

Weston Hospicecare Limited

Trustees' Report and Consolidated Financial Statements For the year ended 31st March 2019

Charity Number 900328

Company Registration Number 2414541

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Welcome from the Chair

2019 is a momentous year for the Hospice, as it is 30 years since the hospice was founded by a small group of volunteers inspired by the ideals of Dame Cicely Saunders. Since then our work has helped most if not all of the families in Weston-super-Mare. During the last year alone we treated 1,785 patients, with an increasing number treated in their own homes by our team of specialist community nurses. It is also 20 years since the death of Jill Dando, our former patron, and we have decided to set up a fund in her memory to help patients in distress.



The Board of Trustees has three new members, two with medical backgrounds - Dr Peter Smith and Dr John Dixon - and one with a commercial background, Mr Leslie Millar. Two trustees retired during the year, Dr David Evans and Mr Tony Roche. I would like to place on record our appreciation of the services they rendered the hospice during their terms in office. Our thanks are also due to our staff, volunteers, and supporters for their amazing work during the year.

The hospice was able to maintain its financial stability during the year, due in no small measure to legacies from those who wished to support our work. Despite all the sterling efforts of our fundraising and retail teams, without these legacies we would have been unable to report a surplus for the year. Our dependence upon legacies (which are always unpredictable in both value and timing) remains a continuing cause for concern. Financial stability underpins our ability and commitment to help patients and their families, being the whole reason for our existence. I am confident that we are on the right path despite the many challenges that face charities such as ours.

Judi Driscoll
Chair of Trustees

Message from our Chief Executive

2018/19 has been a good year for Weston Hospicecare, having consolidated on the gains made in 2017/18. All our services to patients and family members were maintained and in some areas enhanced, we returned a solid financial result, the hospice retains satisfactory reserves, and we're back to full staffing levels in all departments.

In 2019 we embarked on our 30th Anniversary year with three principal aims:

- Increased community engagement.
- Celebration and thanksgiving.
- Extra fundraising initiatives.

Various special events and activities are taking place during 2019 to achieve these aims and do justice to this wonderful milestone.

Every department cost centre improved upon the budget for financial year 2018/19. Of particular note was the impressive turnaround achieved by our Retail organisation despite difficult high street conditions, sustaining their gift aid participation improvements of last year, expanding our range of new goods to drive footfall and attract a wider customer base, investing in shop refurbishments and material improvements where needed. Our shop portfolio is steadily improving both in terms of the shopping experience for customers and the working environment for our staff and volunteers, with further improvements planned for this year.

Generous gifts in wills boosted our fundraising department income which otherwise endured a difficult first half to the year, but managed to meet budget in the second half of the year, finishing the year on an upward trend. In March 2019 we welcomed our new Director of Fundraising and Communications, Mark Flower, to the hospice and we are confident that our fundraising team is in good hands and on the right track.

The majority of operating cost increases last year were associated with payroll and staff costs, as we sought to re-balance our clinical compensation levels versus corresponding NHS salaries by implementing cost-of-living increases and pay point progressions which had been suspended during difficult prior years. Many suppliers have sought to increase their prices, we have resisted as best we're able, changed supplier where necessary and utilised the Hospice Quality Partnership to our advantage where possible. Energy cost savings will be realised at our Jackson-Barstow House premises going forward thanks to the installation of a Solar PV array on the hospice roof, commissioned in January 2019. The ever-present spectre of the UK's departure from the European Union has added uncertainty, therefore we have followed NHS and Hospice UK recommendations and conducted due diligence on the supply chains of key providers.

In February 2019 the Trustees and Senior Management Team agreed our outline strategy for the next three years, providing us with a solid baseline to work from. Several strategic initiatives are being prepared for 2019, with most emphasis on extra resources for our community team and family support team, enabling us to better support patients in their own homes. An abbreviated strategic plan will be finalised during the year ahead and will subsequently be published on our website.

As the hospice continues to move forward with confidence and purpose, it's more important than ever that we remain close to our community, remember our humble beginnings of 30 years ago and stay true to our values – always putting patients and their loved ones at the heart of everything we do.

On behalf of the hospice senior management team, we offer a sincere thank you to our community for your unwavering support over 30 years of continuous caring.



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 2019.

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). 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 non-formal 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
Grow our income by £0.2m in 2018/19 (Excluding Legacies).	During 2018/19 we managed to grow our income excluding legacies by £420k. An impressive £196k of this growth came from retail income where new ideas have been trialled to increase footfall in the shops. Fundraising income also increased by £84k with the introduction of some new events and challenge events participation growing. Lottery income increased by £16k due to investment in venue sales.
Maintaining our existing scope and level of services and continually improving the quality of those services for optimum patient and family experience.	Existing services have been maintained and in some areas enhanced, including: <ul style="list-style-type: none"> • Updated state-of-the-art beds, mattresses and chairs. • Commenced a bereavement support group for teenagers. • Expanded our use of the OACC (outcomes and complexity collaborative). • Upskilling our community team with NMP & PACR qualifications. • Preparations for EMIS Web implementation. • Hosted expert-led support meetings for neurological patients. • Started a GAP drop-in on Thursdays at Day Hospice.
Developing EMIS web	EMIS web development is well underway with extensive training and system-building now being undertaken by our clinical staff and a read-only licence purchased for our current system in preparations for 'go-live'.
Develop a new strategy for the Hospice.	A strategy white paper has been produced by the senior management team and was reviewed by the trustees in early 2019 and 3-year financial projections are being developed, ready for implementation in 2019/20.
Governance initiatives	Having completed the NHS' Information Governance (IG) toolkit to Level 2 in the prior year, this year we completed the NHS' Data Security & Protection Toolkit which replaced it. In parallel, lots of work has gone into related information governance and GDPR compliance, with the hospice IG Panel meeting monthly to review progress. The staff appraisals system was also improved.

