

Draft Management Accounts to March 2026												
	Actuals 2023-24	Actuals 2024-25	Draft Actuals 2025-26	Budget 2025-26	variance to budget	F'cast 2026-27	Budget 2026-27	variance to 2026-7	2027-28	2028-29	2029-30	2030-31
Income from NHS	1,697,202	1,962,110	2,022,634	1,975,040	47,594	2,296,955	2,176,955	120,000	2,378,725	2,470,459	2,565,846	2,665,033
Other Income	623,775	668,986	1,067,541	849,164	218,377	175,760	172,849	2,910	171,578	176,708	181,423	187,549
Service Income	2,320,977	2,631,096	3,090,175	2,824,204	265,971	2,472,714	2,349,804	122,910	2,550,302	2,647,167	2,747,269	2,852,583
Direct Cost of Services	(4,907,359)	(4,913,309)	(4,675,569)	(4,660,241)	(15,327)	(4,805,476)	(4,816,184)	10,708	(4,901,913)	(5,006,087)	(5,113,238)	(5,223,085)
Hospice Depreciation	(109,815)	(111,501)	(95,474)	(134,525)	39,050	(194,125)	(125,882)	(68,243)	(166,487)	(178,137)	(175,835)	(178,305)
Support Costs	(891,584)	(1,044,395)	(902,899)	(889,388)	(13,511)	(1,126,969)	(1,116,538)	(10,431)	(1,082,340)	(1,099,136)	(1,122,260)	(1,126,566)
Service Costs	(5,908,757)	(6,069,205)	(5,673,942)	(5,684,154)	10,212	(6,126,571)	(6,058,604)	(67,966)	(6,150,740)	(6,283,360)	(6,411,333)	(6,527,956)
Net Service Cost to be funded	(3,587,781)	(3,438,109)	(2,583,767)	(2,859,950)	276,182	(3,653,856)	(3,708,800)	54,944	(3,600,438)	(3,636,194)	(3,664,064)	(3,675,373)
Fundraising Activity												
Legacy Income	1,591,533	1,633,641	1,572,057	1,378,125	193,932	1,607,031	1,607,031	0	1,639,172	1,671,955	1,705,394	1,739,502
Donor Income	1,168,678	1,900,363	1,617,475	1,624,002	(6,527)	1,740,701	1,740,701	0	1,876,499	2,055,680	2,225,228	2,388,638
Fundraising Costs	(732,467)	(717,595)	(769,701)	(820,567)	50,867	(1,004,594)	(1,008,114)	3,520	(962,886)	(989,226)	(992,777)	(1,016,766)
	2,027,743	2,816,410	2,419,832	2,181,560	238,272	2,343,138	2,339,618	3,520	2,552,785	2,738,410	2,937,845	3,111,374
Lottery Income	354,369	386,257	425,287	466,642	(41,354)	414,763	414,763	0	493,346	523,891	559,634	592,431
Lottery Costs	(229,846)	(330,365)	(161,449)	(233,267)	71,817	(280,524)	(281,424)	900	(310,877)	(319,475)	(331,170)	(342,902)
	124,523	55,892	263,838	233,375	30,463	134,239	133,339	900	182,469	204,415	228,464	249,530
Shop Income	1,726,714	1,982,252	1,976,169	2,093,611	(117,442)	2,061,063	2,061,063	0	2,342,551	2,647,009	2,910,000	3,034,737
Shop Costs	(1,691,877)	(1,736,183)	(1,676,593)	(1,683,443)	6,850	(1,729,194)	(1,735,851)	6,658	(1,989,728)	(2,254,519)	(2,393,615)	(2,444,692)
	34,837	246,068	299,576	410,168	(110,592)	331,870	325,212	6,658	352,823	392,490	516,384	590,045
	0%	12%	15%	20%		16%	16%		15%	15%	18%	19%
Support Costs	(297,195)	(348,132)	(300,966)	(296,463)	(4,504)	(375,656)	(372,179)	(3,477)	(360,780)	(366,379)	(374,087)	(375,522)
Fundraising Contribution	1,889,909	2,770,239	2,682,279	2,528,640	153,639	2,433,590	2,425,989	7,601	2,727,298	2,968,936	3,308,607	3,575,428
Surplus/(Shortfall) before DOC Fund	(1,697,871)	(667,870)	98,512	(331,309)	429,821	(1,220,266)	(1,282,811)	62,545	(873,140)	(667,258)	(355,456)	(99,946)
DOC Funding	500,000	0	2,000,000	600,000	1,400,000	3,280,000	0	3,280,000	300,000	600,000	350,000	150,000
Contingency Drawdown		1,000,000				500,000	500,000		500,000	0		
Surplus/(Shortfall) for period	(1,197,871)	332,130	2,098,512	268,691	1,829,821	2,559,734	(782,811)	3,342,545	(73,140)	(67,258)	(5,456)	50,054

