

**50 Years of Golden Care**



*Matron and Ward  
Sister at Dougie Mac  
in the 1980's*

## **Annual Report and Financial Accounts 2022–2023**

*Our Strength is Caring. Our Focus is You.*



Compassion



Accountability



Respect



Excellence

**Our Vision is...** to be admired as a centre of excellence for palliative and end of life care.

**Our Mission is...** to respond to the increasing needs of those in our care across our heartland by growing as a sustainable organisation delivering outstanding value for money for all our funding sources and always remaining true to our core values.

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## CEO Report



In celebrating our 50th anniversary this year of the inception of Douglas Macmillan “Home” in 1973, our contemporary hospice, Dougie Mac, continues to exert an exceptional influence on the lives of local people in our community who rely on our specialist, palliative and End of Life care. The occasion of our 50th birthday has enabled our hospice to reflect on our pivotal position in the local health system, but also to look ahead to ways in which we can extend that influence and play an even greater role in the emerging Integrated Care System in Stoke and Staffordshire.





As a financially robust hospice with capital strength to match our reputation for excellent care, Dougie Mac is well placed to spearhead changes which will enhance access to the uniquely patient-centric nature of hospice care. At the core of hospice care is our holistic approach which enables Dougie Mac to help our patients “live with” not just “die of” a terminal illness. Our commitment to holistic, hospice care

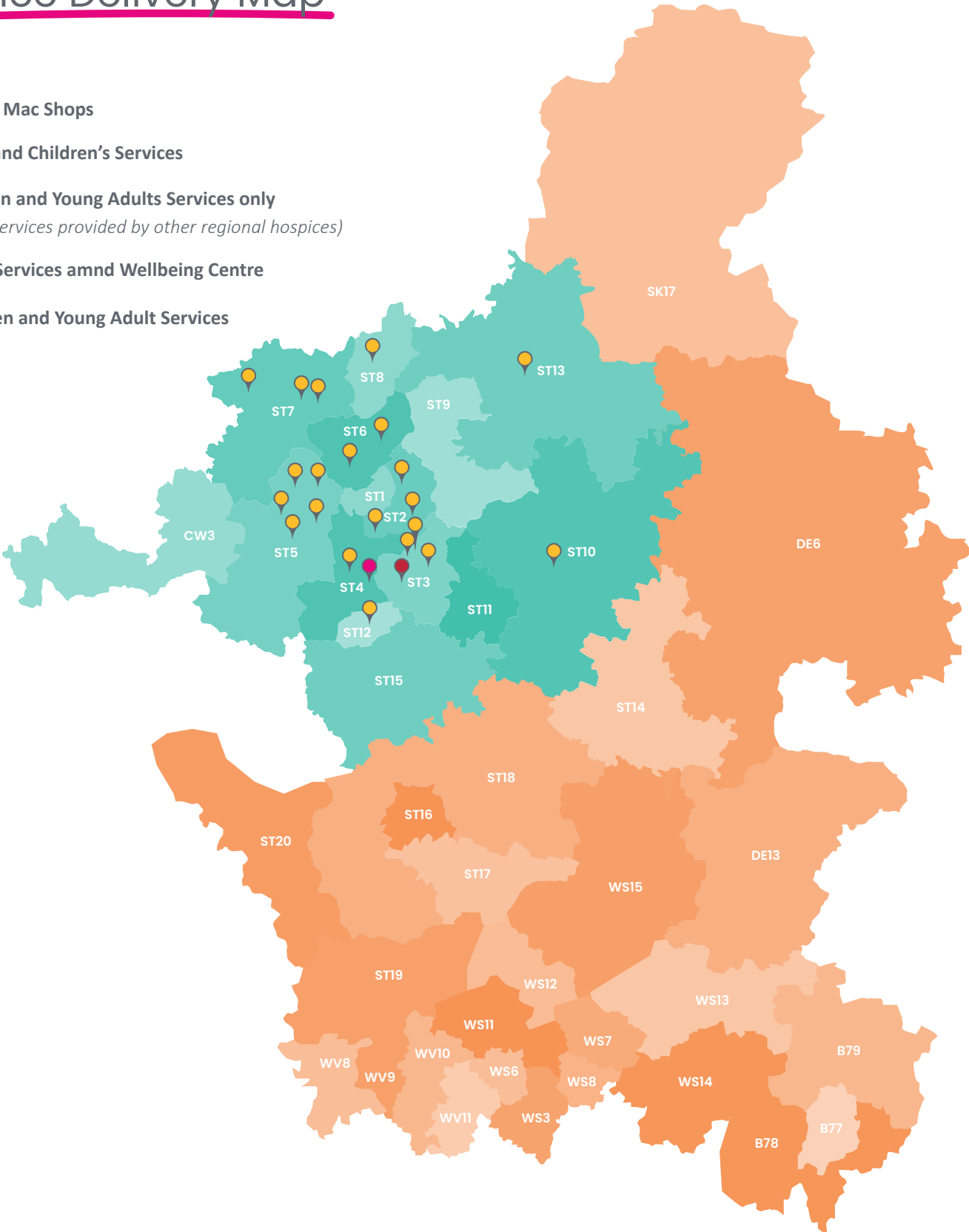
was emphatically demonstrated this year with the relaunch of a suite of Wellbeing Services which had been largely curtailed during the Covid19 pandemic. From group sessions which are available to patients and carers dealing with specific diagnoses (e.g. Motor Neurone Disease and dementia) through to services such as physiotherapy, bereavement counselling, complementary therapies and family support, Dougie Mac has not only emerged with vigour from those Covid19 constraints, but we have modernised and widened our services to reach more people far earlier in their journey of coping with a life-limiting illness.

Consequently, whilst enjoying our landmark celebratory year, we have equipped the hospice, through substantial investment in staffing resources, to forge an even more influential future where more local people can experience the palliative care and End of Life care for which Dougie Mac is rightly renowned.


**David Webster, Chief Executive**

# Service Delivery Map

-  Dougie Mac Shops
-  Adult and Children's Services
-  Children and Young Adults Services only  
*(Adult Services provided by other regional hospices)*
-  Adult Services amnd Wellbeing Centre
-  Children and Young Adult Services



## CQC Latest Results

 Barlaston Road, Blurton, Stoke On Trent, ST3 3NZ  
(01782) 344300  
Provided by: Douglas Macmillan Hospice

**CQC inspection area ratings**  
(Latest report published on 3 February 2015)

Safe	Good 
Effective	Good 
Caring	Good 
Responsive	Outstanding 
Well-led	Good 

**CQC Inspections and ratings of specific services**  
(Latest report published on 3 February 2015)

# Dougie Mac's Story so far...

From our simple beginnings 50 years ago, our staff and volunteers have dedicated themselves to delivering the very best palliative care for incurable conditions to meet the ever-changing needs of the local community.

## 1983

### IN THE COMMUNITY

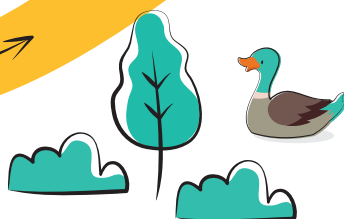
Our **first Palliative Care Nurse Specialists** were appointed to see patients and offer support to more people facing a terminal diagnosis.



## 1973

### WE'RE OPEN

As The Douglas Macmillan Home we cared for **315 patients** in what is now our Inpatient Services for end of life care.



## 1985

### DAY CARE

A new service became operational to offer symptom control and recreational activities. Remodelled in 2023 as Wellbeing Services.



## 1993

### NEW NAME

Douglas Macmillan Home became Douglas Macmillan Hospice – now we're **Dougie Mac**.



## 1998

### MORE SUPPORT

Services for patient wellbeing now include complementary therapies, physiotherapy, counselling and bereavement support, spiritual and social care.



## 1997

### DONNA LOUISE

Local children's hospice Donna Louise Trust was **founded** for families who needed it.



## 20

### HOSPICE

Our inn...  
launched, a...  
to be **care**...  
**homes** in



# 2010

## 24/7 ADVICE

We launched our 24/7 Advice Line to provide patients, carers or healthcare professionals with specialist palliative care advice anytime they needed it.

# 2005

## FIRST CONSULTANT

Appointed to enhance and lead on specialist end of life care.

# 2004

## NOT JUST CANCER

We began to care for patients with other life-limiting illnesses including heart disease, motor neurone disease and respiratory illnesses like COPD.

# 2001

## CARE AT HOME

Innovative service allowing local people to be cared for in their own homes in their final days.

# 2017

## YOU'RE HIRED

We appointed our **first Admiral Nurse** as demand increased for expert, practical, clinical and emotional support for families living with **dementia**.

# 2021

## CHILDREN'S CARE

Dougie Mac took over local children's hospice Donna Louise Trust, now Dougie Mac Children's Services, ensuring children's care continued in North Staffordshire and surrounding areas.

# 2022

## YOUNG ADULTS

Care remodelled for those moving on from children's services taking total numbers cared for by Dougie Mac to **over 3,000**.

# 2023

## WE'RE FIFTY

Thanks to unwavering local support, **Dougie Mac turns 50**, committed to being there wherever and whenever people need us.

**24/7 ADVICE LINE: 01782 344 300**



## Dougie Mac @ 50

In February 2023 we marked the 50th birthday of Dougie Mac Hospice which was officially opened on Valentine's Day in 1973 by Princess Alexandra. It was a special opportunity to celebrate the expert care that we have provided to the community of Stoke-on-Trent, North Staffordshire and surrounding areas for the last 50 years. From small beginnings caring for 315 people in 1973, Dougie Mac has blossomed into a well-respected and much-loved organisation, now caring for more than 3,000 local people and their families each year who are living with life-limiting illnesses.

Our golden celebrations were a whirlwind of memories, celebrations and big plans for the future. We had a variety of events including a spectacular Birthday Ball and a Through the Decades Fashion Show which raised funds for our expert care services as well as a marquee on site at the hospice with lots of events to say 'thank you'; from afternoon teas and pie and pea suppers to business breakfasts and our Songs Through the Decades concert - we really did go all out!



We introduced a new design to our Everlasting Flowers collection to commemorate our 50th birthday. Kindly manufactured by KMF Metal, the limited edition metal celebration sunflower has stunning metallic gold petals contrasted with a black centre featuring cut-out stars.



**2,140** Birthday Event Guests

**1**

Big Marquee



**9**

Venues



**19**



Events

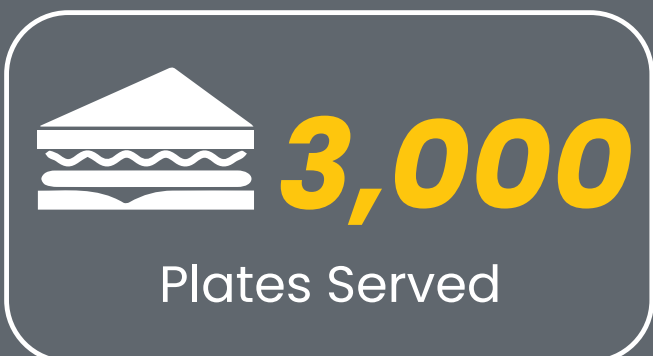
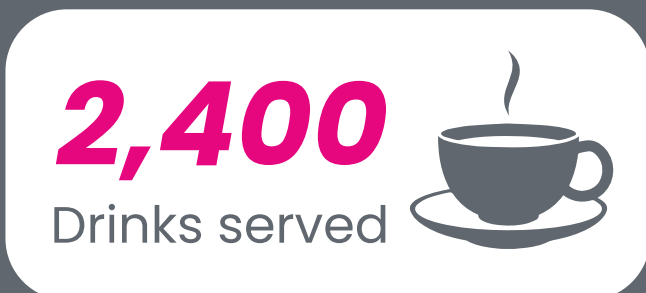
**Unlimited**

thank you





We also launched a commemorative 50th birthday badge which features golden edging and a heart representing our hospice values of care and compassion.