Community

	2019	2018
Total number of patients	998	970
Discharges	103	98
Deaths	465	406
% died in preferred place of care	86%	84%

“Jenny was amazing at keeping communication channels open for me with the GP, practice nurse, chemist and so forth. Mary (counsellor) very attentive and a great benefit to me and the patient's cousin and sister. Karen best chaplain ever. Alison (wellness centre) very professional and helped me relax and have a bit of my time. Ray - companion. Excellent guy who worked wonders for the patient.”

A Weston Hospicecare relative May 2018

- We aim for 80% of patients to complete an Advance Care Plan. In 2018-19 we achieved this with 86%.
- 86% of patients died in their preferred place of care, slightly up from the previous year.
- Non-cancer referrals were down from 15% to 14%.
- Overall referrals were down due to accepting direct referrals to Day Services, Family Support Team and Fatigue, Anxiety and Breathlessness group.

In-patient Unit

	2019	2018
Admissions	185	193
Discharges	67	69
Deaths	106	123
Average length stay in days	14.1	12.4
Average bed occupancy	68%	75%

“Doctors, consultants, backup team wonderful. Explained and discussed all my questions and that of my wife. Chefs really helpful in trying to do liquid diets. Nurses impossible to better. Cleaning staff orderlies so friendly and helpful and considerate. Volunteers so helpful and a tremendous benefit to the patients. A good team all round. Thanks everyone.”

A Weston Hospicecare patient May 2018

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 received 363 calls proving invaluable advice to professionals, families and those looking after someone needing advice or support to continue care in their normal place of residence.

“From the minute I walked through the door I was treated with great kindness. I was very scared when I arrived and very quickly that disappeared. The whole staff team treated me with respect and dignity, keeping me informed the whole time. The doctors had the time to sit and talk and I felt they looked at the whole of me, which was what I needed. Within 24 hours of walking through the door, I felt like a different person. I had some of me back. Thank you.”

A Weston Hospicecare patient June 2018

Day Services

	2019	2018
Total number of patients	163	133
Attendance (sessions)	1,285	1,160

“Care as always is excellent. I like the way it is personal and tailored. I always feel supported both physically and emotionally. I had a particularly good session with Norma (physio) when I had neck pain and a swollen knee. I love quiet time. Food is good, company is great. Thank you so much. Just wish there was more parking available.”

A Weston Hospicecare patient April 2018

- Our Day Services play a crucial role in promoting independent living and quality of life for patients and carers.
- This new model has continued to see an increase in referrals.
- Non-cancer attendance has followed on the trend of last year and has been an encouraging 35%.

Family Support Team

	2019	2018
Chaplaincy		
Face to face contacts	905	608
Total number of patients	195	225
Bereavement service		
Face to face contacts	710	781
Total number of clients	244	218
Volunteer contacts	314	350
Coffee morning	126	146
Buddy Groups (Hospice only)	281	206
Companion services		
New referrals	85	70
Volunteer contacts	423	451

“In the darkness of my mind when I could not find the light I was guided to find my own light switch and turn it on my way. The service saved me there is no doubt in my mind. I now enjoy life and am optimistic.”

A Weston Hospicecare relative June 2018

“It was good to finally have others that know what it’s like”

A Weston Hospicecare relative March 2019

- Caring for the family after death is a key component of hospice support. Referrals for one-to-one consultation have gone down, but group attendance and bereavement coffee mornings have increased.
- Our clinical volunteers are integral to the work of the hospice providing companionship and emotional support.

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 2018-19 we received 342 compliments and 1 complaint 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 2018-19 we achieved this with 97%.

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>

The patient/relative quotes in this report are taken from the “iWantGreatCare” platform.

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. Our retail and fundraising teams raise the much needed income to support the work we do. Our staff in finance, maintenance, facilities, 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.

Paid Staff

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 102 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.

The hospice promotes continued learning and development and seeks opportunities and support for all staff to develop themselves both personally and professionally.

We have managed to secure funding from Health Education England (HEE) for a number of training courses for our staff including a non-medical prescribing course for some of our community nurse specialists. In April 2018 we introduced an online training platform, Blue Stream Academy which has improved the training opportunities for all our staff.



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.

We have 585 active volunteers, 387 of whom support the retail team.

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 £4,754k (2018 £3,787k) and generated a net profit of £475k, a positive swing of £765k from the 2018 position of £290k net deficit.

There was a significant increase in legacy income which totalled £878k for the year (2018 £332k).

During the year, the value of investments also increased giving a positive movement of £50k, compared to the prior year loss of £63k.

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

One future uncertainty has been around funding of the NHS pension increases from 14.3% to 20.6% introduced from 1st April 2019. It has since been confirmed that the government (via NHS England) will cover this increased cost until at least 31st March 2023.



Charity shops (retail trading)

Total retail income including gift aid was £1,823k in 2019 (£1,712k excluding gift aid). The total net contribution to the Hospice was £389k. (In 2018, net contribution was £299k).

The key drivers behind the improvement in these figures have been a significant increase in our gift aid percentage over the financial year, and the introduction of new furniture and accessories in a few key shops.

Staffing

At year-end, we had 40 FTE employees, and 387 highly valued volunteers working in our shops, warehouse, offices and van driving.

During 2019 28 paid staff left employment with retail, which resulted in an unusually high number of shop closures. We recruited 17 replacements and invested in assistant managers for many shops to allow turnover growth.



Health and Safety

Following a full fire safety review of our retail premises, we have carried out extensive improvements to several of our buildings. This will improve working conditions for our teams.

Work on Health and Safety improvements will continue into 2020.



Plans for next twelve months:

Shop Refits

We will continue to improve conditions for our customers, donors and staff in the following shops in 2020, including:

- A full refit of Walliscote Road £1 shop.
- A refit to improve Health and Safety in our W-s-M High Street shop.
- A full Refit of our shop in Cheddar.

Income opportunities

We will continue to look at ways in which we can maximise our income, concentrating on seasonal opportunities and our customers' needs in all areas, including the possibility of targeted pop-up shops.

Costs

We will continue to monitor our costs to ensure that we provide maximum income for the Hospice in line with our strategy.

