

December Management Accounts 2025-26	Year To Date				Full Year									
	Actuals 2025-26	Budget 2025-26	variance	YTD Prior Year	Actuals 2023-24	Actuals 2024-25	F'cast 2025-26	Budget 2025-26	variance to budget	2026-27	2027-28	2028-29	2029-30	2030-31
Income from NHS	1,455,812	1,431,780	24,032	1,473,322	1,697,202	1,962,110	2,037,966	1,975,040	62,926	2,174,986	2,334,421	2,424,382	2,517,927	2,615,197
Other Income	662,114	540,090	122,024	455,292	623,775	668,986	7,469,594	849,164	6,620,430	177,377	180,165	187,377	193,760	200,881
Service Income	2,117,926	1,971,870	146,056	1,928,613	2,320,977	2,631,096	9,507,560	2,824,204	6,683,356	2,352,363	2,514,586	2,611,759	2,711,687	2,816,078
Direct Cost of Services	(3,496,809)	(3,488,905)	(7,904)	(3,761,282)	(4,907,359)	(4,913,309)	(4,696,823)	(4,660,241)	(36,582)	(4,551,806)	(4,661,761)	(4,760,698)	(4,862,166)	(4,966,816)
Hospice Depreciation	(65,647)	(96,955)	31,309	(81,481)	(109,815)	(111,501)	(923,297)	(134,525)	(788,773)	(122,541)	(157,022)	(162,491)	(153,562)	(140,440)
Support Costs	(589,129)	(597,861)	8,732	(647,604)	(792,519)	(928,351)	(790,707)	(790,567)	(140)	(917,323)	(891,425)	(909,587)	(927,960)	(930,048)
Service Costs	(4,151,585)	(4,183,721)	32,136	(4,490,366)	(5,809,692)	(5,953,161)	(6,410,827)	(5,585,333)	(825,494)	(5,591,669)	(5,710,208)	(5,832,777)	(5,943,689)	(6,037,304)
Net Service Cost to be funded	(2,033,659)	(2,211,851)	178,192	(2,561,753)	(3,488,716)	(3,322,065)	3,096,732	(2,761,129)	5,857,861	(3,239,306)	(3,195,622)	(3,221,018)	(3,232,002)	(3,221,226)
	35%	34%		33%	29%	33%	32%	35%	0	39%	41%	42%	42%	43%
Fundraising Activity														
Legacy Income	967,103	756,034	211,069	416,239	1,591,533	1,633,641	1,384,194	1,378,125	6,069	1,447,031	1,519,383	1,519,383	1,519,383	1,519,383
Donor Income	1,287,202	1,005,731	281,470	1,219,141	1,168,678	1,900,363	1,638,173	1,624,002	14,170	1,971,900	2,112,696	2,112,696	2,112,696	2,112,696
Fundraising Costs	(614,313)	(644,217)	29,905	(554,835)	(732,467)	(717,595)	(807,171)	(820,567)	13,396	(844,376)	(851,341)	(873,244)	(895,202)	(915,562)
	1,639,992	1,117,548	522,444	1,080,545	2,027,743	2,816,410	2,215,195	2,181,560	33,635	2,574,555	2,780,738	2,758,834	2,736,876	2,716,517
Lottery Income	321,979	350,926	(28,946)	278,461	354,369	386,257	423,522	466,642	(43,120)	438,846	518,575	566,292	615,927	659,436
Lottery Costs	(117,068)	(170,221)	53,153	(245,812)	(229,846)	(330,365)	(158,930)	(233,267)	74,337	(287,814)	(311,451)	(321,788)	(332,438)	(342,516)
	204,911	180,704	24,207	32,649	124,523	55,892	264,592	233,375	31,217	151,033	207,124	244,504	283,490	316,920
Shop Income	1,515,632	1,562,156	(46,524)	1,499,223	1,726,714	1,982,252	2,044,557	2,093,611	(49,055)	2,176,378	2,500,802	2,772,355	2,986,971	3,046,710
Shop Costs	(1,211,031)	(1,244,887)	33,856	(1,207,927)	(1,691,877)	(1,736,183)	(1,637,500)	(1,683,443)	45,943	(1,846,973)	(2,056,303)	(2,229,871)	(2,338,492)	(2,377,993)
	304,601	317,269	(12,668)	291,296	34,837	246,068	407,057	410,168	(3,111)	329,406	444,499	542,484	648,478	668,717
	20%	20%		19%	2%	12%	20%	20%		15%	18%	20%	22%	22%
Support Costs	(294,564)	(298,930)	4,366	(323,802)	(396,259)	(464,175)	(395,353)	(395,283)	(70)	(458,661)	(445,712)	(454,794)	(463,980)	(465,024)
Fundraising Contribution	1,854,939	1,316,591	538,349	1,080,688	1,790,845	2,654,195	2,491,491	2,429,820	61,671	2,596,332	2,986,648	3,091,028	3,204,864	3,237,130
Shortfall before DOC Funding	(178,720)	(895,260)	716,540	(1,481,065)	(1,697,871)	(667,870)	5,588,223	(331,309)	5,919,533	(642,974)	(208,973)	(129,990)	(27,137)	15,904
DOC Funding	0	0	0	0	500,000	0	1,403,334	600,000	803,334	0	0	0	0	0
Contingency Drawdown				1,000,000		1,000,000	500,000			500,000	500,000	0	0	0
Surplus/(Shortfall) for period	(178,720)	(895,260)	716,540	(481,065)	(1,197,871)	332,130	7,491,557	268,691	6,722,867	(142,974)	291,027	(129,990)	(27,137)	15,904