Draft Management Accounts to March 2026												
Full Year												
Net Movement in Funds	2023-24	Actuals 2024-25	Draft Actuals 2025-26	Budget 2025-26	variance	F'cast 2026-27	Budget 2026-27	variance to 2025-26	2027-28	2028-29	2029-30	2030-31
Surplus/(Loss) from Operations	(1,197,871)	332,130	2,098,512	268,691	1,829,821	2,559,734	(782,811)	461,222	(73,140)	(67,258)	(5,456)	50,054
Depreciation	199,165	21,608	161,209	224,028	(62,819)	84,311	182,548	(76,897)	227,793	221,495	215,321	218,305
Decrease/(Increase) in Debtors	(653,890)	(39,436)	633,846	263,987	369,860	113,537	(358,544)	(520,310)	(17,212)	66,443	49,772	(67,232)
(Decrease)/Increase in Creditors	(392,610)	86,796	106,819	(471,688)	578,507	(83,390)	(38,773)	(190,209)	(303,261)	(596,571)	(346,501)	(146,429)
Net cash (expended)/ generated by operations	(2,045,206)	401,098	3,000,386	285,017	2,715,369	2,674,191	(997,580)	(326,195)	(165,820)	(375,891)	(86,864)	54,698
Purchase of Fixed Assets	(312,460)	82,274	(580,239)	(515,000)	(65,239)	(4,848,602)	(1,625,000)	(4,268,363)	(185,000)	(205,000)	(190,000)	(150,000)
Increase / (Decrease) in Cash	(2,357,666)	483,372	2,420,147	(229,983)	2,650,129	(2,174,411)	(2,622,580)	(4,594,557)	(350,820)	(580,891)	(276,864)	(95,302)

Draft Management Accounts to March 2026												
Full Year												
Balance Sheet	Actuals 2023-24	Actuals 2024-25	Draft Actuals 2025-26	Budget 2025-26	variance	F'cast 2026-27	Budget 2026-27	variance to 2025-26	2027-28	2028-29	2029-30	2030-31
Fixed Assets	970,099	866,217	1,285,248	1,187,747	97,501	6,049,539	6,144,050	4,764,291	6,006,746	5,990,251	5,964,930	5,896,625
Debtors	2,059,103	2,098,539	1,464,693	1,253,321	211,371	1,351,156	1,424,807	(113,537)	1,368,368	1,301,925	1,252,153	1,319,386
Cash at Bank and Investment Fund	3,290,583	3,773,955	6,194,099	3,645,013	2,549,086	4,019,689	3,701,035	(2,174,411)	3,668,869	3,087,978	2,811,114	2,715,813
Creditors	(2,042,355)	(2,129,151)	(2,235,970)	(1,485,313)	(750,657)	(2,152,580)	(669,505)	83,390	(1,849,320)	(1,252,748)	(906,248)	(759,819)
Net Assets	4,277,430	4,609,560	6,708,070	4,600,769	2,107,301	9,267,803	10,600,388	2,559,734	9,194,664	9,127,406	9,121,950	9,172,004