Customer service

We will focus on our shop-floor service, on the way we treat our donors and the improvements we can make towards a customer's journey to create loyalty and a fantastic customer experience for all.



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 £1,717k, up against the previous year's £1,098k largely due to higher legacies this year.

Legacy income was received from 29 estates contributing to the £878k 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.

We ran five hospice-managed events this year, the annual Mendip Challenge in June, the Midnight Beach Walk in October, Strictly Fun Dancing in March and two new events: It's a Hospice Knock Out in September and Men's March in March. The events were popular and well-supported, and we were delighted to once again have the generous participation of Martin Roberts as MC for our 'Strictly Fun Dancing' evening. We achieved a particularly good result for our flagship Mendip Challenge event, which still proves as popular as ever. Overall, we slightly exceeded expected income across the five events by £3k. We are grateful for the kind sponsorship of Howards Motor Group, the Grand Pier, Thatchers, Nightingales and Demetris.



Income from trusts and grants (restricted and unrestricted) was down on the previous year, at £25k (2018 £46k). We extend particular thanks to the Albert Hunt Trust, Thomas J Horne Memorial Trust, Clarks Foundation and Somerset Community Foundation for their generous contributions.



Once again this year we were extremely well supported by our local community who helped us by organising fetes, cake sales, sponsored events, entertainment and tea parties. This support is invaluable to us and without it we would not be able to raise the necessary income that the hospice needs. Our Friends' groups continued to work hard on our behalf once more this year, with a busy programme of fashion shows, fairs, coffee mornings etc. We so appreciate their hard work and commitment. Challenge events (which includes London Marathon places, skydives, etc.) brought in slightly more than the previous year, and finished the year strongly on the up. Weston Hospicecare's lottery income was up on the previous year, the programme of canvassing which began in November 2017 in venues around our region has started to pay dividends. Our Director of Fundraising & Comms left in January to work for a charity in Exeter, but she was replaced by a new Director in March.

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 30 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 hone 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 impact of Brexit on its operations. The main risks facing the organisation are around medicines, recruitment and investments. The NHS is issuing 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 indicate 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 will be 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 funds held by the group at 31 March 2019 totalled £6,841k (2018: £6,367k) per the details set out in note 23 to the accounts.

Restricted funds at 31 March 2019 total £382k (2018: £278k), and are not available for general use by the Charity.

Designated funds total £4k at 31 March 2019 (2018: £3k) with the addition of the Jill Dando fund, this being a special fund set up 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 £3.9m (2018: £3.5m).

This year's risk based review estimated our free reserves should be at least £2m. Our strategic plan due for publication in 2019/20 will discuss potential disposition of excess reserves.

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 undertakes 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 2018/19 we received 1 complaint 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 2018/19 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). 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 2019/20 will be on disciplined cost control, and development of existing and new income streams, as described by our budget for 2019/20 which was approved by Trustees in March 2019.

Budget 2019/20

Total income less legacy income is planned to be grown from the budgeted £3.6m in 2018/19 to £3.9m in 2019/20.

Lottery income had been declining and venue canvassers were implemented in 2018 to first halt the decline and then reverse the fortunes of our lottery. Lottery Fundraising Services are being used to raise our Lottery profile and have been tasked with gaining us an agreed number of new members during the coming year.

Retail income including gift aid is planned to be grown from £1.72m in 2018/19 to £1.89m in 2019/20 through the further introduction of differing lines of new goods, a continuing focus on Gift Aid recovery, better hub (warehouse) operations, and improved eBay function.

After a prudent estimation of legacy income, which tends to be volatile and difficult to predict, fundraising income is planned to be boosted by celebrating our 30th anniversary year. In particular we will focus on challenge events, corporate support and supporter-managed events. There will also be a second summer appeal which is hoped will bring in both restricted and un-restricted income (this time being revenue-based rather than capital).

Clinical Services

Our existing scope and level of services will be maintained during next year. We will focus on continually improving the quality of those services for optimum patient and family experience and by operating quality improvement plans and our audit schedule. We will continue to develop our Hospice community nurse specialist team by adding an additional band 5 nurse to the team – it is hoped that this post will be funded by the summer appeal mentioned above – and by seeking to reassign the part-time community manager to a full-time post.

We are also hoping to boost our Family Support Team by recruiting a full-time manager who will help manage all aspects of family support including our extensive volunteer teams, and particularly the Companions.

EMIS Web

At the back-end of 2017/18 we secured funding from Somerset CCG to embark on a project to change our current patient records system to the EMIS system. Work is well underway to get the new system up and running and we are hoping to 'go live' in Q2 2019 with extensive staff training being undertaken in the run-up to this date.

Strategy

The strategy for the next 3 years was agreed by the trustees and senior management team in February 2019 and financial forecasts for this period have been prepared since then. The next step is to produce a final strategic plan followed by a shortened version which will appear on our website.

Governance

A number of ongoing initiatives will be continued and new projects started during the next year, to further improve the hospice's governance:

- Our clinical teams will continue to promote having open discussions around safety and having an open safety culture.
- We will ensure continuing compliance with the Data Protection Act 2018 and the GDPR.
- We will update the NHS' DS&P Toolkit as required.
- Work will continue on our risk management system.
- Our staff appraisal system will be further improved.
- We will continue to ensure we are complying with the Fundraising regulator rules.
- Policies and procedures will continually be reviewed and amended as required.

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 as from 1st October 2017 deals with all new goods sales and commission on gift aid after undertaking a corporate restructure.

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.

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 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 & Comms
- 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.

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.

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 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.