#### THURSDAY 16<sup>TH</sup> FEBRUARY

Thank you event for local solicitors who support our Make A Will Month campaigns

#### WEDNESDAY 22<sup>ND</sup> FEBRUARY

Wine & cheese evening with Jackie Malton for our legators

#### MONDAY 27<sup>TH</sup> FEBRUARY

Afternoon tea for our Dementia patients and carers

#### TUESDAY 28<sup>TH</sup> FEBRUARY

Michelin Chefs Celebration Dinner

#### WEDNESDAY 1<sup>ST</sup> MARCH

Virtual Tour & Thank you to our Trusts and Grants supporters

#### FRIDAY 3<sup>RD</sup> MARCH

Business Breakfast

#### FRIDAY 10<sup>TH</sup> MARCH

Dougie Mac Day

#### FRIDAY 10<sup>TH</sup> MARCH

Through the Decades Fashion Show

#### WEDNESDAY 15<sup>TH</sup> MARCH

Donors Cheese & Wine evening with our Director of Care

#### SATURDAY 18<sup>TH</sup> MARCH

Community Fayre for our neighbours

#### MONDAY 20<sup>TH</sup> MARCH

Cakes & a Cuppa for our community patients and their families

#### MONDAY 20<sup>TH</sup> MARCH

Pie and Pea Supper for our volunteers

#### TUESDAY 21<sup>ST</sup> MARCH

Cream Tea with our CEO for those who have left a gift in their Will

#### WEDNESDAY 22<sup>ND</sup> MARCH

Songs through the decades concert for people who have fundraised for the hospice

#### THURSDAY 23<sup>RD</sup> MARCH

Thank you brunch for volunteers

#### THURSDAY 23<sup>RD</sup> MARCH

Cream Tea for local dignitaries and charitable groups

#### FRIDAY 24<sup>TH</sup> MARCH

Thank you event for our Lottery players

#### FRIDAY 24<sup>TH</sup> MARCH

50th Birthday Ball



In our 50th year we also built on our fantastic partnerships with local businesses including gin school and micro-distillery, Gin Jamboree and local pottery giants, Moorcroft.

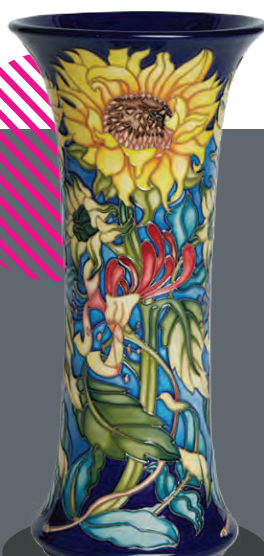
### Gin Jamboree

Made in Staffordshire, Gin Jamboree Distillery lovingly handcrafted this special limited edition gin, served in a keepsake bottle. Infused with British berries, this flavoursome gin is presented in a beautifully decorated Wade Ceramic glazed bottle. 15% from every bottle sold is donated to Dougie Mac.



### Moorcroft

Inspired by Dougie Mac's 50 years of care, local pottery firm Moorcroft created an outstanding commemorative collection of limited edition pieces inspired by the language of flowers. Moorcroft's Floriography Collection uses symbolic meanings to various flowers; words used to describe the hospice such as kindness, compassion and dignity are now encapsulated in a floral design. Every piece from the Floriography Collection will raise much needed funds to run Dougie Mac.



# Dougie Mac Directors

## Chief Executive Officer

David Webster  
CQC Nominated Individual,  
Senior Information Risk Officer



## Director of Income Generation

Karen McKenzie  
Lottery License Holder,  
Data Protection Officer



## Medical Director

Emer Cunningham McKenna  
Caldicott Guardian



## Director of Care

Jannette McCartney  
Registered Manager,  
Controlled Drugs  
Accountable Officer



## Director of HR and Support Services

Cris Hammond  
Freedom to Speak up Guardian



## Director of Finance

Vicki Dean



## Safeguarding

The hospice promotes across all areas that abuse is not acceptable and that safeguarding is everyone's responsibility, this is supported by the Learning & Development team from a training perspective as well as 4 safeguarding leads within our care services who are available for advice.

The hospice commits to promote a safe environment and culture, raises awareness of safeguarding with staff and volunteers, respond promptly to every safeguarding concern or allegation, safely recruit and support all staff who work with children and vulnerable adults and care appropriately for individuals affected by abuse.

A safeguarding working group meets every quarter to ensure safeguarding remains at the forefront of people's minds.

## Research

We're keen to work with local and national health bodies to make advancements in research in life-limiting illnesses and palliative care. During 2022-23, we played an active role in the following research projects:

- 1.** CHELsea II: A cluster randomised trial of clinically assisted hydration in patients in the last days of life. The aim of the study is to assess whether giving patients in the last days of life fluids via a drip is effective at preventing them from developing delirium / terminal agitation.
- 2.** Staff Masters-level research project: Staff experience of LGBTQ+ inequalities in UK palliative care services. A survey of staff and volunteers at the hospice and other regional hospices, aiming to explore LGBTQ+ inequalities, or the perception of inequalities, that staff experience or observe whilst working in palliative care services.

# Governance

Dougie Mac is governed by the Board of Trustees, who are responsible for the Strategy and Governance of the hospice. The Board is supported in its decision-making by the recommendations of 7 Governance Groups (sub-committees). Membership of each Committee varies, with each containing Trustees, Directors and department heads:

## **Investments, Finance & Internal Audit**

Responsible for high-level scrutiny of Dougie Mac's financial and business performance. Ensuring financial statements are accurate; financial controls are in place; internal and external audits are effective; monitoring the hospice's investment portfolio; relieving the financial risk assessment data.

## **People & Values**

Responsible for overseeing all policies and processes relating to Dougie Mac employees, including the application of Dougie Mac's values; monitoring key performance indicators; ensuring that the hospice is managing people issues effectively and ensuring there is an effective annual performance process.

## **Clinical Governance**

Responsible for ensuring that Dougie Mac is compliant with all statutory requirements associated with the services being provided and to provide assurance to the Board of Directors that the hospice has an effective and robust framework for ensuring clinical governance, quality, patient safety and clinical standards.

## **Corporate Governance**

Responsible for overseeing Dougie Mac's sub-committees, promoting, and embedding the highest standards of corporate governance. Ensuring that sub-committees are operating effectively and efficiently and that succession plans are in place.

## **DMH Staffordshire Enterprises Ltd Board**

Responsible for exercising strategic direction and governance for the Dougie Mac shops and associated trading activities, so as to optimise profitability. To ensure proper management systems and processes are in place to comply with legal requirements and reflecting an annual risk assessment of the business.

## **DMH Staffordshire Lotteries Ltd Board**

The purpose of the Board is to exercise strategic direction and governance for Dougie Mac Lottery and associated gambling activities, so as to optimise profitability. To ensure proper management systems and processes are in place to comply with legal requirements and reflecting an annual risk assessment of the business.

## **Information Governance**

Responsible for ensuring the hospice is compliant with all statutory requirements regarding data protection and information security matters and to provide assurance to the Board of Trustees that effective and robust mechanisms are in place.

Following a comprehensive external audit undertaken in March 2022, Dougie Mac were noted as compliant with a good level of assurance that the current processes and procedures in place deliver data protection compliance. The assessment found that our strengths included effective leadership, robust policies and security and comprehensive audit procedures.

# Adult Services



# Inpatient Services

As well as providing specialist care for individuals during the final stages of their illness, we also provide short admission stays for patients who require symptom control to help stabilise their condition before returning home. Our skilled, multi-disciplinary team are on hand 24 hours a day, 7 days a week; providing exemplary personalised care to ensure the safety, comfort and dignity of our patients.

Our Inpatient Unit has 26 single occupancy rooms to maintain the privacy of our patients and their loved ones. All rooms include modern, accessible bathroom facilities, a TV, radio, WIFI connectivity and a patio area which overlooks the hospice gardens and nearby countryside.



Total referrals **326**



**206** patients were admitted for 15 days or less

**60%** of patients referred were admitted within 2 days

During the last year, staff development was a key priority in the Inpatient Services. We recognised the need for specialised development of our Inpatient unit staff and recruited a Practice Development Lead Nurse supported by a Practice Development Facilitator. These appointments help ensure that our staff are prepared to care for the increased complexity of our patients. They support staff and student placements through specialist training, clinical skills sessions, competency development and reflective practice. They are an asset to the hospice and role model for our staff.

We are committed to nurturing our own talent and upskilling our team that's why we introduced a Nurse Associate Scheme at Dougie Mac. We are proud to have 3 Registered Nurse Associates, 1 Trainee Nursing Associate and our very first Nurse Degree Apprentice who all started their time at Dougie Mac as Healthcare Support Workers and are now working towards building on their previous learning and qualifications. Introducing the scheme has been a real success and opportunity for our staff to develop and grow within our inpatient services whilst utilising funding from the apprenticeship levy.

Kindness is a gift that everyone  
can afford to give.

Clarice  
Cliffe

## Sam's Story



In March 2021, Sam was diagnosed with several tumours in his brain. Later in 2021, we were referred to Dougie Mac who helped in turning our dark days a little brighter. Sam was admitted to Dougie Mac's Inpatient Unit in May 2022 and for the first time since his diagnosis, **I felt like his wife again – not just his carer.**

The nursing team were incredible and did everything they could to make me, Sam and our 3 year old daughter Pennie comfortable and happy. They'd visit us on their breaks to check how we all were and surprised Pennie with toys and magic tricks to keep her entertained. Sam even got to have his favourite takeaway when he was craving a burger and chips.

The hospice gave us the opportunity to spend quality time together and make precious memories which I'll treasure forever. Sam died on July 29th 2022 aged just 35.

**The hospice didn't feel like a sad place. It felt like home.**



**– Hollie Cookson, Sam's Wife**





## Community Services

**We are more than just our hospice site...** We're comfort, dignity and compassion wherever our patients need us. That's why we offer care to our community 24 hours a day, 7 days a week. Whether that's over the phone or a visit at home; our community services offer patients more choice about the care they receive.

**Whenever, wherever, we are here for you.**



**24**

hours a day

**7**

days a week



**A large proportion of our care happens in our patients' own homes, with more than 2,000 referrals into our community services team** between April 2022 and March 2023. Several teams work together to ensure that our patients and their families get the right support, at the right time, by the right people. Our team of visiting Palliative Care Nurse Specialists and Senior Healthcare Support Workers work closely with GPs to provide support with complex issues, including unmanaged symptoms and social, psychological and spiritual concerns.

