828	13,399	38,282	114,580
Corporate	6,036	12,071	6,036	12,071	12,071	12,071	12,071	48,285	120,712	137,688
Facilities	5,005	-	5,005	31,911	124,307	5,005	31,642	-	202,875	199,835
Finance	5,193	4,359	5,935	33,201	17,621	8,625	1,113	16,693	92,740	74,882
Governance	1,244	1,044	1,421	7,950	4,220	2,065	266	3,997	22,207	-
Restructuring Costs	10,967	9,205	12,534	70,113	37,211	18,214	2,350	35,252	195,846	-
HR	3,321	-	16,369	116,715	10,794	2,254	10,438	29,892	189,783	248,262
IT	2,643	-	13,027	92,882	8,589	1,793	8,306	23,787	151,027	140,159
Properties										
JBH Only	1,850	-	2,775	1,567	38,044	9,026	17,008	4,327	74,597	62,058
Total Support Costs	38,173	28,593	65,016	374,067	317,997	64,925	122,787	178,698	1,190,256	1,087,793

Support costs are allocated to the receiving area on an appropriate basis which may be headcount, time, number of meals etc.

Designated funds have not been included in this analysis.

Costs reported elsewhere e.g. Audit fees reported under 'Governance costs' are excluded.

Staff Costs	456,542	539,494
Revenue Expend	655,239	496,030
Depreciation	78,475	52,269
Total	1,190,256	1,087,793

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 either restricted or designated funds have not been re-allocated.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

15. Intangible assets

	Computer software £
Cost	
At 1 April 2015	32,546
Additions	-
Disposals	-
As at 31 March 2016	<u>32,546</u>
Amortisation	
As at 1 April 2015	29,670
Charge for the year	932
On disposals	-
As at 31 March 2016	<u>30,602</u>
Net book value	
At 31 March 2016	<u>1,944</u>
At 31 March 2015	<u>2,876</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

16. Tangible fixed assets

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Group				
Cost				
At 1 April 2015	4,323,609	87,148	42,798	252,509
Additions	-	-	-	2,092
Disposals	-	(7,111)	-	(17,317)
Transfer between classes	(867,000)	-	-	-
At 31 March 2016	3,456,609	80,037	42,798	237,284
Depreciation				
At 1 April 2015	771,623	55,643	24,364	150,439
Charge for the year	64,882	31,332	6,967	30,639
On disposals	-	(7,111)	-	(17,266)
Transfer between classes	(11,880)	-	-	-
At 31 March 2016	824,625	79,864	31,331	163,812
Net book value				
At 31 March 2016	2,631,984	173	11,467	73,472
At 31 March 2015	3,551,986	31,505	18,434	102,070
	Assets under construction	Computer equipment	Medical equipment	Total
	£	£	£	£
Cost				
At 1 April 2015	-	138,580	141,653	4,986,297
Additions	15,700	-	-	17,792
Disposals	-	(12,470)	-	(36,898)
Transfer between classes	-	-	-	(867,000)
At 31 March 2016	15,700	126,110	141,653	4,100,191
Depreciation				
At 1 April 2015	-	93,791	96,326	1,192,186
Charge for the year	-	30,339	17,275	181,434
On disposals	-	(12,469)	-	(36,846)
Transfer between classes	-	-	-	(11,880)
At 31 March 2016	-	111,661	113,601	1,324,894
Net book value				
At 31 March 2016	15,700	14,449	28,052	2,775,297
At 31 March 2015	-	44,789	45,327	3,794,111

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

	Freehold property	Motor vehicles	Fixtures & fittings	Medical equipment
	£	£	£	£
Charity				
Cost				
At 1 April 2015	4,247,510	42,798	216,483	141,653
Additions	-	-	2,092	-
Disposals	(9,808)	-	(27,295)	-
Transfer between classes	(1,410,888)	-	-	-
At 31 March 2016	<u>2,826,814</u>	<u>42,798</u>	<u>191,280</u>	<u>141,653</u>
Depreciation				
At 1 April 2015	748,230	24,364	122,508	96,326
Charge for the year	85,008	6,967	27,155	17,275
On disposals	(7,111)	-	(17,266)	-
Transfer between classes	(135,647)	-	-	-
At 31 March 2016	<u>690,480</u>	<u>31,331</u>	<u>132,397</u>	<u>113,601</u>
Net book value				
At 31 March 2016	<u>2,136,334</u>	<u>11,467</u>	<u>58,883</u>	<u>28,052</u>
At 31 March 2015	<u>3,499,280</u>	<u>18,434</u>	<u>93,975</u>	<u>45,327</u>
	Computer equipment	Assets under construction	Total	
	£	£	£	
Charity				
Cost				
At 1 April 2015	105,106	-	4,753,550	
Additions	-	15,700	17,792	
Disposals	(15,639)	-	(52,742)	
Transfer between classes	-	-	(1,410,888)	
At 31 March 2016	<u>89,467</u>	<u>15,700</u>	<u>3,307,712</u>	
Depreciation				
At 1 April 2015	73,792	-	1,065,220	
Charge for the year	19,364	-	153,769	
On disposals	(12,469)	-	(36,846)	
Transfer between classes	-	-	(135,647)	
At 31 March 2016	<u>80,687</u>	<u>-</u>	<u>1,048,496</u>	
Net book value				
At 31 March 2016	<u>8,780</u>	<u>15,700</u>	<u>2,259,216</u>	
At 31 March 2015	<u>31,314</u>	<u>-</u>	<u>3,688,330</u>	