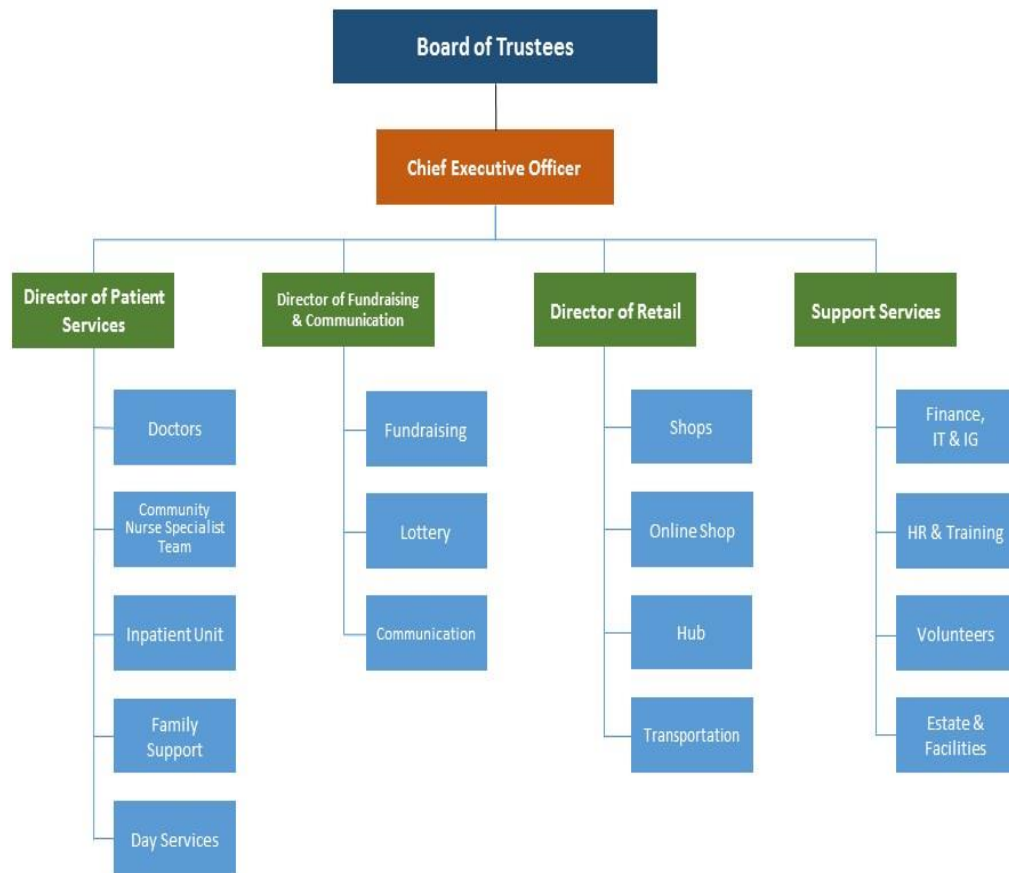
This Report, incorporating the Strategic Report, was approved by the Trustees and signed on its behalf by



J E Driscoll

Chair

19th September 2019



Reference and administrative details

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

Our advisors

Auditors Mazars LLP, 90 Victoria Street, Bristol BS1 6DP
Bankers Lloyds Bank plc, 2 South Parade, Weston-Super-Mare, BS23 IJL
Solicitors 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 EC2V6DZ

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, Vice Chair, Treasurer
J E Driscoll, Chair
H Emery
D Evans (Resigned 26th November 2018)
J Katsouris
L Millar (Appointed 21st March 2019)
S Price (Appointed 24th May 2018)
M Michael
A Roche (Resigned 21st March 2019)
A M Smythe
L Turner
J Dixon (Appointed 21st March 2019)
P Smith (Appointed 16th May 2019)

Secretary

J Davey

Key management personnel

Chief Executive Officer	P Winspear
Director of Patient Services	J Bailey
Director of Fundraising & Comms	A Sopp (departed 25 January)
	M Flower (started 4 March)
Director of Retail	G Turner
Finance Manager	R Seymour
HR Manager	S 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 charity') and its subsidiaries (the 'group') for the year ended 31 March 2019 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 2019 and of the group's 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 charity 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.

The impact of uncertainties due to Britain exiting the European Union on our audit

The Trustees' view on the impact of Brexit is disclosed on page 13.

The terms on which the United Kingdom may withdraw from the European Union are not clear, and it is therefore not currently possible to evaluate all the potential implications to the group's and charity's trade, customers, suppliers and the wider economy.

We considered the impact of Brexit on the group and charity as part of our audit procedures, applying a standard firm wide approach in response to the uncertainty associated with the group's and charity's future prospects and performance.

However, no audit should be expected to predict the unknowable factors or all possible implications for the charity and this is particularly the case in relation to Brexit.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees' have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report which includes the Strategic Report and the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Trustees' Report has 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 and the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within 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 and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specific 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 16, the trustees (who are also the directors of the parent charity 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, 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 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 these financial statements.

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

Use of the audit report

This report is made solely to the 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 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 company and the company'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



	Note	Restricted funds	Unrestricted Funds			Total funds
		2019 £	General 2019 £	Designated 2019 £	Total 2019 £	2018 £
Income and Endowments from:						
Donations and legacies	3	94,281	1,237,101	-	1,331,382	796,563
Other trading activities	4	30	2,303,964	-	2,303,994	2,007,127
Investment income	5	-	89,186	-	89,186	56,532
Charitable activities	6	54,387	961,338	4,000	1,019,725	918,097
Other income	7	900	8,830	-	9,730	9,356
Total income		149,598	4,600,419	4,000	4,754,017	3,787,675
Expenditure on:						
Raising funds	8,9,10	571	2,180,139	-	2,180,710	1,974,485
Charitable activities	11	21,391	2,125,386	1,542	2,148,319	1,982,488
Total Expenditure		21,962	4,305,525	1,542	4,329,029	3,956,973
(Gains) and losses on revaluation and disposal of investment assets		-	(49,606)	-	(49,606)	120,226
Net Income/(Expenditure)		127,636	344,500	2,458	474,594	(289,524)
Transfers between funds	23	(24,386)	25,268	(882)	-	-
Net movement of funds for the year		103,250	369,768	1,576	474,594	(289,524)
Total funds at 1 st April 2018		278,606	6,085,466	2,678	6,366,750	6,656,274
Total funds at 31st March 2019	23,24	381,856	6,455,234	4,254	6,841,344	6,366,750