For patients in the last two weeks of their life our Hospice at Home service provides practical support and emotional care for them, their carers and families. **This service allowed more than 90% of patients to die in their preferred place of care, at home, an increase of 13.1% from the previous year.**



## Advice Line

Our advice line operates 24 hours a day, 7 days a week, allowing us to be there for patients and healthcare professionals, over the phone, day or night. During the period from April 2022 - March 2023 our advice line received 10,845 calls, an increase of 72% from pre-covid (2019/2020), with 28% of calls at the weekend or on Bank Holidays.



The advice line has helped me so much, especially in a few “panic” calls I had to make. Very good to know the support, excellent advice and information were always there at any time. Thank you.



**- Family quote**

**10,845** *calls*

**72%**

*Increase from pre covid*

**28%**

*Weekend / Bank Holiday  
calls*

## Admiral Nurses

We employ three Admiral Nurses who are registered nurses who specialise in dementia. They help carers gain the necessary skills to assist with dementia care, promoting positive approaches in living well with dementia and improving the quality of life for everyone involved.

### Gordon's Story

When Gordon Shaw lost his wife of 62 years in 2019, sadly he never really got over the loss. He'd always been pretty fit and healthy, but following a fairly routine operation in October 2021, he never fully recovered and his health began to deteriorate quite quickly. After a short stay in hospital Gordon's family were shocked when he was referred to Dougie Mac. They were aware that their Dad wasn't well, but had never imagined that he needed the care and support of the hospice.



"Initially, and reluctantly, we got in touch with the hospice at home team who arranged fortnightly visits to see Dad at home. Knowing that we had someone we could contact, **no matter what time of day or night it was, was an absolute lifeline.** The team were so reliable – if they said they'd call us, they would, we never had to chase them. The support we all received was great."

"The most important thing for us was that we could all be with Dad, at home, which is where he wanted to be. There weren't any restrictions on who could be there, the whole family, as well as friends and neighbours were able to visit him to say goodbye. **Dougie Mac gave us the chance to be together as a family.**"



– Gordon's Daughters, Liz & Anne

# Wellbeing Services

Wellbeing is an intrinsic positive outcome that is meaningful for each individual patient, their carers and family. Wellbeing integrates mental (mind) and physical (body) health resulting in a holistic rehabilitative approach to care at Dougie Mac. Our Wellbeing Services are an integral internal partner to the Inpatient Services and Community Services.

## Wellbeing Centre

Our vision is to provide an accessible wellbeing programme and centre, striving for an inclusive, informative and beneficial service to our Dougie Mac patients, their carers and families, and external partners supporting people with a life-limiting or palliative illness.

Over the last year, we have re-built our wellbeing programme following the closure of our day therapy services as a consequence of the Covid-19 pandemic.

We have worked hard to build significant relationships with external partners to deliver 23 different groups including a craft club, gardening group, music group and walking club; all of which aim to enhance and boost wellbeing of our patients and their families.

For those who find it difficult to travel to the hospice to access our wellbeing groups, we established 4 additional groups in community centres in Staffordshire to enable us to reach families living in more rural areas.





**We enjoy coming here, we get a lot of answers and reassurance, we enjoy the companionship of others who understand what we are feeling. It helps so much and we hope the group continues. The staff are fabulous.**





## Therapies Team

Our Therapies services include physiotherapy, lymphoedema clinics, complementary therapy and occupational therapy that provide integrated and coordinated rehabilitative therapy to support patient independence and relieve and managed debilitating symptoms associated with a life-limiting illness.

## Emotional and Spiritual Support Team

The Emotional and Spiritual Support Team includes counselling and bereavement support and Spiritual, Pastoral and Religious Care Services and our vision is to provide an inclusive, accessible all-age service, responsive to individual need, integrated across the range of hospice services, understood and supported by staff and volunteers.

## Patient and Family Support Team

Within the Patient and Family Support Team, we support patients and their families with advance care planning, social work and carer support. We aim to empower patients, their carers and families to remain independent and self-manage their condition through promoting choice with specialise psychosocial support, interventions and education.





# Children and Young Adult Services

# Children Services

After caring solely for adults across the area for almost 50 years, we're proud to have added care for children and young adults to our service provision after amalgamating with local children's hospice, The Donna Louise Trust in March 2021.

We provide specialist care and support services for children with life-shortening conditions, due to illness or injury, from birth until they no longer need us.

The hospice is designed to provide a safe, home-from-home environment for the children, young people and their families we support.

Our comfortable and spacious hospice, based at Grace Road in Trentham, is superbly equipped with facilities to meet the various needs of our children and young people and to create treasured memories.

Caring for a child with a life-limiting condition can put incredible demands on families – both physically and emotionally. Supporting these families helps them to feel that they are not alone, and also empowers them to make confident decisions and plans regarding their child's care.

We understand the importance of making wonderful, cherished memories. Spending quality time as a family is just as important as taking that well needed break. Our aim is to help make every moment count for the families we support.

Our multidisciplinary care team of children's nurses, care support workers, social workers, doctors, physiotherapists, counsellors, play and music specialists provide holistic, emotional, psychological and spiritual support for the children, their parents and siblings.

new referrals  
increased by



**249**



families  
supported  
by our family  
liaison team

**68**



bereaved  
family  
members



**67**

families supported by  
our social work team

**86**

families supported  
by our counsellors

The year saw a focus on our family and sibling services. We offered a range of activities and support for brothers and sisters, including fun sessions at the hospice and fantastic days out to local attractions. We encourage siblings to build friendships, as being with others who are experiencing similar issues to them can be a great support.





At the start of 2023, we opened our new cinema room, kitted out with a 3m wide screen, surround sound, a twinkling starlight ceiling and acoustic panelling. With space to accommodate wheelchairs and beds, plus seating for friends, family and carers, every aspect of the room was generously donated by Together for Cinema. The room means that we now have a safe, comfortable space where families can relax, enjoy a film and make memories together.

End of life care and bereavement support is a priority for our children's care team. They work alongside families to ensure that their wishes are at the centre of our care provision. Providing a calm and comfortable environment for the family to be together is vital.

**You all have a special place in our hearts; you're incredible people making incredible changes to lives like ours.**

# Young Adult Services

Following commencement of day opportunities in 2021, Spring 2022 saw us welcome 3 young adults for a 2 night stay respite stay in our purpose built Young Adult Unit. Our respite stays have provided support to families and the opportunity for our young adults to experience freedom and social time with their peers...which of course involved parties, lots of parties! Since then, the service has continued to grow and we now regularly see 3 – 5 young people enjoying respite stays in their own private rooms.

Renovations took place to transform an unused space in the Young Adult Unit in to a sensory room filled with lights, colours, sounds and soft play items to spark young imaginations and create moments of fun. The project was funded thanks to generous donations from an auction of fantastic prizes including staycations and Robbie Williams memorabilia.

A group of our young adults formed a quiz team and now enjoy testing their general knowledge at the local pub quiz every Sunday. This has been vital in supporting our young adults to participate in activities that other young people also enjoy as well as ingratiating them into everyday life outside of the hospice.

A special highlight for the Young Adult Team was supporting a young adult into their own accommodation. With little support from their family or external service providers, they were completely dependent on us for support during this transition. We were also able to help the young adult furnish their new apartment with items sourced from our charity shops.

Christmas is always a special time of year at the hospice and in December 2022, we hosted our Christmas Party Extravaganza where we invited all our young adults for some festive fun, accompanied by reindeer, alpacas and Father Christmas!





# Support Services

The following functions all play a vital part in supporting the hospice to deliver its services. They work across all departments to enable them to fulfil their aims and objectives.

## Reception

Our friendly reception team are the first people visitors to the hospice meet. Manned by 4 staff and 27 volunteers, the adult services reception is open from 8am-8pm daily, while the children's service reception is open weekdays 8.30am-4.00pm.

As well as greeting guests, the reception team also field all incoming calls from families, healthcare professionals, supporters and suppliers; totalling more than 40,000 calls in the last year!



Adult Services Reception



Children's Services Reception



# 4,368 hours

*manning reception at our Adult Services*

# 2,080 hours

*manning reception at our Children & Young Adult Services*



You are the first point of call, that lovely welcome smile and your kind words that firstly helps the start of a precious day with your loved one. The moment that helps you get through each day.



## Best Companies

Its official - in 2023 we were incredibly proud to have been awarded the prestigious **BEST COMPANIES** 3 star accreditation. Based on employee feedback, this accolade demonstrates that our staff feel valued, engaged and proud of where they work. After ranking as a 2 star 'outstanding' company for thru last 3 consecutive years, one of our strategic aims was to achieve the 3 star **WORLD CLASS** accreditation in our 50th birthday year... and we did it!

As if 'world class' wasn't enough, we also featured on 3 of the Best Companies 2023 Q3 league table list too.



To be recognised as one of the top performers in our sector was an outstanding achievement for Dougie Mac - especially in our 50th birthday year.



*in the UK's*  
**Top 25** *Large Companies*  
*To Work For list*



*in the West Midlands*  
**Top 25** *Companies*  
*To Work For*



*Charities best*  
**organisation To**  
*Work For list*

## HR

Our workforce of 447 members of staff pride themselves on living the hospice values of Compassion, Accountability, Respect and Excellence.

### Investors in Excellence

We were the first hospice in the UK to be recognised as an 'Investor in Excellence' by performance improvement, development and growth specialists; Investors in Excellence.



We have been working in partnership with IiE for six years, and their expertise has illuminated so much to help our fantastic team, becoming part of our DNA and giving staff and volunteers the recognition they deserve for delivering an exceptional service for patients and their loved ones.



### Disability Confident

We achieved Disability Confident Level 2 making us a disability confident employer. This means we offer a guaranteed interview to those applicants who qualify under the 'Disability Confident' scheme and committed to supporting people with disabilities back into the workplace through making reasonable adjustments as well as supporting those people who become disabled whilst employed by the hospice.

**56% Care** **20% Retail**  
**15% Support Services**  
**9% Income Generation**

### Staff Awards

The annual Dougie Mac Awards recognises the hard work and achievements of our team. From clinical care to income generation, we endeavour to celebrate our employees who show their unrelenting commitment and excellence as recognised by their peers.

Being recognised by your colleagues for being a hospice hero and living the hospice values is the most humbling experience.



# Information Technology

With information technology developing at a fast pace it was time to look for a replacement patient database for our Adult Services. A few contenders made the short list, however the contemporary functionality of SystmOne put it as first choice. Working closely with Learning & Development and a wider project team to implement, SystmOne will enable us to become more efficient and will improve accessibility to our clinical patient data.

Currently in the early stages, the project's aim is to implement a fully fit for purpose system which will support all the needs of our clinical teams, maintaining and ensuring the safety of patients as well as making information accessible and reportable to evidence the impact each clinical service has.

## Telephone System Update

The Dougie Mac telephone system had been in place for over 11 years meaning the hardware was well outdated. Connecting both hospice sites and our retail network was super important and meant that we needed a cloud-based system. Following extensive research 8x8 matched our needs, its model used functionality means staff no longer needed a desk phones to make or receive calls, compatible headsets and mobile devices now connect our organisation like never before.

On average each month

**30,000** calls are  
**made or received**



DougieMac

## Facilities

We had an exceptional year recycling waste products at both our hospice sites, mainly thanks to improved staff training and awareness of the types of products we can recycle.

None of our waste is sent to landfill, instead 96% is recycled, with the remaining 4% being incinerated.

we produce **370** tonnes of waste and offset **40,559** tonnes of carbon over **12** months.