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

17. Investment property

	Group Freehold investment property £	Charity Freehold investment property £
Group and Charity		
Valuation at 1 April 2015	784,739	784,739
Transfer to “Assets held for resale”	(784,739)	(784,739)
Reclassification	-	-
Waterloo Street	-	420,121
Valuation at 31 March 2016	-	420,121
Comprising:		
Cost	-	420,121
At 31 March 2016	-	420,121

18. Fixed asset investments

	Investments £
Group	
Market value	
At 1 April 2015	1,411,617
Additions	603,959
Disposals	(679,276)
Gains on disposals/revaluations	(74,057)
At 31 March 2016	1,262,243
Historical cost	1,191,331

Group investments, at market value, comprise:

	UK £	Overseas £	2016 £	2015 £
Listed investments	924,836	337,408	1,262,244	1,411,617

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

Group material investments

	31 March 2016 £	31 March 2015 £
M&G Investment Management Limited	57,650	116,327
GLG Partners Investment Funds	-	126,972
Jupiter Strategic Bond Fund	117,555	123,397
JP Morgan Asset Management	91,296	130,423
Royal London Unit Trust	42,160	84,189
Kames Capital	61,835	66,407
Threadneedle Investments Funds	-	60,879
Prusik Umbrella UCITS fund plc	83,393	83,963
Artemis Fund Managers	65,485	-

Group material investments have been disclosed on the following basis: of being 5% or more (by value) of the total portfolio value, as at 31 March 2016 and/or reported as a material holding in the prior year.

	Listed securities £	Shares in group undertakings £	Total £
Charity			
Market Value			
At 1 April 2015	1,411,617	1,000	1,412,617
Additions	603,959	-	603,959
Disposals	(679,276)	-	(679,276)
Revaluations	(74,057)	-	(74,057)
At 31 March 2016	<u>1,262,243</u>	<u>1,000</u>	<u>1,263,243</u>
Historic cost	<u>1,191,331</u>	<u>1,000</u>	<u>1,192,331</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

19. Stocks

	Group		Charity	
	2016	2015	2016	2015
	£	£	£	£
Finished goods and goods for resale	3,986	3,581	3,986	3,581

20. Debtors

	Group		Charity	
	2016	2015	2016	2015
	£	£	£	£
Trade debtors	133,939	123,552	133,939	123,552
Amounts owed by group undertakings	-	-	6,062	57,097
Other debtors	25,290	14,750	20,211	9,117
Prepayments and accrued income	154,864	231,160	98,108	148,940
	314,093	369,462	258,320	338,706

21. Creditors: Amounts falling due within one year

	Group		Charity	
	2016	2015	2016	2015
	£	£	£	£
Trade creditors	182,162	91,625	148,008	74,912
Amounts owed to group undertakings	-	-	34,757	28,757
Social security and other taxes	40,543	49,807	33,097	41,686
Other creditors	18,801	46,869	17,515	47,046
Provisions	109,800	34,800	35,000	12,000
Accruals and deferred income	220,000	196,685	171,792	134,324
	571,306	419,786	440,169	338,725

The provisions shown relate to dilapidation provisions regarding leased properties. Provision for dilapidation has been made where either a claim has been made or the leases are due to end within three years and there are potentially outstanding works to be completed. Deferred income for 2016 was £89,605 (2015: £86,947). The amounts deferred at 31 March 2016 will be recognised in the 2016/17 financial year.

Deferred income relates to either invoices raised for CCG block grant month in advance or to lottery sales received for future draws.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

22. Statement of funds

	Brought Forward	Incoming resources	Resources expended	Transfers in/out	Gains/ (losses)	Carried forward
	£	£	£	£	£	£
Designated Funds						
Friends Designated Fund	-	-	-	10,000	-	10,000
Externally Funded EoLC Projects	235,413	43,871	(263,849)	(4,435)	-	11,000
Total designated funds	235,413	43,871	(263,849)	5,565	-	21,000
General Funds						
Weston Hospicecare Limited	6,290,488	2,574,190	(2,970,122)	51,118	(74,057)	5,871,617
Weston Hospicecare Mart Limited	95,169	1,243,884	(1,243,884)	-	-	95,169
Total general funds	6,385,657	3,818,074	(4,214,006)	51,118	(74,057)	5,966,786
Total unrestricted funds	6,621,070	3,861,945	(4,477,855)	56,683	(74,057)	5,987,786
Restricted funds						
Capital Appeal	201,912	8,820	-	(51,346)	-	159,386
Capital Donations	35,825	-	(4,028)	(5,337)	-	26,460
Operating Costs	22,273	70,720	(54,807)	-	-	38,186
Total restricted funds	260,010	79,540	(58,835)	(56,683)	-	224,032
Total funds	6,881,080	3,941,485	(4,536,690)	-	(74,057)	6,211,818

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. The funds will be used for projects decided by the Friends of the Hospice, and initial views have been sought from their members.

