

Management Account 2025-26	Year To Date				Full Year							
	Actuals 2025-26	Budget 2025-26	variance	YTD Prior Year	Actuals 2022-23	Actuals 2023-24	Actuals 2024-25	F'cast 2025-26	Budget 2025-26	variance to prior year	2026-27	2027-28
August 2025												
Income from NHS	776,222	795,433	(19,211)	753,910	1,698,401	1,697,202	1,962,110	2,019,309	1,975,040	44,269	2,058,278	2,098,124
Other Income	268,905	187,144	81,762	245,540	350,702	623,775	668,986	910,401	849,164	61,237	465,265	477,928
Service Income	1,045,127	982,577	62,551	999,450	2,049,104	2,320,977	2,631,096	2,929,710	2,824,204	105,506	2,523,544	2,576,052
Direct Cost of Services	(1,921,671)	(1,925,371)	3,700	(2,215,211)	(4,516,639)	(4,907,359)	(4,913,309)	(4,676,048)	(4,660,241)	(15,806)	(4,838,012)	(4,936,062)
Hospice Depreciation	(51,391)	(49,676)	(1,714)	(45,771)	(95,392)	(109,815)	(111,501)	(103,476)	(134,525)	31,048	(93,240)	(96,295)
Support Costs	(303,940)	(326,097)	22,157	(354,570)	(698,011)	(792,519)	(928,351)	(765,114)	(790,567)	25,453	(795,063)	(777,531)
Service Costs	(2,277,001)	(2,301,144)	24,143	(2,615,553)	(5,310,041)	(5,809,692)	(5,953,161)	(5,544,638)	(5,585,333)	40,695	(5,726,315)	(5,809,888)
Net Service Cost to be funded	(1,231,874)	(1,318,567)	86,693	(1,616,103)	(3,260,937)	(3,488,716)	(3,322,065)	(2,614,928)	(2,761,129)	146,201	(3,202,771)	(3,233,837)
	34%	35%		29%	32%	29%	33%	36%	35%	0	36%	36%
Fundraising Activity												
Legacy Income	405,596	367,915	37,680	162,552	1,646,106	1,591,533	1,633,641	1,378,805	1,378,125	680	1,447,031	1,519,383
Donor Income	755,009	488,857	266,152	468,229	1,132,220	1,168,678	1,900,363	1,626,154	1,624,002	2,152	1,962,072	2,063,913
Fundraising Costs	(298,761)	(364,794)	66,034	(285,641)	(730,913)	(732,467)	(717,595)	(773,258)	(820,567)	47,309	(762,362)	(777,609)
	861,844	491,978	369,866	345,140	2,047,412	2,027,743	2,816,410	2,231,701	2,181,560	50,142	2,646,742	2,805,687
Lottery Income	184,629	204,381	(19,752)	155,764	368,285	354,369	386,257	425,766	466,642	(40,876)	456,796	533,541
Lottery Costs	(64,695)	(87,072)	22,377	(66,584)	(169,462)	(229,846)	(330,365)	(173,375)	(233,267)	59,891	(276,544)	(268,549)
	119,934	117,309	2,626	89,180	198,823	124,523	55,892	252,391	233,375	19,016	180,253	264,992
Shop Income	837,093	843,806	(6,713)	835,634	1,418,215	1,726,714	1,982,252	2,086,898	2,093,611	(6,713)	2,439,720	2,783,164
Shop Costs	(655,277)	(666,879)	11,602	(668,569)	(1,200,945)	(1,691,877)	(1,736,183)	(1,668,184)	(1,683,443)	15,259	(1,972,020)	(2,174,605)
	181,816	176,927	4,889	167,064	217,270	34,837	246,068	418,714	410,168	8,546	467,700	608,559
	22%	21%		20%	15%	2%	12%	20%	20%		19%	22%
Support Costs	(151,970)	(163,049)	11,079	(177,285)	(349,005)	(396,259)	(464,175)	(382,557)	(395,283)	12,727	(397,531)	(388,766)
Fundraising Contribution	1,011,624	623,165	388,459	424,100	2,114,500	1,790,845	2,654,195	2,520,250	2,429,820	90,430	2,897,163	3,290,472
Shortfall before DOC Funding	(220,250)	(695,403)	475,153	(1,192,003)	(1,146,437)	(1,697,871)	(667,870)	(94,679)	(331,309)	236,631	(305,608)	56,635
DOC Funding	0	0	0	0	750,000	500,000	0	600,000	600,000	0	500,000	200,000
Contingency Drawdown				1,000,000	0	0	1,000,000					
Surplus/(Shortfall) for period	(220,250)	(695,403)	475,153	(1,192,003)	(396,437)	(1,197,871)	332,130	505,321	268,691	236,631	194,392	256,635

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Net Movement in Funds												
Surplus/(Loss) from Operations	(220,250)	(695,403)	475,153	(1,192,003)	(396,437)	(1,197,871)	332,130	505,321	268,691	236,631	194,392	256,635
Depreciation	83,693	86,764	(3,071)	85,260	144,992	199,165	21,608	208,462	224,028	(15,566)	174,114	169,913
Decrease/(Increase) in Debtors	92,161	374,017	(281,856)	600,939	573,324	(653,890)	(39,436)	311,096	263,987	47,109	262,369	(59,383)
(Decrease)/Increase in Creditors	7,138	142,220	(135,082)	17,169	(769,428)	(392,610)	86,796	(625,580)	(471,688)	(153,892)	(538,773)	(202,657)
Net cash (expended)/ generated by operations	(37,257)	(92,402)	55,144	(488,636)	(447,549)	(2,045,206)	401,098	399,299	285,017	114,281	92,102	164,508
Purchase of Fixed Assets	(44,741)	(140,000)	95,259	(28,575)	(277,357)	(312,460)	82,274	(474,741)	(515,000)	40,259	(125,000)	(165,000)
Increase / (Decrease) in Cash	(81,998)	(232,402)	150,404	(517,210)	(724,906)	(2,357,666)	483,372	(75,442)	(229,983)	154,540	(32,898)	(492)

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Balance Sheet												
Fixed Assets	827,265	950,011	(122,746)	913,414	856,804	970,099	934,767	1,132,496	1,187,747	(55,251)	1,083,382	1,078,469
Debtors	2,006,378	1,143,291	863,087	1,458,164	1,405,213	2,059,103	1,816,019	1,787,443	1,253,321	534,122	1,525,075	1,584,458
Cash at Bank and Investment Fund	3,691,956	3,679,594	12,362	3,773,239	5,648,250	3,290,583	3,773,955	3,698,513	3,645,013	53,500	3,665,614	3,665,122
Creditors	(2,136,290)	(2,099,221)	(37,069)	(2,059,524)	(2,434,965)	(2,042,355)	(2,129,151)	(1,503,571)	(1,485,313)	(18,258)	(964,798)	(762,141)
Net Assets	4,389,310	3,673,675	715,635	4,085,293	5,475,301	4,277,430	4,395,589	5,114,881	4,600,769	514,113	5,309,273	5,565,908

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