### Catering

Patients, relatives, staff and volunteers have access to fresh home-cooked meals around the clock across both of our hospice sites. Our catering team support patients who have difficulty eating by making special meals on request as well as going the extra mile to provide refreshments and cakes for special occasions. We also use the fruit and vegetables grown in our gardens to make hearty soups and our traditional Staffordshire lobby! We were also proud to maintained 5 star hygiene ratings across both sites too!

**13,042**  
patient meals  
prepped in a year

### Gardening

The Royal Horticultural Society presented Dougie Mac with a Level 5 (Outstanding) Neighbourhood Award for our beautiful gardens which are loved by our staff, patients and visitors.

### Fire Safety

The hospice's fire safety processes and strategies have been greatly improved thanks to increased spending and a focus on staff training and awareness. The Facilities teams have particularly focused on compliance within our children and young adult facilities.

The improvements we've made have been recognised and acknowledged by Staffordshire Fire Service.



**5,012**  
were bulbs planted  
in Dougie Mac's garden



# Learning & Development

As a hospice we recognise that our staff are our most valuable asset, we believe that nurturing and growing our own workforce is vital and we do this in many ways.

Clinical and non-clinical training and education is provided by a range of specialist staff including Specialist Adult & Paediatric Nurses, Medics, Practice Development Nurses, Non-clinical subject matter experts and external training providers.

We continue to provide staff with a blend of face-to-face and digital learning solutions which we evaluate regularly, this includes access to recordings of learning sessions such as: Parkinson's Journey; a day in the life of sessions; energy efficiency and many more.

Our face-to-face sessions covered a range of topics including sessions focused on health & wellbeing. With over 40 topics delivered, these included: Learn CPR, Dementia Tier 1, cultural care, menopause support for staff and managers, it's your funeral, calming the chattering mind and Microsoft Excel & Macros.

We are also proud to maintain the skills of our Mental Health First Aid Network, First Aiders, Fire Marshals, & Domestic Abuse Champions. Our focus in 2023 is to implement a foundation, intermediate and advanced communication skills framework which will be delivered internally.

We provide staff with in-house Maths and English functional skills sessions to prepare them for future development opportunities. The apprenticeship levy is one of the ways we upskill our staff this includes courses such as: Business and Administration, Nursing Associate including a Degree Nurse Top-up, Finance & Accounts Assistant, Senior Leader Masters, Customer Service, HR and L&D Associate, Healthcare support worker Level 3 & 4 with many more available to us.

**In Quarter 4 our Mandatory Training compliance average was**

# 91.92%

**We had more than**

# 2,226

**continuous professional development (CPD) hours**



# Finance

Over the last year, Finance worked closely with Learning and Development to recruit a Finance Apprentice to support with finance tasks.

## Jasmine's Apprenticeship journey Q&A

### Where did you study your apprenticeship?

I started my apprenticeship in January 2022 at Newcastle-under-Lyme College.

### Why did you choose a finance apprenticeship?

Having previously studied mathematics, business studies and accounting at college I knew I had an interest in numerical subjects. The apprenticeship allowed me to gain a qualification while remaining in employment.

### What studying alongside working looked like?

Wednesday was my dedicated college day then I worked 4 days a week at Dougie Mac putting my learnings into practice.

### Why did you choose Dougie Mac?

My mum has worked at the children's services for a few years. She saw that Dougie Mac were recruiting a Finance Apprentice and suggested I apply. She has always spoken highly of the Dougie Mac and it sounded like a lovely place to work. **The idea of working for an organisation that is so beloved within the community was very appealing.**

### What have you enjoyed most about working at Dougie Mac?

The hospice work hard to ensure you feel like you're an important part of the organisation. It's so easy to feel like you're just a number when you work for a large company but at Dougie Mac you feel like your work makes a difference and is valued and that's really important to me.

### What have you learnt that you have been surprised by?

During my apprenticeship I was required to research business topics that were specific to the hospice. This gave me an insight to the work that the hospice does and helped me to understand the role that the hospice plays within the local community. I was surprised at the outreach the hospice has and the wide range of services that they offer. I didn't expect that the apprenticeship would help me to understand my job role more and allow me to see how my role aids the success of the organisation.

### How valuable has doing an apprenticeship been?

Before my apprenticeship I struggled to write reports and essays which would later be necessary in my job role. As I have been out of college for over 12 years, it was initially very difficult to get back into the amount of reading and writing that was expected of me when I began. Before I began my job in finance I had no experience writing emails so going from that to writing many emails a day and having to write in a professional tone was difficult. I am now confident in my writing ability and I have gained invaluable experience with researching topics for essays.

### What is your job title now and what does your role involve?

My job title is now Accounts Assistant after passing my final exams earlier this year. I assist with the purchase ledger side of the accounts and I'm responsible for entering and coding purchases made by each department in the hospice.

**9,499** donor letters | **1,185,000** Coins Counted  
Banking services reviewed to minimize cost and maximize interest

## Housekeeping



Our housekeepers maintain our high standards of cleanliness in every area of both hospice sites, from the offices of our administrative staff and Inpatient Services, to family living spaces and visitor facilities.

Between them, the team work 426 hours each week - that's 22,152 hours per year. By following strict cleaning procedures they keep our sites and equipment clean, ensuring effective systems are in place to prevent and manage potential infections.

This year the team have been testing products that reduce the need for ready-to-use spray bottles. They now use high concentration, but lower, more accurate dosage methods, which means that much less packaging is required and less water is used during production. The overall results are reduced waste and minimal impact on the environment.

## Volunteer Services

As we began to come out of restrictions imposed by COVID-19, we were eager to have our volunteers return to the hospice. Following Government guidance, we were able to build our Volunteer Team back, albeit with around 40% less volunteers than our pre-pandemic numbers.

We celebrated Volunteers Week at Hanley Park in May 2022. Over 100 people attended and enjoyed canapés, fizz, brass band music, finally being able to socialise again.

After speaking to our volunteers, we realised many of them, particularly those who no longer volunteered for us, were feeling lonely and isolated. We therefore launched a monthly over 55's social group; where volunteers past and present could pop in for a chat and a brew. This group has allowed some great friendships to be formed.

We were excited to re-launch our corporate volunteering program, allowing employees from local businesses to donate their time and volunteer in our shops, gardens or more adhoc roles such as leafleting.

This gave our corporate volunteers the opportunity to see how we raise our income and understand the impact of the care we deliver. A significant number of the corporate groups we had join us following lockdown had been working from home and hadn't seen their colleagues in person for months and so thoroughly enjoyed interacting with their team again.

Whilst we continued to re-build our Volunteer Team, we also explored other ways to support short-term volunteering opportunities and helping people back into volunteering and work. This included welcoming a small group of Ukrainian refugees to volunteer in our shops to help them integrate into British life and learn English.

We have also welcomed two students from a local SEND college under their supported internships program which enables students with Autism to get experience of working, with the ultimate aim to live independently.



Pat Jones  
Volunteer



## Marketing & Communications

Our Marketing & Communications Team provides all press, PR, digital marketing, supporter database administration and graphic design for external marketing and communications to maximise the generation of funds for Dougie Mac and promote its care services.

It was an exciting and busy year for Marketing & Comms – spearheading 50th birthday celebrations for supporters, staff and volunteers all while continuing to utilise a variety of creative content to reach and engage our supporters from direct mail campaigns to storytelling and targeted advertising.

We were excited to expand our graphic design function inhouse to ensure focus and efficiency when creating a whole host of materials for the different teams across the hospice; ensuring Dougie Mac's brand stood out from the crowd.

Another highlight for the team was the successful bringing together of two supporter databases following Donna Louise being taken over by Dougie Mac in 2021. A lengthy project of checking, matching and merging began to update thousands of supporter records; completed in January 2023 the project added more than 39,000 new records into Dougie Mac's supporter database.



[www.dougiemac.org.uk](http://www.dougiemac.org.uk)



/DougieMacHospice



/DougieMacStoke



/DougieMacHospice



/DMHospice



**33,183**

database updates



**8,000**

Website clicks



**708**

new Facebook  
followers



**over  
75**

Press & Radio  
features

## Virtual Tour

We also gave people a unique opportunity to step inside the hospice with our 360 virtual tour. By making sure the tour is accessible digitally allows patients, service users and their families to view facilities from the comfort of their own home and to help them feel more at ease and comfortable with the surroundings when they use our services or stay with us. The hospice building and grounds have changed a lot in our 50 year history, but what hasn't changed is our dedication to delivering specialist care for our local community.

**Step inside and take a tour of our hospice services:**  
**<https://my.360picture.uk/tour/dougie-mac>**



# Income Generation

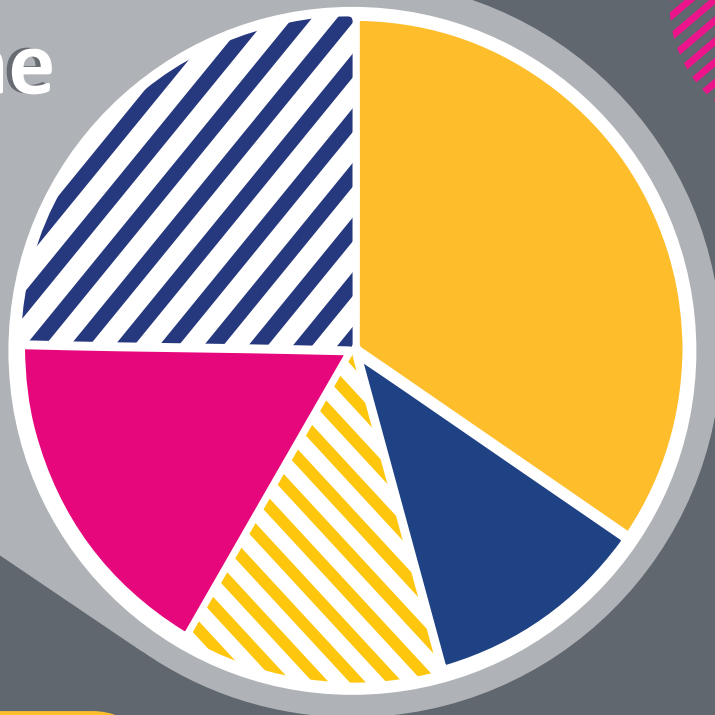
People are at the heart of all we do



# How we raise money

Thanks to the remarkable generosity of thousands of **people**, we are able to continue to deliver the very best palliative care for incurable conditions to adults, children and young adults - when they need it, where they need it and what they need. **76% of the total income received in 22/23 came from donated income and trading activities.**

## Donated Income



**Total donated in 22/23**     **£13,391,911**



Fundraising Events

**£1,680,074**



Donations & Gifts

**£3,310,253**



Legacies

**£2,272,732**



Lottery

**£1,495,779**



Retail

**£4,633,073**

# Fundraising Events – £1,680,074

Last year our community supporters, business partners, philanthropic groups, local schools and friends raised a staggering amount of money. However, it's not just the amount of money raised that's staggering, it's the imagination, determination and dedication of our volunteer fundraisers too. Events ranged from Bongo Bingo to sky dives, bike rides to murder mystery nights, marathons to cake sales, a head shave to a bed push. Some local businesses even pledged to raise 50k to match our 50 golden years of care, some people even attempted to break world records... the list is endless, as is the enthusiasm and willingness of **people** to raise money for us.