	Note	Restricted funds	Unrestricted Funds			Total funds
		2018 £	General 2018 £	Designated 2018 £	Total 2018 £	2017 £
Income and Endowments from:						
Donations and legacies	3	-	796,563	-	796,563	1,162,436
Other trading activities	4	-	2,007,127	-	2,007,127	2,028,501
Investment income	5	-	56,529	3	56,532	69,326
Charitable activities	6	83,030	835,067	-	918,097	862,201
Other income	7	-	9,283	73	9,356	6,305
Total income		83,030	3,704,569	76	3,787,675	4,128,769
Expenditure on:						
Raising funds	8,9,10	-	1,974,428	57	1,974,485	1,926,106
Charitable activities	11	19,907	1,961,931	650	1,982,488	1,950,836
Total Expenditure		19,907	3,936,359	707	3,956,973	3,876,942
(Gains) and losses on revaluation and disposal of investment assets		-	120,226	-	120,226	(192,629)
Net Income/(Expenditure)		63,123	(352,016)	(631)	(289,524)	444,456
Transfers between funds		(427)	13,715	(13,288)	-	-
Net movement of funds for the year		62,696	(338,301)	(13,919)	(289,524)	444,456
Total funds at 1 st April 2017		215,910	6,423,767	16,597	6,656,274	6,211,818
Total funds at 31st March 2018	23	278,606	6,085,466	2,678	6,366,750	6,656,274

	Note	2019 £	2019 £	2018 £	2018 £
Fixed assets					
Intangible assets	16		620		1,012
Tangible assets	17		2,672,279		2,633,448
Investments	18		<u>2,802,991</u>		<u>1,337,183</u>
			5,475,890		3,971,643
Current assets					
Stocks	19	65,367		31,474	
Debtors	20	449,477		610,847	
Cash at bank and in hand		1,318,881		2,183,326	
		<u>1,833,725</u>		<u>2,825,647</u>	
Creditors: amounts falling due within one year	21	(382,921)		(345,190)	
		<u></u>		<u></u>	
Net current assets			1,450,804		2,480,457
Provisions	22		(85,350)		(85,350)
Total assets less current liabilities			<u>6,841,344</u>		<u>6,366,750</u>
Charity Funds					
Restricted funds	23		381,856		278,606
Unrestricted funds	23		6,459,488		6,088,144
			<u>6,841,344</u>		<u>6,366,750</u>

The financial statements were approved and authorised for issue by the Trustees on 19th September 2019 and signed on their behalf by:


Mr. J. Davey

Trustee

The notes on pages 28 to 52 form part of these financial statements.

Company Registered Number: 02414541

	Note	2019 £	2019 £	2018 £	2018 £
Fixed assets					
Intangible assets	16		620		1,012
Tangible assets	17		2,657,598		2,612,490
Investments	18		<u>2,803,991</u>		<u>1,338,183</u>
			5,462,209		3,951,685
Current assets					
Stocks	19		-		-
Debtors	20	567,721		720,282	
Cash at bank and in hand		1,204,132		2,087,805	
			<u>1,771,853</u>		<u>2,808,087</u>
Creditors: amounts falling due within one year	21	(352,060)		(402,364)	
Net current assets			1,419,793		2,405,723
Provisions	22		(85,350)		(85,350)
Total assets less current liabilities			<u>6,796,652</u>		<u>6,272,058</u>
Charity Funds					
Restricted funds	23		381,856		278,606
Unrestricted funds	23		6,414,796		5,993,452
			<u>6,796,652</u>		<u>6,272,058</u>

The financial statements were approved and authorised for issue by the Trustees on 19th September 2019 and signed on their behalf by:


Mr. J. Davey

Trustee

The notes on pages 28 to 52 form part of these financial statements.

Company Registered Number: 02414541

Cashflow Statement	Note	Total funds	
		2019 £	2018 £
Cashflows from operating activities:			
Net cash provided by (used in) operating activities	25	<u>635,833</u>	<u>(345,170)</u>
Cash flows from investing activities			
Dividends, interest and rents from investments		89,186	56,532
Purchase of intangibles, property, plant and equipment	17	(173,262)	(55,870)
Proceeds from sale of plant and equipment		-	-
Purchase of investments	18	(2,417,011)	(287,082)
Proceeds from sale of investments	18	1,000,809	403,298
Proceeds from sale of assets held for sale		-	1,438,447
Net cash provided by(used) investing activities		<u>1,500,278</u>	<u>1,555,325</u>
Change in cash and cash equivalents in the reporting period		(864,445)	1,210,155
Cash and cash equivalents at the beginning of the period		2,183,326	973,171
Cash and cash equivalents at the end of the period	25	<u>1,318,881</u>	<u>2,183,326</u>

The notes on pages 27 to 52 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 (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 2018.

2.2 Preparation of the accounts on a going concern basis

The charity reported a cash outflow of £864k during the year, principally as the result of investing the proceeds of sale of a property sold in the previous 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 continued positive performance over the next 1-3 years. The Charity has reserves as disclosed on page 13 which the trustees consider adequate 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 £475k surplus (2018: £290k 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 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.

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.

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 contribute 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 legacies 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 legacies has been estimated at £82k at 31st March 2019.