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	Actuals 2025-26	Budget 2025-26	variance	YTD Prior Year	2023-24	Actuals 2024-25	F'cast 2025-26	Budget 2025-26	variance	2026-27	2027-28	2028-29	2029-30	2030-31
Surplus/(Loss) from Operations	(178,720)	(895,260)	716,540	(481,065)	(1,197,871)	332,130	7,491,557	268,691	7,222,867	(142,974)	291,027	(129,990)	(27,137)	15,904
Depreciation	115,494	164,112	(48,617)	148,124	199,165	21,608	71,389	224,028	(152,639)	188,540	224,329	211,849	196,381	180,440
Decrease/(Increase) in Debtors	823,866	573,553	250,314	923,553	(653,890)	(39,436)	945,176	263,987	681,189	(227,408)	49,346	(59,691)	(59,691)	40,309
(Decrease)/Increase in Creditors	(119,105)	(62,052)	(57,053)	(131,259)	(392,610)	86,796	(1,420,381)	(471,688)	(948,693)	(38,773)	(2,657)	4,044	4,127	4,211
Net cash (expended)/ generated by operations	641,536	(219,648)	861,184	459,353	(2,045,206)	401,098	7,087,742	285,017	6,802,724	(220,615)	562,045	26,212	113,679	240,864
Purchase of Fixed Assets	(232,562)	(245,000)	12,438	(34,642)	(312,460)	82,274	(4,549,994)	(515,000)	(4,034,994)	(1,565,000)	(125,000)	(165,000)	(85,000)	(85,000)
Increase / (Decrease) in Cash	408,974	(464,648)	873,621	424,711	(2,357,666)	483,372	2,537,747	(229,983)	2,767,730	(1,785,615)	437,045	(138,788)	28,679	155,864

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Balance Sheet														
Fixed Assets	983,285	977,663	5,621	856,617	970,099	866,217	5,344,822	1,187,747	4,157,075	6,721,282	6,621,953	6,575,104	6,463,723	6,368,283
Debtors	1,274,673	943,755	330,918	1,135,550	2,059,103	2,098,539	1,153,363	1,253,321	(99,958)	1,380,771	1,331,425	1,391,116	1,450,808	1,410,499
Cash at Bank and Investment Fund	4,182,926	3,320,348	862,578	3,715,294	3,290,583	3,773,955	6,311,700	3,645,013	2,666,687	4,526,085	4,963,130	4,824,342	4,853,021	5,008,884
Creditors	(2,010,046)	(1,894,949)	(115,097)	(1,911,096)	(2,042,355)	(2,129,151)	(708,770)	(1,485,313)	776,543	(669,998)	(667,340)	(671,384)	(675,511)	(679,722)
Net Assets	4,430,838	3,346,818	1,084,020	3,796,365	4,277,430	4,609,560	12,101,115	4,600,769	7,500,346	11,958,141	12,249,168	12,119,178	12,092,041	12,107,944

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