Additionally, Dougie Mac's own fundraising staff welcomed over 2,000 **people** to their annual events; 2 Golf days, a Moonlight Walk, the Llangollen Bike Ride and 2 Balls.

## PLUS - one of the highlights...

Michelin teamed up with Lunar restaurant chef entrepreneur Niall Keating to host a gourmet dinner for Dougie Mac foodies who with celebrity chefs Simon Rogan, Tom Barnes, Lisa Goodwin Allen and Tom Sellers created a fabulous 7 course menu. All served on Wedgwood china, showcasing the culinary extravaganza at the stunning World of Wedgwood, Barlaston.



**419** fundraising activities  
organised by members of the  
community raising more than  
**£170,000**



**135**  
guests

more than  
**£45,000**  
raised





Katie's Mum, Gloria, was diagnosed with breast cancer which later spread to her lymph nodes. Treatment to beat the cancer resulted in Gloria losing her hair. Keen to support Gloria through her journey, Katie decided to shave her own hair to raise awareness as well as more than **£3,000** for Dougie Mac.

## Children & Young People

We launched a new initiative in September 2022. Our aim - to educate and inform future generations about Dougie Mac and invite them to take part in one of our innovative and exciting fundraising activities designed specifically for children and young people. Schools and other education establishments warmly welcomed Dougie Mac trained staff and volunteers in the early months and the initiative continues to gain momentum.



## Business Partnerships

The support of **people** from our local business community was crucial in 2022/23 and it really did make a difference to the care we provided. The value of these partnerships with business owners, leaders and their employees was not just measured by company financial donations and fundraising activities either. Support came in many other ways too. Companies gifted their products and services either free of charge or at substantial discounted rates; many employees volunteered as part of their working day and lots also filled bags of their own unwanted items for us to sell in our charity shops.

In June 2023 we held a Business Partnership Awards Lunch to celebrate the successes of the previous year and say a huge thank you to our highly valued business partners. Please take a look at the award categories, winners and commendations on page 45.

## Partnership Awards

### Bronze – Support between £5k up to £10k

Altecnic Ltd  
bet365  
DJH Mitten Clarke Ltd  
DPD  
Fine Ceramic Transfers Ltd  
Huler  
KDM Events

Pastel Solutions Ltd  
Pinkstones Toyota  
Plumbing Solutions  
QPS Print  
LA International  
Neida Products Engineering Ltd  
O'Neill Patient Solicitors LLP

Stoke City Community Trust  
Stoke on Trent Repertory Theatre  
Terraces Menswear  
W. Moorcroft Ltd  
360 Picture Solutions UK Ltd

### Silver – Support between £10k up to £15k

Charles River Laboratories  
Currie Young

Parogon Group  
Tinsdills Solicitors

### Gold – Support between £15k up to £20k

Cable Services Ltd  
Fiskars UK Limited

Geens Chartered Accountants  
Harrison Carloss

### Platinum – Support between £20k up to £50k

Asda Lymedale Distribution Centre  
Barratt & David Wilson Homes NW  
Carmountside Crematorium  
Eurostar Global Electronics  
H Brown & Son Recycling Ltd  
Hanley Economic Building Society

### Palladium – Support exceeding £50k

KMF Precision Sheet Metal Ltd  
Lunar  
New Look Distribution Centre  
TIP Trailer Services Ltd

## Recognition Awards

### Corporate Volunteering Award

**Winner** Charles River Laboratories

### Scratch Card Sales Award

**Winner** Foaming Quart  
**Commendation** Dougie Mac Shops  
**Commendation** Double Tree by Hilton,  
Stoke on Trent

### Trailblazer Award

**Winner** Carmountside Crematorium  
**Commendation** Brampton Recruitment  
**Commendation** Lunar

### Collection Box Award

**Winner** The Card Shop  
**Commendation** Grahams Chemist  
**Commendation** Bradeley Village Stores

### Will Writing Champion Award

**Winner** Lichfield Reynolds  
**Commendation** Beeston Shenton  
**Commendation** Clowes & Co

### Best Supplier Award

**Winner** Stoke Repertory Theatre  
**Commendation** W Moors and Son Ltd  
**Commendation** CCS Media Ltd

### Charity Champion Award

**Winner** Janice Furnival,  
TIP Trailer Services Ltd  
**Commendation** Lara Peacock,  
Charles River Laboratories  
**Commendation** Mitch Brown,  
H Brown & Son Recycling Ltd

### Extra Mile Award

**Winner** Fine Ceramic  
Transfers Ltd

### Best Business Partnership Award 2022/23

**Winner** TIP Trailer Services Ltd  
**Commendation** Eurostar Global Electronics  
**Commendation** KMF Precision Sheet Metal Ltds

### Milestone Award – exceeding £100,000

TF Solutions Ltd

### Milestone Award – exceeding £250,000

Hanley Economic Building Society  
KMF Precision Sheet Metal Ltd

# Donations and Gifts – £3,310,253

**People** truly are at the heart of all we do and how we raise money to keep doing what we do.

Making a personal donation to Dougie Mac is second nature to so many **people** – it is just what our kind, generous and dedicated supporters do. Last year despite the cost-of-living crisis almost everyone experienced, **people** did not falter in their support for Dougie Mac – they just kept on giving.

Our core individual giving income streams remained almost constant. **People** continued with their regular monthly donations; our one-off appeal Time to Care was well supported. 2,982 **people** decided to ask for funeral donations in lieu of flowers, over 3,030 people sponsored a light on the Hospice Christmas tree, 534 **people** rounded up their payments and gave a little extra when purchasing from our Gift Guide and 6,489 **people** re-donated the sales of their preloved items given to Dougie Mac Shops to sell.

Gift Aid is an often-forgotten vital source of income and last year 38% of our donors told us they paid tax by making a Gift Aid Declaration, which allowed us to reclaim 25% of their personal donations from HMRC.

**£438,714** *giftaid it*  
Income from Gift Aid



There are a multitude of ways that **people** can and do make donations to Dougie Mac but generally for the same reason – in memory of a loved one who has been cared for by Dougie Mac.

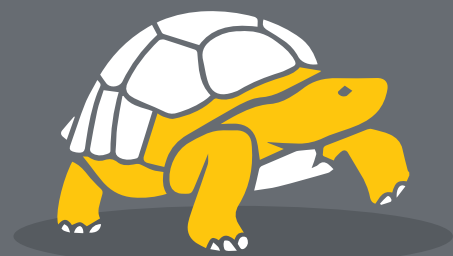
## Trusts & Foundations

Trusts and Foundations based across the UK and overseas contribute to the donations we received too.

Last year the size of each donation from each philanthropic organisation ranged from £100 to £1m. Their grants and gifts helped with our revenue costs and also funded the purchase of much needed equipment; hair and beauty equipment for young adults, 3 Oska Regis reclining chairs, 2 specialist beds, 5 syringe pumps and garden items.

## Legacies

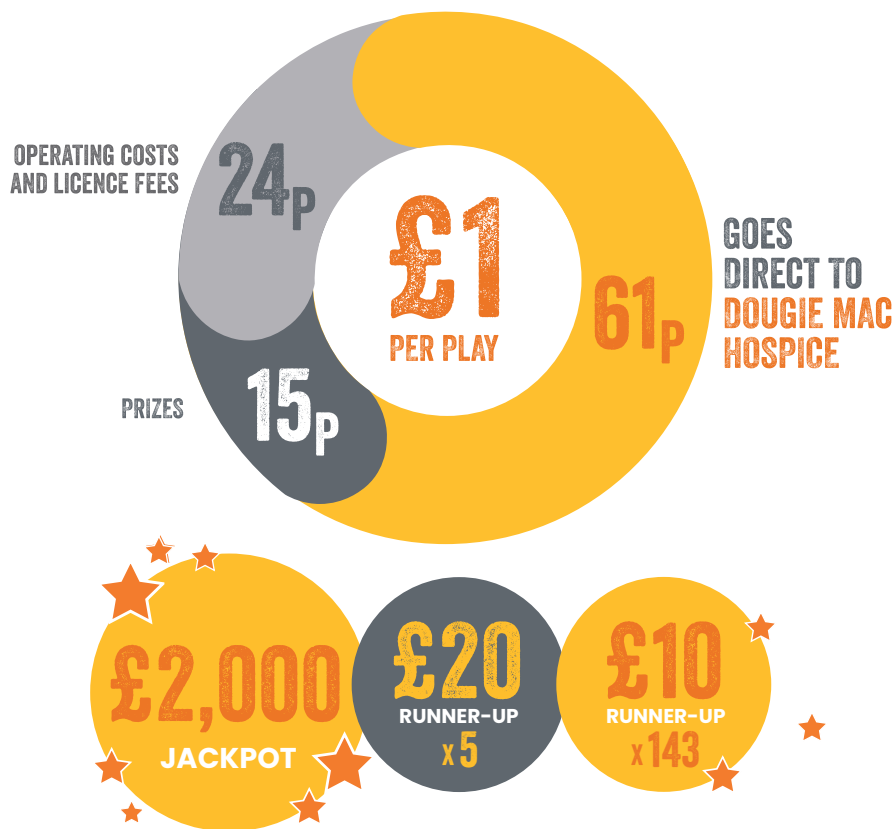
Last year 85 **people** remembered Dougie Mac in their will and left a gift to the hospice. Each legacy is appreciated and we recognise the kind thoughts and sentiments that lie behind the gesture to leave a legacy to Dougie Mac.



As well as money, we were also left 10 houses, the contents of 5 houses, 1 car, many pieces of jewelry and, much to our surprise, a parakeet and tortoise – the former items were all sold to raise money. The latter were found new owners to continue to lovingly care for them.

# Lottery – £1,495,779

The 1st draw for Dougie Mac weekly lottery took place in 1996 and the number of people playing the Lottery has consistently and steadily grown year on year. To become one of our most reliable and dependable income sources. In March 2023 18,286 **people** played our weekly lottery, each paying £1 each week for each number they had in the draw. The percentage of the proceeds gifted back to the charity is one of the highest in the UK, significantly higher than many other lottery household names.



Our players tell us though it's not really about winning, that's a bonus - it is about feeling part of Dougie Mac and knowing by playing the Dougie Mac Lottery you make a difference to the lives of many local people, children, young adults and their families and friends.

Although last year 3,445 people signed up to play, cancellation rates have averaged 14%, which keeps our small hardworking administration team very busy!

Recruiting new people to play the Dougie Mac Lottery takes dedication and tenacity – last year our Lottery Promotions team made hundreds of telephone calls, stood in workplaces, public areas and supermarkets, knocked on thousands of doors and delivered countless leaflets to promote our weekly lottery and sign up the big-hearted people of Stoke on Trent, Newcastle, Staffordshire Moorlands and surrounding villages. Lottery promoters like Kevin (pictured) are vital to the continuation and success of the weekly Dougie Mac Lottery.





## Did you know?

In our Weekly Draw we have...



