

Draft Management Accounts to June 2026	Jun-26													
	Actuals 2026-27	Budget 2026-27	variance	YTD Prior Year	Actuals 2023-24	Actuals 2024-25	Actuals 2025-26	F'cast 2026-27	Budget 2026-27	variance to 2026-7	2027-28	2028-29	2029-30	2030-31
Income from NHS	529,172	526,126	3,046	470,619	1,697,202	1,962,110	2,022,634	2,300,000	2,176,955	123,046	2,378,725	2,470,459	2,565,846	2,665,033
Other Income	213,860	43,998	169,861	144,551	623,775	668,986	1,047,314	345,132	172,849	172,282	176,943	182,077	186,776	192,877
Service Income	743,031	570,125	172,907	615,170	2,320,977	2,631,096	3,069,948	2,645,132	2,349,804	295,328	2,555,668	2,652,536	2,752,622	2,857,911
Direct Cost of Services	(1,117,083)	(1,189,079)	71,995	(1,168,279)	(4,907,359)	(4,913,309)	(4,676,369)	(4,759,984)	(4,816,184)	56,200	(4,907,210)	(5,011,634)	(5,119,044)	(5,227,583)
Hospice Depreciation	(27,375)	(30,848)	3,473	(31,236)	(109,815)	(111,501)	(95,474)	(131,293)	(125,882)	(5,411)	(166,487)	(178,137)	(175,835)	(178,305)
Support Costs	(263,595)	(287,865)	24,270	(198,689)	(891,584)	(1,044,395)	(913,130)	(1,115,194)	(1,116,538)	1,344	(1,078,440)	(1,101,041)	(1,124,177)	(1,128,494)
Service Costs	(1,408,054)	(1,507,792)	99,738	(1,398,203)	(5,908,757)	(6,069,205)	(5,684,973)	(6,006,471)	(6,058,604)	52,133	(6,152,136)	(6,290,812)	(6,419,056)	(6,534,382)
Net Service Cost to be funded	(665,022)	(937,668)	272,645	(783,033)	(3,587,781)	(3,438,109)	(2,615,026)	(3,361,339)	(3,708,800)	347,461	(3,596,469)	(3,638,277)	(3,666,434)	(3,676,471)
Fundraising Activity														
Legacy Income	15,682	146,521	(130,839)	238,214	1,591,533	1,633,641	1,645,979	1,476,193	1,607,031	(130,839)	1,505,716	1,535,831	1,566,547	1,597,878
Donor Income	530,364	394,041	136,323	471,533	1,168,678	1,900,363	1,617,475	1,731,279	1,740,701	(9,422)	1,868,232	2,040,742	2,204,909	2,364,414
Fundraising Costs	(191,993)	(264,012)	72,020	(176,800)	(732,467)	(717,595)	(769,701)	(952,412)	(1,008,114)	55,703	(933,530)	(958,786)	(961,210)	(984,030)
	354,054	276,550	77,504	532,947	2,027,743	2,816,410	2,493,754	2,255,060	2,339,618	(84,558)	2,440,419	2,617,788	2,810,246	2,978,263
Lottery Income	105,429	94,049	11,380	109,914	354,369	386,257	425,287	426,143	414,763	11,380	493,346	523,891	559,634	592,431
Lottery Costs	(34,165)	(56,106)	21,941	(38,484)	(229,846)	(330,365)	(161,449)	(259,483)	(281,424)	21,941	(315,973)	(324,661)	(336,445)	(348,267)
	71,264	37,943	33,321	71,430	124,523	55,892	263,838	166,660	133,339	33,321	177,373	199,229	223,189	244,165
Shop Income	498,949	510,012	(11,063)	506,714	1,726,714	1,982,252	1,973,890	2,050,001	2,061,063	(11,063)	2,342,551	2,647,009	2,910,000	3,034,737
Shop Costs	(398,111)	(408,080)	9,968	(397,149)	(1,691,877)	(1,736,183)	(1,682,193)	(1,717,145)	(1,735,851)	18,707	(1,997,870)	(2,262,890)	(2,402,221)	(2,453,539)
-2%	20%	20%	(1,095)	109,566	34,837	246,068	291,697	332,856	325,212	7,644	344,681	384,119	507,779	581,198
				22%	2%	12%	15%	16%	16%		15%	15%	17%	19%
Support Costs	(87,865)	(95,955)	8,090	(66,230)	(297,195)	(348,132)	(304,377)	(371,731)	(372,179)	448	(359,480)	(367,014)	(374,726)	(376,165)
Fundraising Contribution	438,291	320,470	117,820	647,713	1,889,909	2,770,239	2,744,912	2,382,844	2,425,989	(43,145)	2,602,993	2,834,122	3,166,489	3,427,461
Surplus/(Shortfall) before DOC Fund	(226,732)	(617,197)	390,465	(135,320)	(1,697,871)	(667,870)	129,886	(978,495)	(1,282,811)	304,316	(993,476)	(804,154)	(499,945)	(249,011)
DOC Funding	3,299,450	0	3,299,450	0	500,000	1,000,000	1,500,000	3,299,450	0	3,299,450	300,000	600,000	350,000	150,000
DOC ongoing commitment							500,000	500,000	500,000	0	500,000	0		
Surplus/(Shortfall) for period	3,072,718	(617,197)	3,689,915	(135,320)	(1,197,871)	332,130	2,129,886	2,820,955	(782,811)	3,603,766	(193,476)	(204,154)	(149,945)	(99,011)