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 £85.3k 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 Legacies

	Restricted funds	Unrestricted Direct	Total funds	Total funds
	2019	2019	2019	2018
	£	£	£	£
Trusts and grants	-	17,840	17,840	27,150
Covenants and Gift Aid	8,031	109,666	117,697	134,811
Other Donations and Collections	1,000	317,158	318,158	303,075
Legacies	85,250	792,437	877,687	331,527
	94,281	1,237,101	1,331,382	796,563

4. Other trading activities

	Restricted funds	Unrestricted Direct	Total funds	Total funds
	2019	2019	2019	2018
	£	£	£	£
Fundraising	30	385,547	385,577	301,215
Lottery	-	206,764	206,764	190,525
Shops	-	1,711,653	1,711,653	1,515,387
	30	2,303,964	2,303,994	2,007,127

5. Investment income

	Restricted funds	Unrestricted Direct	Designated	Total funds	Total funds
	2019	2019	2019	2019	2018
	£	£	£	£	£
Rent received from investment properties	-	-	-	-	1,040
Dividends receivable	-	76,453	-	76,453	53,665
Interest receivable	-	12,733	-	12,733	1,827
Profit on sale of investment properties	-	-	-	-	-
	-	89,186	-	89,186	56,532

6. Charitable activities

	Restricted funds	Unrestricted Direct	Designated	Total funds	Total funds
	2019	2019	2019	2019	2018
	£	£	£	£	£
In-Patient Unit	49,837	644,161	4,000	697,998	603,366
Community	1,000	180,844	-	181,844	181,273
Day Hospice	3,200	58,318	-	61,518	58,153
Other Patient Services	350	78,015	-	78,365	75,305
	54,387	961,338	4,000	1,019,725	918,097

7. Other Income

	Restricted funds	Unrestricted Direct	Designated	Total funds	Total funds
	2019	2019	2019	2019	2018
	£	£	£	£	£
Other income	900	8,830	-	9,730	9,356
	900	8,830	-	9,730	9,356

8. Costs of raising funds – voluntary income

	Restricted funds	Unrestricted			Total funds	Total funds
	2019	Direct	Support	Designated	2019	2018
	£	£	£	£	£	£
Fundraising	21	114,472	25,828	-	140,321	166,858
Depreciation	5	505	1,080	-	1,590	1,078
	26	114,977	26,908	-	141,911	167,936

9. Costs of raising funds - fundraising

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2019	2019	2019		
	2019	2019	2019	2019	2018	
	£	£	£	£	£	
Fundraising	60	184,559	54,437	-	239,056	195,304
Lottery	-	112,060	9,383	-	121,443	92,504
Shops	415	1,393,584	213,497	-	1,607,496	1,431,684
Depreciation	70	40,515	10,710	-	51,295	56,597
Loss on disposal of fixed assets	-	-	-	-	-	3,782
	545	1,730,718	288,027	-	2,019,290	1,779,871

10. Costs of raising funds - Investment management costs

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2019	2019	2019		
	2019	2019	2019	2019	2018	
	£	£	£	£	£	
Investment property costs	-	(465)	-	-	(465)	19,687
Investment managers' fees	-	19,974	-	-	19,974	6,991
	-	19,509	-	-	19,509	26,678

11. Expenditure on charitable activities

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2019	2019	2019		
	£	£	£	£	£	2018
		£	£	£	£	£
In-Patient Unit	1,848	705,364	326,693	1,006	1,034,911	944,764
Community	311	328,221	81,300	-	409,832	387,804
Day Hospice	3,836	49,056	81,037	245	134,174	136,583
Other Patient Services	2,057	444,684	57,186	129	504,056	448,252
Depreciation	13,339	9,879	41,966	162	65,346	65,085
	21,391	1,537,204	588,182	1,542	2,148,319	1,982,488

12. Governance costs

	Restricted funds	Unrestricted			Total funds	Total funds
		Direct	Support	Designated		
		2019	2019	2019		
	£	£	£	£	£	2018
		£	£	£	£	£
Audit fees	-	13,681	-	-	13,681	12,889
Auditors' non audit costs	-	6,954	-	-	6,954	2,892
Trustee indemnity insurance	-	1,680	-	-	1,680	1,650
	-	22,315	-	-	22,315	17,431

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
	2019	2018
	£	£
Amortisation of intangible fixed assets	392	241
Depreciation on tangible fixed assets:		
Owned by the charitable group	134,181	138,086
Loss on disposal of fixed assets	250	65,941
Operating lease costs (land & buildings)	262,224	263,928
Operating lease costs (other)	23,152	22,204
Audit fees	13,681	12,765
Non-audit fees	6,954	2,892

14. Staff costs

Staff costs were as follows:

	2019	2018
	£	£
Wages and salaries	2,464,787	2,355,942
Social security costs	188,144	179,322
Defined contribution pension costs	160,485	138,911
	2,813,415	2,674,175

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:

2018/19	2017/18
Chief Executive	Chief Executive
Director of Patient Services	Director of Patient Services
Director of Retail	Director of Retail
Director of Fundraising & Comms	Director of Fundraising & Comms
Finance Manager	Finance Manager
HR Manager	HR Manager

The total employee benefit of the key management personnel was £337,207 (2018: £335,784)

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

	2019	2018
	Number	Number
Fundraising	9	8
Shops	51	49
Clinical	62	56
Premises and support	19	21
Management and administration	11	11
	152	145

The numbers of higher paid employees were:

	2019	2018
	Number	Number
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	-	1
In the band £80,001 - £90,000	1	-
In the band £90,001 - £100,000	1	-
	2	2

During the year pension contributions of £17,130 (2018: £16,596) were made on behalf of the staff earning in excess of £60,000.

15. Cost Allocation

Support Function	Cost of Gen. Vol. Income	Cost of Generating Funds			Resources Expended on Charitable Activities				Total funds 2019	Total funds 2018
	Fundraising (non-Events Team)	Lottery	Fundraising (Events Team)	Shops	IPU	Community	Day Hospice	Other Patient Services		
	£	£	£	£	£	£	£	£	£	£
Catering	-	-	-	-	57,388	1,913	33,476	2,869	95,646	73,322
Management Services	11,517	5,759	17,275	23,034	23,034	17,276	11,517	5,759	115,171	139,505
Corporate	1,502	1,502	7,010	12,516	10,014	7,510	5,007	5,007	50,068	55,451
Facilities	2,641	-	7,923	36,978	169,041	15,848	21,130	10,565	264,126	202,400
Finance	2,736	2,122	3,316	27,256	14,846	7,375	1,126	9,449	68,226	59,590
Governance	509	-	1,482	10,304	5,242	2,330	808	1,640	22,315	17,431
HR	3,220	-	9,378	65,225	33,178	14,746	5,113	10,381	141,241	151,124
IT	3,703	-	8,053	38,185	13,950	14,302	2,860	11,516	92,569	116,656
Support Costs excl JBH	25,828	9,383	54,437	213,498	326,693	81,300	81,037	57,186	849,362	815,479
Properties	1,080	253	3,898	6,559	19,986	4,042	11,235	6,703	53,756	53,638
JBH Only (Depreciation)										
Total Support costs	26,908	9,636	58,335	220,057	346,679	85,342	92,272	63,889	903,118	869,117

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	490,529	483,275
Revenue		
Expenditure	342,494	316,638
Depreciation	70,095	69,204
Total	<u>903,118</u>	<u>869,117</u>

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.