Chances to Win



Numbers in the draw



# £23,099

Prizes re-donated

Other Gambling Products



Raffle Tickets sold

# £23,593



Donations from 2 Raffles



# 20,858

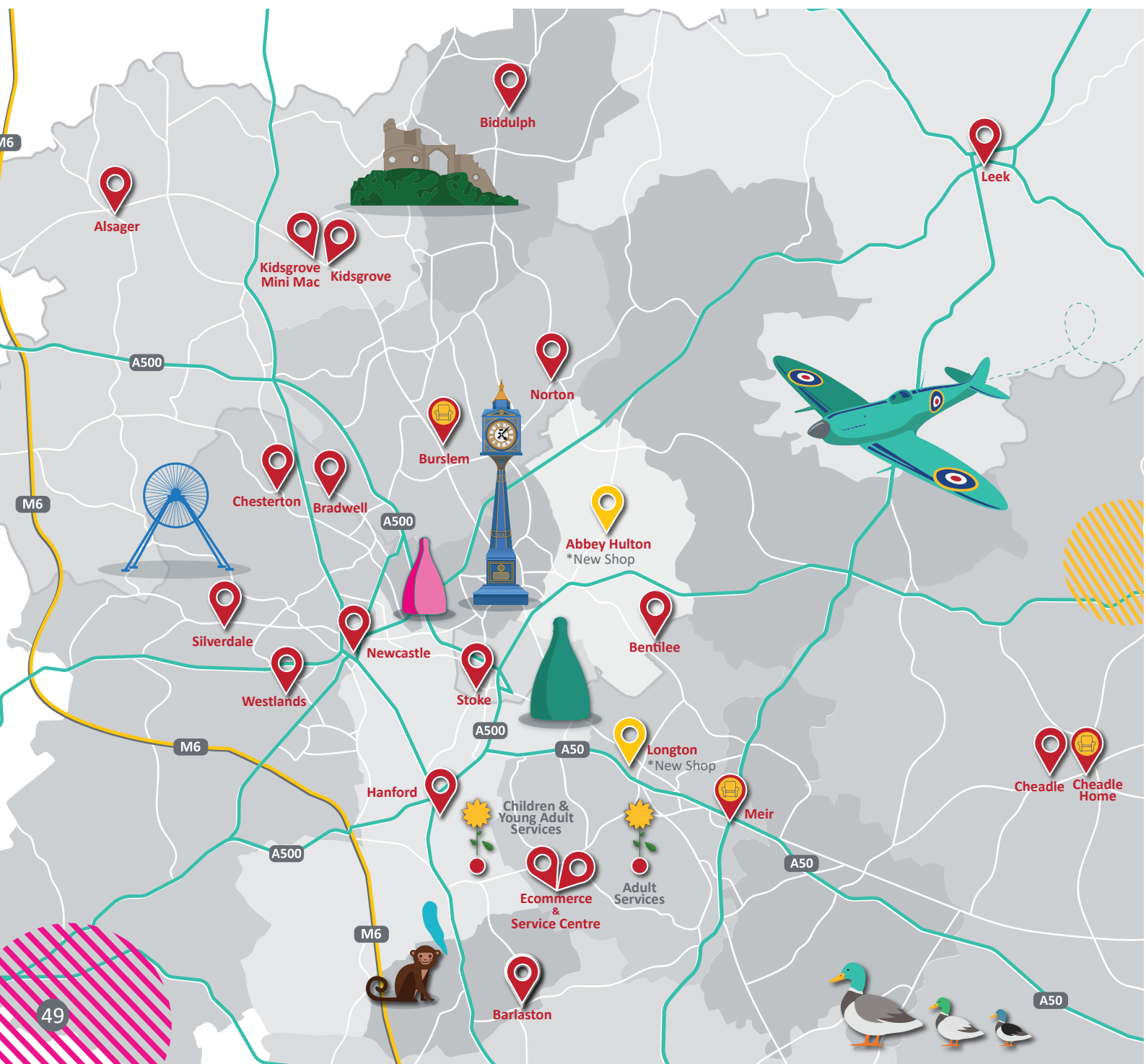
£2 scratch cards sold

# Retail – £4,633,073

We opened our 21st Shop on 2nd November 2022 in Abbey Hulton. The local community welcomed us with open arms, **people** volunteered to help, donated items to sell and shopped with great gusto.

Dougie Mac Retail has grown significantly year on year and now generates more than a third of the total non-statutory income. We have a team of 78 staff and 453 volunteers across 21 shops, a Recycling Centre, an E-commerce Shop and a Central Operational Support Hub/Office.

They exemplify how teamwork makes the dream work. It really is astounding that from 1 shop which opened in 1994 on Piccadilly, Hanley, we have become one of the largest chains of retail shops in the area. This last year has been better than ever, all shops have had record breaking results outstripping previous year's sales - we could not do this without our kind donors and our loyal and generous customers. We endeavor to provide an excellent customer and donor experience. We pride ourselves in being the best charity retailer on the high street and in local communities and villages. All thanks to our brilliant staff and volunteers who every day show real passion and determination in the face of an increasingly challenging retail environment.





Team  
of the Year  
2022/23  
nominated by  
Hospice Staff.



Profitability



Kilos kept out of Landfill



**95%**

Waste is recycled  
and reused



Hours Volunteered



People volunteer

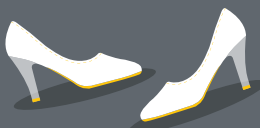


Volunteer till  
transactions



**1,856,459**

Donated  
items sold



Av. price of an item

# What's Next...

As our Dougie Mac @ 50 strategy came to an end in March 2023, the last 50 years were suitably celebrated. The future is bright as we embark on the hospice's next 3 year strategy.

Our strategic goals include:

Develop **environmental sustainability** approach in all areas of the hospice

Expand our response to the intensifying need for **dementia support**

Continue to **integrate** our **children and young adult services** to widen their impact

**Recruit, retain** and **develop** a compassionate, committed workforce

**Tackle inequality** in accessing specialist, end of life care

Continue the **growth** of our **Wellbeing Services**.

**Reinforce** our **financial stability** with effective cost management and income generation





Dogie Mac Hospice would like to sincerely thank everyone who donated, fundraised, volunteered or supported the hospice for the last 50 years.

Your generosity ensures the hospice is there to provide the very best specialist care to our local community when they need to.

# Thank you

# Trustees' Report & Financial Statements

For the year ended 31st March 2023



## DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

### REFERENCE AND ADMINISTRATIVE INFORMATION

#### FOR THE YEAR ENDED 31 MARCH 2023

Douglas Macmillan Hospice is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

#### Officers

The current Trustees (Directors) and those who held office during the financial year to 31st March 2023 are listed below:

Mr D Platt (Chair)	Mrs S Evans (Vice Chair)
Mr K Brown	Mrs J Miller
Mrs J Neyt	Mrs M Rathbone
Ms L Rowley (resigned 11 August 2023)	Dr J Sissons
Dr E Slade	Mr T Stanway
Mrs K McKenzie	Mrs J Warren (appointed 16 November 2022)
Company Secretary	Mr D Webster
Chief Executive Officer	Mr D Webster
Director of Care	Mrs J McCartney
Director of HR & Support Services	Mrs C Hammond
Director of Income Generation	Mrs K McKenzie
Director of Finance	Mrs V Dean

#### Legal and Administrative Information

Company Number	3615904
Charity Number	1071613
Registered Office	Barlaston Road Stoke-on-Trent ST3 3NZ
Auditors	Geens Limited Chartered Accountants Graphic House 124 City Road Stoke-on-Trent ST4 2PH
Solicitors	Tinsdills Limited Hays House, 25 Albion Street Hanley Stoke-on-Trent ST1 1QF

## DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

### TRUSTEES' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2023

As Chairman of the Board of Trustees of Douglas Macmillan Hospice it is my great pleasure to present the Annual Report and Audited Financial Statements for the financial year ended 31 March 2023, on behalf of the hospices' Trustees who are also Directors of the charity for the purposes of the Companies Act 2006.

In celebrating our 50<sup>th</sup> anniversary in 2023 of its inception in 1973 "Dougie Mac" can claim to have had a formidable influence on the lives of many local people in our community who rely on our specialist palliative and end of life care. Reflecting on this landmark moment in the history of our hospice has enabled Trustees, staff and volunteers to not only celebrate our growth and our successes but to look ahead to an even more influential future. The turbulence in the NHS is well documented and as a financially robust hospice with capital strength underpinning our reputation for excellence in care, Dougie Mac is well placed to support our Integrated Care System in providing greater access to patient-centric palliative and End of Life care for which our hospice is renowned.

This theme of investing in our future is a major characteristic of the attached Financial Statements where the accumulated reserves of the previous two financial years have enabled Dougie Mac to expand our resources and enhance our clinical services. We have recruited more staff and devoted significant funds to strengthen our preparedness for the future. This is entirely intentional and does not diminish our financial resilience in any way. On the contrary as Trustees we have a responsibility to ensure that funds donated to Dougie Mac are allocated to the enrichment of our charitable purpose. Two examples of this service-expansion are particularly vivid; firstly, we have invested in the extension of our suite of Well Being services which had been curtailed during the Covid 19 pandemic. This reflects our commitment to holistic care and in operational terms means that more group sessions are available to patients living with a terminal illness (e.g. Motor Neurone Disease and Dementia) and a wider range of therapies are available for all our patients (e.g. physiotherapy, family support, counselling, complimentary therapies and lymphoedema). Secondly we have further invested in our childrens and young adult services, so that our "single hospice" ethos is reinforced and the very specialist nature of the care delivered via these services can be augmented with higher numbers of specialist staff. It is fitting and poignant that in our 50<sup>th</sup> anniversary year Dougie Mac is expanding to deliver an even greater impact in the years ahead.

To conclude this has been a truly remarkable year for Dougie Mac, glancing back at our illustrious history while getting ready to seize future opportunities. We are of course hugely reliant on our wonderful employees at the hospice, whose compassion and commitment invariably shines through, and on behalf of the Board of trustees and our Executive Directors I feel privileged to thank them and pay tribute to their magnificent work. I am particularly delighted to do so in my final year as Chairman of the Trustee Board. During 2023 Dougie Mac reached a new peak in employee engagement, cementing our determination to be a great place to work. For several years Dougie Mac hospice has sought to enhance employee engagement by participating in the Best Companies Survey. Our vision, mission and values focus on excellence in everything that we do and so it is logical to utilise Best Companies, who are recognised as engagement specialists to help us measure and enhance our employee engagement. During 2023 we reached an exceptional standard of employee engagement when we were awarded a 3 star accreditation, defined as a "world class" organisation to work for, and the highest accreditation available. This is testimony to the dedication and commitment of our staff, and shows the extent of values-driven focus on excellence across our hospice in which the Board of Trustees are immensely proud.

I have enjoyed the role of Chairman immensely and feel proud of our superb achievements during my tenure, but I am certain that Dougie Mac will continue to flourish and to spearhead the hospice care culture that is unique and much cherished.

## FINANCIAL REVIEW

In the wake of the profound challenges posed by the COVID-19 pandemic and amidst a prevailing cost of living crisis, these financial results evidence the resilience and adaptability of our hospice. This report reflects the diligent efforts of our organisation in navigating a post-COVID landscape, where uncertainties and complexities continue to impact the healthcare industry.