Externally Funded EoLC Projects: This fund has been designated by the Trustees in order to recognise outstanding commitments on externally funded projects.

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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

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	9,109	38,805	(40,724)	-	7,190

Transfers between funds

The 2015/16 accounts show transfers from designated and restricted funds to unrestricted general funds. These have been undertaken for the following reasons:

Transfer	Amount	Reason
	£	
Transfer of designated funds (Externally Funded) to the general unrestricted fund	4,435	Prior year expenditure missed from prior transfer.
Transfer of restricted capital funds to the general unrestricted fund	5,337	Representing the value of funds which no longer have restrictions.
Transfer from Capital appeal to operating costs	51,346	Representing funds transferred out of the New Hospice Appeal to fund operating costs.
Transfer of Funding for Friends Designated fund	(10,000)	Friends Designated Fund agreed by Board of Trustees
Total	<u>51,118</u>	

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

23. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	Total funds	Total funds
	2016	2016	2016	2015
	£	£	£	£
Tangible fixed assets	22,517	2,754,724	2,777,241	3,796,987
Fixed asset investments		1,262,244	1,262,244	1,411,617
Investment property		-	-	784,739
Current assets	201,515	2,542,124	2,743,639	1,307,523
Creditors due within one year		(571,306)	(571,306)	(419,786)
	224,032	5,987,786	6,211,818	6,881,080

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

	2016	2015
Net movement in funds for the reporting period(as per the statement of financial activities)	(669,262)	(331,389)
Adjustments for:		
Depreciation charges	182,366	188,467
Dividends, interest and rents from investments	(69,101)	(87,926)
Net losses/(gains) on disposal of investments	74,057	(78,967)
(profit)/loss on sale of fixed assets	(50)	12,352
(Increase) in stocks	(405)	(1,618)
Decrease in debtors	55,370	240,805
Increase/(decrease) in creditors	151,520	(96,543)
Net cash provided by (used in) operating activities	<u>(275,505)</u>	<u>(154,819)</u>
	2016	2015
Analysis of cash and cash equivalents		
Cash in hand	785,702	934,480
Total cash and cash equivalents	<u>785,702</u>	<u>934,480</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

25. Pension commitments

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

The pension cost charge represents contributions payable by the charity and amounted to £127,221 (2014/15: £135,784). Contributions totalling £17,580 (2014/15: £16,310) were payable to the schemes at the balance sheet date and are included in creditors. The best estimate of pension contributions to be made in the year to 31 March 2017 is £115,249

26. Operating lease commitments

At 31 March 2016 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2016	2015	2016	2015
	£	£	£	£
Group				
Expiry date:				
Within 1 year	218,322	235,104	14,641	10,691
Between 2 and 5 years	551,326	661,715	15,933	6,712
After more than 5 years	105,063	222,201	-	-

At 31 March 2016, the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2016	2015	2016	2015
	£	£	£	£
Charity				
Expiry date:				
Within 1 year	102,656	107,220	10,164	10,691
Between 2 and 5 years	180,932	261,545	3,288	6,712
After more than 5 years	46,159	84,263	-	-

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

27. Trustees' benefits

No Trustee received any remuneration, however some were reimbursed expenses to the value of £725 during the current year (2014/15: £NIL). The expenses related to mileage claims claimed by Trustees. Donations of £348 were received from two Trustees during the period. A payment of £300 was paid to a Trustee for reimbursement of legal fees incurred by them on behalf of the Charity. During the year the Charity incurred costs of £1,734 (2014/15: £1,641) relating to trustee's indemnity insurance.

28. Principal subsidiaries

Weston Hospice care 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 goods via charity shops

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

28. Principal 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.

	2016	Weston Hospicecare Mart Limited
	£	2015
		£
Turnover	1,243,884	1,061,647
Cost of sales	(92,312)	(95,981)
Gross profit	<u>1,151,572</u>	<u>965,666</u>
Administration expenses	(828,197)	(680,896)
Operating profit / (loss)	<u>323,375</u>	<u>284,770</u>
Gift aid donations to holding company	(323,375)	(265,930)
Profit / (loss) on ordinary activities before interest	<u>-</u>	<u>18,440</u>
Interest payable and similar charges	-	-
Profit / (loss) on ordinary activities before taxation	<u>-</u>	<u>18,440</u>
Tax on profit / (loss) on ordinary activities	-	-
Profit / (loss) for the financial year	<u><u>-</u></u>	<u><u>18,440</u></u>
	2016	2015
	£	£
Analysis of net assets of subsidiary		
Fixed assets	95,959	105,781
Current assets	172,150	157,478
Current liabilities	(171,940)	(167,090)
Net assets	<u><u>96,169</u></u>	<u><u>96,169</u></u>

29. Taxation

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