16. Intangible assets

Charity and Group	Computer software £
Cost	
At 1 st April 2018	33,721
Additions	-
Disposals	-
As at 31st March 2019	<u>33,721</u>
Amortisation	
As at 1 st April 2018	32,709
Charge for the year	392
On disposals	-
As at 31st March 2019	<u>33,101</u>
Net book value	
At 31st March 2019	<u>620</u>
At 31 st March 2018	<u>1,012</u>

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

17. Tangible fixed assets

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures & fittings
	£	£	£	£
Group				
Cost				
At 1st April 2018	3,496,296	88,991	35,798	290,818
Additions	34,670	-	3,300	16,164
Disposals	-	-	-	-
Transfer between classes	-	-	-	-
At 31st March 2019	3,530,966	88,991	39,098	306,982
Depreciation				
At 1st April 2018	996,268	66,737	34,414	226,529
Charge for the year	66,846	5,508	2,303	31,388
On disposals	-	-	-	-
Transfer between classes	-	-	-	-
At 31st March 2019	1,063,114	72,245	36,717	257,917
Net book value				
At 31st March 2019	2,467,852	16,746	2,381	49,065
At 31st March 2018	2,500,028	22,254	1,384	64,289
	Assets under construction	Computer equipment	Medical equipment	Total
	£	£	£	£
Group				
Cost				
At 1st April 2018	250	167,966	165,267	4,245,386
Additions	41,292	13,427	64,409	173,262
Disposals	(250)	-	-	(250)
Transfer between classes	-	-	-	-
At 31st March 2019	41,292	181,393	229,676	4,418,398
Depreciation				
At 1st April 2018	-	144,177	143,813	1,611,938
Charge for the year	-	11,932	16,204	134,181
On disposals	-	-	-	-
Transfer between classes	-	-	-	-
At 31st March 2019	-	156,109	160,017	1,746,119
Net book value				
At 31st March 2019	41,292	25,284	69,659	2,672,279
At 31st March 2018	250	23,789	21,454	2,633,448

	Freehold property	S/term leasehold property	Motor vehicles	Fixtures and Fittings
	£	£	£	£
Charity				
Cost				
At 1st April 2018	3,465,423	47,778	35,798	224,988
Additions	34,670	-	3,300	16,164
Disposals	-	-	-	-
Transfer between classes	-	-	-	-
Transfer from group company	-	-	-	-
At 31st March 2019	3,500,093	47,778	39,098	241,152
Depreciation				
At 1st April 2018	966,198	24,723	34,414	181,656
Charge for the year	66,044	6,309	2,303	25,112
On disposals	-	-	-	-
Transfer between classes	-	-	-	-
Transfer from group company	-	-	-	-
At 31st March 2019	1,032,242	31,032	36,717	206,768
Net book value				
At 31st March 2019	2,467,851	16,746	2,381	34,384
At 31st March 2018	2,499,225	23,055	1,384	43,332
	Assets under construction	Computer equipment	Medical equipment	Total
	£	£	£	£
Charity				
Cost				
At 1st April 2018	250	131,322	165,267	4,070,826
Additions	41,292	13,427	64,409	173,262
Disposals	(250)	-	-	(250)
Transfer between classes	-	-	-	-
Transfer from group company	-	-	-	-
At 31st March 2019	41,292	144,749	229,676	4,243,838
Depreciation				
At 1st April 2018	-	107,532	143,813	1,458,336
Charge for the year	-	11,932	16,204	127,904
On disposals	-	-	-	-
Transfer between classes	-	-	-	-
At 31st March 2019	-	119,464	160,017	1,586,240
Net book value				
At 31st March 2019	41,292	25,285	69,659	2,657,598
At 31st March 2018	250	23,790	21,454	2,612,490

18. Fixed asset investments

	Investments £
Group	
Market value	
At 1 st April 2018	1,337,183
Additions	2,417,011
Disposals	(1,000,809)
Gains on disposals/revaluations	49,606
At 31st March 2019	<u>2,802,991</u>
Historical cost	<u>2,625,260</u>

Group investments, at market value, comprise:

	2019 £	2018 £
Fixed Interest Securities	915,161	401,088
UK Equities	763,923	504,923
Overseas Equities	647,836	316,471
Alternative Investments	476,071	114,701
At 31st March 2019	<u>2,802,991</u>	<u>1,337,183</u>

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 2018	1,337,183	1,000	1,338,183
Additions	2,417,011	-	2,417,011
Disposals	(1,000,809)	-	(1,000,809)
Revaluations	49,606	-	49,606
At 31st March 2019	<u>2,802,991</u>	<u>1,000</u>	<u>2,803,991</u>
Historic cost	<u>2,625,260</u>	<u>1,000</u>	<u>2,626,260</u>

19. Stocks

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Finished goods and goods for resale	65,367	31,474	-	-

In the year ended 31st March 2019 £111,264 was the amount of inventory recognised as an expense (2018: £50,399). Stock to the value of £9,758 has been written down in the year (2018: None).