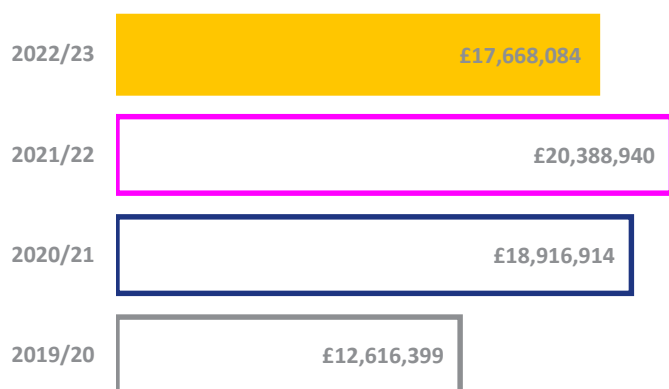
Despite these arduous headwinds, our financial performance has demonstrated remarkable stability and progress. Through prudent fiscal management and a dedicated workforce, we have not only weathered the storm but have also positioned ourselves for future growth and sustainability.

Income for the year ended 31 March 2023 fell by 13% with a variety of increases and decreases across the range of Dougie Mac income streams.

Statutory income from the local Integrated Care Board (ICB) remained relatively static at £2.9 million (2022:

£2.8 million) whilst funding to support the COVID-19 pandemic ceased. Investment income rose by 46% due to a compendium of high quality investments and a well-diversified investment portfolio, bank account interest rose exponentially as a result of rising interest rates; will we continue to see this upward trend? As we move through 2024 it is predicted that interest rates will peak towards the end of Q3.

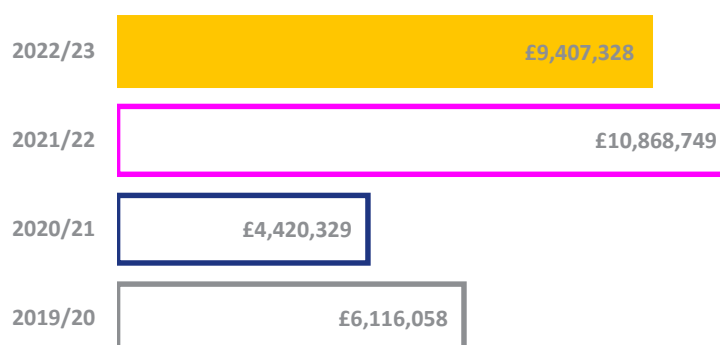
### Total Income



Household budgets continue to be squeezed amid soaring inflation with society experiencing financial hardship forcing them to change their spending habits. Luckily for the Dougie Mac, our community of loyal and devoted donors and businesses have continued to support with their donations and gifts; 2022/23 saw just a 7% reduction in donated income.

Legacy income (Note 2) at the end of March 2022 included accrued legacy income of £1.8 million, the comparable figure for March 2023 was £1.4 million, a reduction of 22%; Legacy income received throughout the financial year was in line with budgeted pipeline expectations.

### Contribution to the Hospice from raising funds



During 2022/23 Dougie Macs Retail business continued its pandemic bounce back with record breaking trading levels throughout the year. Income from commercial activities rose a staggering £1 million to £4.6 million, an impressive increase of 28%.

This year's results highlight the continuous incline of the hospices Retail trading income; our 21 shops have shown hearty resilience and robustness in a period of economic downturn, as shoppers seek more affordable options.

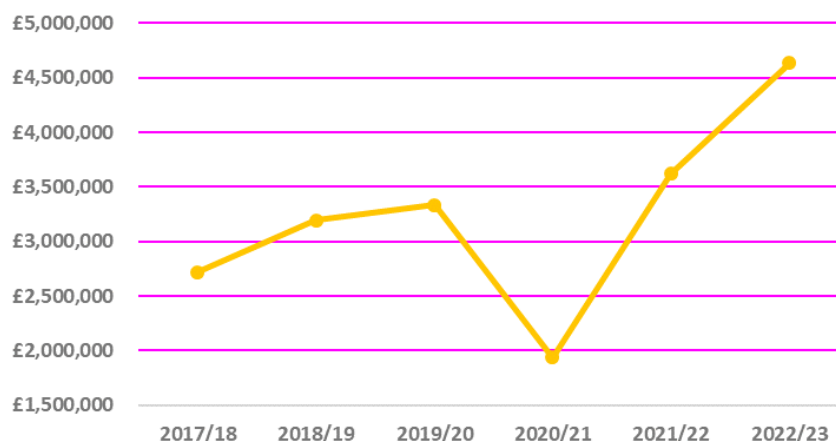
Unfortunately the year also saw a significant increase in costs across all outlets; staff costs soared by 28%, operational costs rose by 24% and Retail premises costs increased by 19%. Positively, the majority of the increase was linked to growth, however unavoidable surges in costs like energy and fuel disappointingly impacted profitability.

Recycling income and online trading continue to grow; with charity ecommerce flourishing, there is plenty of scope for further expansion. A recent relocation of these operations to a 19,500 square foot premises will ensure all unsaleable donated items are responsibly recycled and development of our online business can blossom.

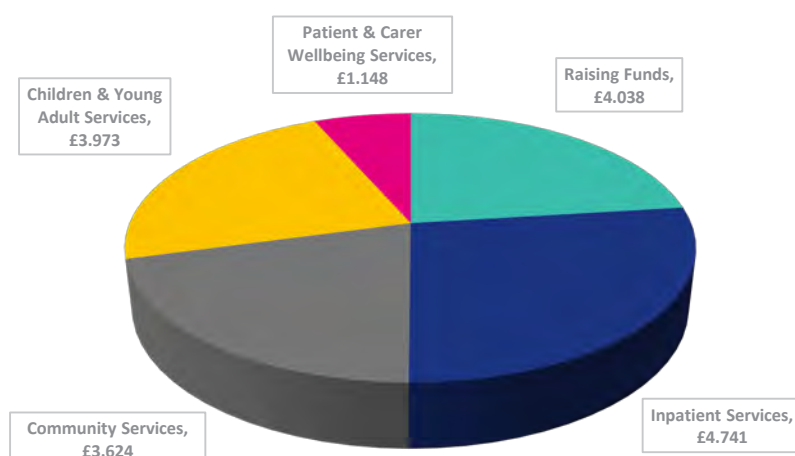
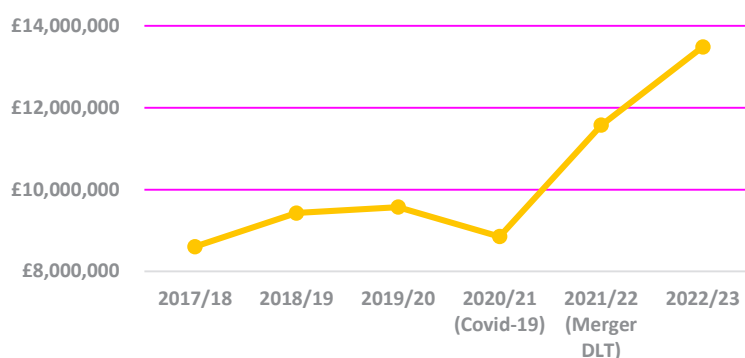
Against a backdrop of escalating costs in all areas, our unwavering commitment to negotiating and controlling expenditure has yielded commendable results, all whilst maintaining the highest standards of patient care.

In 2022/23 76% (2023: £13.2 million / 2022: £11.3 million) of expenditure was allocated to staff resources, of which 71% were employed within our clinical services.

### Dougie Mac Retail Income



### Expenditure on Clinical Services



Total Expenditure (in Millions)

This investment in our staff aims to bolster our ability to provide outstanding quality of care to more of the people within our community.

Of course this investment must be balanced with our ability to increase donated funding, a strategic approach is needed to ensure income generation keeps pace with expenditure, allowing us to sustainably grow our clinical services effectively.

## DEFINED BENEFIT PENSION SCHEME

The actuarial gain in the pension fund is £0.5 million and is shown in the Statement of Financial Activities. The defined benefit pension scheme value stated in the balance sheet is £nil (2022 – liability £707,000). This is the value recommended by the scheme actuary in the pension valuation report. Movements in the pension schemes assets and liabilities and its impact on the hospice's financial position is monitored closely by the Hospice Trustees and also by the Trustees of the Federated Pension Scheme for the Douglas Macmillan Hospice.

## GREENHOUSE GAS EMISSIONS, ENERGY CONSUMPTION & ENERGY EFFICIENCY

As a local charity with our community at its heart, we are committed to minimizing the environmental impact of our work, being a greener charity and developing our environmental and sustainability strategy.

### Dougie Mac Retail

Developing a practical and achievable environment strategy for our Retail business has involved the evaluation of many procedures within our charity shops, our focus is targeted towards the following five environmental priorities for the next three years:

1. Source and sell sustainable and eco-friendly products whenever possible
2. Implement energy-efficient practices in our stores for example, use LED lighting
3. Minimise waste by promoting recycling and encouraging customers to bring or buy reusable bags
4. Source and engage suppliers who adhere to ethical and sustainable practices
5. Consistently monitor our carbon footprint and identify ways to reduce emissions

This year we have focused on improving and achieving a wide variety of improvements across our 22 sites including:

- Increasing Retail income by 28% from £3.6 million in 2022 to £4.6 million; 87% of our income is generated from selling second hand donated goods at affordable prices
- Ensuring our bespoke Christmas card range meets FSC standards
- An ongoing rolling programme to install LED lighting throughout our Retail network alongside three energy compliance audits per year to identify ongoing issues and improvements
- The introduction of branded reusable bags with a shelf life of 3 years, we no longer purchase plastic carrier bags; our online sales packaging is a combination of recycled plastics and paper based alternatives to bubble wrap
- Making the switch to using eco-friendly cleaning supplies
- The use of computer software to plan and monitor safe and economical driving
- Relocation of our in-house Recycling Centre to a 19,500 square feet unit designed to underpin our quest to an environmentally friendly sustainable future

### Energy Saving Opportunity Scheme

The Energy Savings Opportunity Scheme is a mandatory scheme requiring large UK businesses (250+ employees) to report on their energy use and identify possible ways to use less energy. Good progress has been made towards preparing the hospices latest ESOS detailed report as we edge towards the end of phase 3. The report will summarise our latest energy audit in which all the energy consumed between October 2022 and September 2023 is collated. The deadline for the report is June 2024 and we plan to enlist the services of an independent carbon management company to assist.

So far, for the period April 22 to March 23, we have collated the data linked with providing our clinical services for children, young adults & adults and also the energy consumption within our Retail business. Using the Governments Greenhouse Gas Reporting conversion factors 2022, we have then calculated the environmental impact of these areas in tonnes of CO<sub>2</sub>e. Overall, it is estimated that these services combined produce 339 tonnes of CO<sub>2</sub>e each year. The environmental impact of the Dougie Macs supply chain will be assessed in the ESOS Phase 3 report.

Location	Activity	Activity Data	Activity Data Units	Carbon conversion factors	Carbon footprint in kg CO2e
Children, Young Adult & Adult	Electricity	627,345	kWh	0.19	119,196
Children, Young Adult & Adult	Gas	772,669	kWh	0.18	139,080
Community	Clinical Services Travel	102,980	Miles	0.24	24,715
22 Retail premises	Electricity	280,815	kWh	0.19	53,355
22 Retail premises	Gas	17,202	kWh	0.18	3,096
Total kg CO2e					339,442
Total tonnes CO2e					339

## OUR STRATEGIC VISION

The strategic priorities for Dougie Mac have recently been updated following the successful completion of those contained within the “DMH@50 Strategy”. 2023 – 2026 will focus on the following objectives, playing its part within the local health system, one that is perpetually under pressure. The next three years will see the Hospice seize every opportunity to expand, influence and play a more vigorous role in the emerging plans for palliative care delivery.