Draft Management Accounts to June 2026	Year To Date				Full Year									
Net Movement in Funds	Actuals 2026-27	Budget 2026-27	variance	YTD Prior Year	2023-24	Actuals 2024-25	Actuals 2025-26	F'cast 2026-27	Budget 2026-27	variance to 2025-26	2027-28	2028-29	2029-30	2030-31
Surplus/(Loss) from Operations	3,072,718	(617,197)	3,689,915	(135,320)	(1,197,871)	332,130	2,129,886	2,820,955	(782,811)	691,068	(193,476)	(204,154)	(149,945)	(99,011)
Depreciation	(421,967)	14,590	(436,556)	50,617	199,165	21,608	161,209	(284,186)	182,548	(445,394)	227,793	221,495	215,321	218,305
Decrease/(Increase) in Debtors	109,296	135,448	(26,152)	(55,296)	(653,890)	(39,436)	587,512	212,410	(358,544)	(375,103)	49,515	134,506	119,196	3,580
(Decrease)/Increase in Creditors	(218,792)	(184,826)	(33,967)	(35,858)	(392,610)	86,796	121,779	(181,988)	(38,773)	(303,766)	(302,956)	(596,260)	(346,183)	(146,105)
Net cash (expended)/ generated by operations	2,541,255	(651,985)	3,193,240	(175,858)	(2,045,206)	401,098	3,000,386	2,567,191	(997,580)	(433,195)	(219,122)	(444,414)	(161,612)	(23,231)
Purchase of Fixed Assets	(2,857,240)	0	(2,857,240)	(35,539)	(312,460)	82,274	(580,239)	(4,482,240)	(1,625,000)	(3,902,000)	(185,000)	(205,000)	(190,000)	(150,000)
Increase / (Decrease) in Cash	(315,985)	(651,985)	336,000	(211,397)	(2,357,666)	483,372	2,420,147	(1,915,048)	(2,622,580)	(4,335,195)	(404,122)	(649,414)	(351,612)	(173,231)

Draft Management Accounts to June 2026	Year To Date				Full Year									
Balance Sheet	Actuals 2026-27	Budget 2026-27	variance	YTD Prior Year	Actuals 2023-24	Actuals 2024-25	Actuals 2025-26	F'cast 2026-27	Budget 2026-27	variance to 2025-26	2027-28	2028-29	2029-30	2030-31
Fixed Assets	4,564,455	4,656,366	(91,912)	851,139	970,099	866,217	1,285,248	6,051,673	6,144,050	4,766,425	6,008,880	5,992,385	5,967,064	5,898,759
Debtors	1,401,731	1,174,875	226,856	2,153,836	2,059,103	2,098,539	1,511,027	1,298,617	1,424,807	(212,410)	1,249,102	1,114,596	995,401	991,821
Cash at Bank and Investment Fund	5,878,114	5,583,235	294,880	3,480,292	3,290,583	3,773,955	6,194,099	4,279,039	3,701,035	(1,915,061)	3,874,916	3,225,502	2,873,890	2,699,083
Creditors	(2,032,137)	(2,025,974)	(6,163)	(2,093,293)	(2,042,355)	(2,129,151)	(2,250,930)	(2,068,942)	(669,505)	181,988	(1,765,987)	(1,169,727)	(823,543)	(677,438)
Net Assets	9,812,162	9,388,501	423,661	4,391,974	4,277,430	4,609,560	6,739,444	9,560,387	10,600,388	2,820,943	9,366,911	9,162,757	9,012,812	8,912,224

- 5.21 3,737,567 4,732,135 515,573 3,540,835 3,743,343 0 0 2 12 0 0

Cash (and invested cash) Balances at month end