20. Debtors

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Trade debtors	70,035	64,090	70,035	64,090
Amounts owed by group undertakings	-	-	118,172	113,530
Other debtors	34,616	27,119	34,707	23,345
Prepayments and accrued income	344,826	519,638	344,807	519,317
	<u>449,477</u>	<u>610,847</u>	<u>567,721</u>	<u>720,282</u>

21. Creditors: Amount falling due within one year

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Trade creditors	128,665	100,207	105,452	92,980
Amounts owed to group undertakings	-	-	-	72,677
Social security and other taxes	49,140	48,071	49,194	48,099
Other creditors	25,637	25,635	25,680	25,690
Accruals and deferred income	179,479	171,277	171,734	162,918
	<u>382,921</u>	<u>345,190</u>	<u>352,060</u>	<u>402,364</u>

Deferred income for 2019 was £97,982 (2018: £95,120). The amounts deferred at 31st March 2019 will be recognised in the 2019/20 financial year.

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

22. Provisions

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Opening Balance	85,350	98,500	85,350	25,125
Increase in provision	-	-	-	-
Transfer from group company	-	-	-	73,375
Provision released	-	(13,150)	-	(13,150)
Closing Balance	<u>85,350</u>	<u>85,350</u>	<u>85,350</u>	<u>85,350</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	2,678	-	(1,542)	(882)	-	254
Jill Dando Designated Fund	-	4,000	-	-	-	4,000
Total designated funds	2,678	4,000	(1,542)	(882)	-	4,254
General Funds						
Weston Hospicecare Limited	5,990,774	4,395,614	(4,100,720)	75,268	49,606	6,410,542
Weston Hospicecare Mart Limited	94,692	204,805	(204,805)	(50,000)	-	44,692
Total general funds	6,085,466	4,600,419	(4,305,525)	25,268	49,606	6,455,234
Total unrestricted funds	6,088,144	4,604,419	(4,307,067)	24,386	49,606	6,459,488
Restricted funds						
Capital Appeal	156,505	-	-	(156,505)	-	-
Capital Donations	81,305	143,118	(13,415)	152,987	-	363,995
Operating Costs	40,796	6,480	(8,547)	(20,868)	-	17,861
Total restricted funds	278,606	149,598	(21,962)	(24,386)	-	381,856
Total funds	6,366,750	4,754,017	(4,329,029)	-	49,606	6,841,344

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. The funds are being used for projects decided by the Friends of the Hospice, and initial 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	377	-	-	-	377

Transfers between funds

The 2018/19 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 Friends fund to the general unrestricted fund	882	Funds spent on fixed assets which had yet to be released to the general fund.
Transfer from restricted funds to the general unrestricted fund	22,500	Transfer of major donation restricted in prior year. Restriction now lifted.
Transfer of restricted funds to the general unrestricted fund	1,886	Representing an adjustment to restricted funds value – prior year adjustment.
Total	<u>25,268</u>	

24. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	Total funds	Total funds
	2019	2019	2019	2018
	£	£	£	£
Intangible assets	-	620	620	1,012
Tangible fixed assets	114,535	2,557,744	2,672,279	2,633,448
Fixed asset investments	-	2,802,991	2,802,991	1,337,183
Current assets	267,321	1,566,404	1,833,725	2,825,647
Creditors due within one year	-	(382,921)	(382,921)	(345,190)
Provisions	-	(85,350)	(85,350)	(85,350)
	381,856	6,459,488	6,841,344	6,366,750

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

	2019	2018
Net movement in funds for the reporting period(as per the statement of financial activities)	474,594	(289,524)
Adjustments for:		
Depreciation/Amortisation	134,573	138,327
Dividends, interest and rents from investments	(89,186)	(56,532)
Net (gains)/losses on disposal of investments	(49,606)	62,567
Loss on sale of fixed assets	250	65,941
(Increase) in stocks	(33,893)	(15,715)
Decrease/(Increase) in debtors	161,370	(151,960)
Increase/(Decrease) in creditors	37,731	(85,124)
(Decrease) in provisions	-	(13,150)
Net cash provided by/(used in) operating activities	635,833	(345,170)
	2019	2018
Analysis of cash and cash equivalents		
Cash in hand	1,318,881	2,183,326
Total cash and cash equivalents	1,318,881	2,183,326

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 £160,485 (2018: £138,911). Contributions totalling £23,467 (2018: £20,364) were payable to the schemes at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31st March 2019 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2019 £	2018 £	2019 £	2018 £
Group				
Expiry date:				
Within 1 year	257,311	262,456	21,269	22,833
Between 2 and 5 years	585,359	789,080	11,768	32,948
After more than 5 years	172,601	228,142	-	-

At 31st March 2019, the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2019 £	2018 £	2019 £	2018 £
Charity				
Expiry date:				
Within 1 year	257,311	262,456	21,269	22,833
Between 2 and 5 years	585,359	789,080	11,768	32,948
After more than 5 years	172,601	228,142	-	-

28. Related Party Transactions

No trustee received any remuneration, however two trustees were reimbursed expenses to the value of £947 during the current year (2017/18: £886). The expenses related to mileage claims. Donations of £553 were received from three Trustees, including the two previously mentioned during the period (2018: £1,923). During the year the Charity incurred costs of £1,680 (2018: £1,550) relating to trustees' indemnity insurance. There have been no additional related party transactions during the reporting period which require disclosure.

29. 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

29. 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.

	2019	Weston Hospicecare Mart Limited 2018
	£	£
Turnover	204,805	642,091
Cost of sales	(123,935)	(44,961)
Gross profit	80,870	597,130
Administration expenses	(29,220)	(382,135)
Operating profit	51,650	214,995
Profit / (loss) on ordinary activities before interest	51,650	214,995
Interest payable and similar charges	-	-
Profit / (loss) on ordinary activities before taxation	51,650	214,995
Tax on profit / (loss) on ordinary activities	-	-
Profit / (loss) for the financial year	51,650	214,995
	2019	2018
	£	£
Analysis of net assets of subsidiary		
Fixed assets	14,679	20,955
Current assets	180,303	203,853
Current liabilities	(149,290)	(129,116)
Net assets	45,692	95,692

30. Taxation

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