## OUR STRATEGIC OBJECTIVES

1. To increase our impact by enhancing responsive and equitable access to all our clinical services, growing patient numbers evidenced through a series of KPI's
2. To stress our commitment to holistic care by expanding our Wellbeing services, embedding rehabilitative palliative care and enabling earlier access to hospice care
3. To achieve our organisational Vision of being regarded as a centre of excellence for palliative and end of life care by developing our clinical and medical staff to the highest standard of competence and attitudinal strength
4. To achieve and retain a Care Quality Commission (CQC) rating of Outstanding
5. To work collaboratively without diminishing our independence, and using our strong reserves to spearhead innovation
6. To capitalise on our “all age” hospice status by extending the reach of our children's service and our young adults service, via resource investments throughout 2023 / 2024

## STRUCTURE AND GOVERNANCE

### Board of Trustees

The Board of Trustees is the governing body that administers the charity, sets the strategy, formulates policy and assesses procedures and risk management. The Board meets regularly and the trustees are directors of the company but none of the trustees has a beneficial interest in the company and all are unpaid volunteers.

### Trustee Recruitment, Appointment and Induction

The existing trustees of Douglas Macmillan Hospice are empowered under the Articles of Association to elect new trustees at our Annual General Meeting and to make co-options at any other time. Succession planning for trustees is an important dimension of governance as is a blend of skills in the Board of Trustees, so new trustees are recruited in a variety of ways including external advertising and previous interest in and involvement with the Hospice. Additionally potential new trustees are invited to attend Board meetings as an observer to assist them on deciding whether to agree to a nomination as a trustee. New trustees receive a full induction programme over an extended period, including briefings with senior executives and visits to the various parts of the organisation to gain an appreciation of the mosaic of aspects which contribute to the success of Douglas Macmillan Hospice.

### Subcommittees of the Board of Trustees

To assist in the smooth running of the charity the Board is supported by seven subcommittees each of which meets at appropriately regular intervals and are chaired by a member of the Board. These subcommittees are:

- ❖ Investments, Finance & Internal Audit (IFIA)
- ❖ People & Values (P&V)
- ❖ Clinical Governance & Professional Standards (CGPS)
- ❖ Corporate Governance (CG)
- ❖ DMH Staffordshire Enterprises Ltd Board (DMHSEL)
- ❖ DMH Staffordshire Lotteries Ltd Board (DMHSL)
- ❖ Information Governance (IG)
- ❖ Safeguarding

The trustees on each subcommittee have relevant interests and skills to ensure that they enhance the work of that committee. A scheme of delegation is in place so that day to day responsibility for the affairs of the charity, including all operational matters, rests with the Chief Executive Officer and the Executive team, which currently comprises:

- ❖ Chief Executive – David Webster
- ❖ Director of Care – Jeanette McCartney
- ❖ Director of Income Generation – Karen McKenzie
- ❖ Director of HR & Support Services – Cris Hammond
- ❖ Director of Finance – Vicki Dean

Both DMHSEL and DMHSL develop commercial activities to support the charity and each covenants its surplus to the charity, and results are included within the Consolidated Financial Statements.



## Risk Management

Governance of Douglas Macmillan Hospice is underpinned by a transparent culture of risk evaluation and risk management, enabling the Board of Trustees to consider all risks, both stated and emerging, and fulfil their responsibility for risks faced by the charity. A risk register identifies the potential and actual risks, their nature, likelihood and impact and then outlines the measures taken to mitigate those risks. Trustees review the risk register formally at Board meetings as well as assessing and updating it at appropriate subcommittees. The main risks that the charity faces are:

### a) **Financial Sustainability**

This is mitigated by our robust fundraising strategy; built over many years of successful expansions of donated income, and by cultivating excellent relationships with statutory funding partners in the local health economy.

### b) **Reputation**

The Hospice is held in high regard by local people and stakeholder partners and has been so for 50 years but protecting and polishing our reputation requires mitigating actions, notably in ensuring that all our systems, processes and support lead to the successful recruitment retention and development of outstanding people.

### c) **Recruitment**

A nationwide difficulty in recruiting registered nurses with the potential to hamper expansion plans. Recruitment initiatives, timely succession planning alongside well considered training and development plans will enable us to nurture our own talent. A strong people culture that focusses on our CARE values along with competitive pay, an attractive working environment and a person centred well-being programme will assist in retaining the calibre of staff required to deliver our strategic objectives.

### d) **Governance**

Shortcomings in our evidencing of high standards of internal governance and robust evidence based decision making could damage the reputation of the hospice and potentially diminish the support of our local community. To mitigate this risk we are governed by a high performing Board of Trustees and Directors committed to extending the 50 year record of success at the DMH. A well-constructed infrastructure of sub-committees and subsidiary boards, fully aligned to the hospice strategy, also protects the charity.

## Reserves Policy

Reserves are held to ensure that the charity has the ability to withstand any unforeseen drops in income, and to provide capital for future strategic growth, recognising that access to external capital is very limited. The Board of Trustees is satisfied that the current level of reserves provides an adequate buffer against risks that cannot be negated by other means, whilst underpinning the strategic plan for the future of the hospice.

## Remuneration Policy

The People & Values subcommittee, which reports to the Board of Trustees, oversees all matters relating to executive remunerations and staff pay and benefits. External benchmarks and local market rates of pay are used as comparatives so that the Hospice can attract and retain high quality staff in both clinical and non-clinical roles. An annual appraisal process is in place to evaluate job performance at an individual level across the organisation.

## Disabled Persons Policy

In terms of employment, the Hospice gives full and fair consideration to applications for employment from disabled persons, it is also committed to becoming more disability confident ensuring that disabled people, and those with lifelong health conditions, have the opportunities to fulfil their potential and realise their aspirations. We support the ongoing training and development of persons disabled prior to appointment or who become disabled following appointment.

## Fundraising standards information

We maintain the highest standards of practice in fundraising activities by:

- ❖ Complying with all relevant law, regulations and codes of practice
- ❖ Registering with the Fundraising regulator
- ❖ Employing suitably qualified and experienced fundraising staff
- ❖ Treating the information that supporters provide us with in line with our Privacy Policy
- ❖ Never selling or sharing supporters personal information to a third party
- ❖ Maintaining clear governance and management controls for the legal, safe and transparent raising of funds from a diverse range of sources
- ❖ Providing policies and guidance for working with supporters who are in vulnerable circumstances
- ❖ Having clear rules for when donations are returned to donors
- ❖ Seeking to engage with a diverse community of supporters; and
- ❖ Preparing a report on fundraising activity, including a quarterly summary of complaints and action taken to address them

## Trustees Responsibilities in Relation to Financial Statements


The charity's trustees, who are also the directors of Douglas Macmillan Hospice for the purposes of company law, are responsible for preparing a trustees annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK generally accepted accounting practice).

Company law requires our trustees to prepare financial statements for each 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 applications 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 Statement of Recommended Practice (SORP)
- ❖ Make judgements and accounting estimates that are reasonable and prudent
- ❖ State whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material expenditures disclosed and explained in the financial statements
- ❖ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time, the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the



group, and hence take 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 in the charity's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from that in other jurisdictions.

In so far as the trustees are aware at the time of approving our trustees' report there is no relevant audit information of which our auditor is unaware, and trustees have taken all steps that they ought to have taken to make them aware of any relevant audit information. It is customary to place a resolution at our AGM proposing the appointment of Geens Ltd as our auditors and trustees will do so in the knowledge stated above.

Approved by the trustees on 18 September 2023 and signed on their behalf by:



**David Platt**  
**Chairman of Board of Trustees**

**Opinion**

We have audited the financial statements of Douglas Macmillan Hospice and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the 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 Financial Reporting Standard 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 parent charitable company's affairs as at 31 March 2023, and of the group's incoming resources and application of resources, including its 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 group and parent charitable company 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.

**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 parent charitable company'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' annual 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 incorporating the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustee's report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified 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 62, the trustees (who are also the directors of the charitable company 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 parent charitable company'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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above. To detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

As part of our planning process:

- we enquired of management the systems and controls the charity has in place, the areas of the financial statements that are most susceptible to the risk of irregularities and fraud, whether there was any known, suspected or alleged fraud. the charity did not inform us of any known, suspected or alleged fraud.
- we obtained an understanding of the legal and regulatory frameworks applicable to the charity. We determined that the following were most relevant: the Charity SORP, FRS 102, Charities Act 2011, Companies Act 2006.
- we considered the incentives and opportunities that exist in the charity, including the extent of management bias, which present a potential for irregularities and fraud to be perpetuated, and tailored our risk assessment accordingly.
- using our knowledge of the charity, together with the discussions held with the charity at the planning stage, we formed a conclusion on the risk of misstatement due to irregularities including fraud and tailored our procedures according to this risk assessment.

**DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DOUGLAS MACMILLAN HOSPICE**

**FOR THE YEAR ENDED 31 MARCH 2023**

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The key procedures we undertook to detect irregularities, including fraud, during the course of the audit included:

- identifying and testing journal entries and the overall accounting records, in particular those that were significant and unusual.
- reviewing the financial statement disclosures and determining whether accounting policies have been appropriately applied.
- reviewing and challenging the assumptions and judgements used by management in their significant accounting estimates.
- assessing the extent of compliance, or lack of, with relevant laws and regulations.
- assessing the validity of the classification of income, expenditure, assets and liabilities between unrestricted and restricted funds.
- obtaining third party confirmation of material bank balances.
- documenting and verifying all significant related party balances and transactions.
- reviewing documentation such as charity board minutes for discussions of irregularities including fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable 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 charitable member's trustees 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Karen Staley FCA (Senior Statutory Auditor)**  
**for and on behalf of Geens Limited**

18<sup>th</sup> September 2023

**Chartered Accountants**

Graphic House  
124 City Road  
Stoke on Trent  
Staffordshire  
ST4 2PH

**Statutory Auditor**

## DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
(Including consolidated income and expenditure account)  
**FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £ 2023	Total funds £ 2022
<b><u>Income:</u></b>						
Donations and legacies	2	1,664,268	3,964,732	7,673	5,636,673	7,530,201
Charitable activities	3	3,954,376	-	-	3,954,376	5,851,037
Other trading activities	4	7,808,926	-	-	7,808,926	6,584,059
Investment income	5	263,346	-	-	263,346	104,028
Other	6	4,763	-	-	4,763	319,615
<b>Total income</b>		<b>13,695,679</b>	<b>3,964,732</b>	<b>7,673</b>	<b>17,668,084</b>	<b>20,388,940</b>
<b><u>Expenditure</u></b>						
Costs of raising funds	7	4,038,271	-	-	4,038,271	3,245,511
Charitable activities	8	12,219,671	1,265,715	-	13,485,386	11,575,470
<b>Total expenditure</b>		<b>16,257,942</b>	<b>1,265,715</b>	<b>-</b>	<b>17,523,657</b>	<b>14,820,981</b>
Net gains/ (loss) on investments	17	(436,546)	-	-	(436,546)	123,550
<b>Net income / (expenditure)</b>		<b>(2,998,809)</b>	<b>2,699,017</b>	<b>7,673</b>	<b>(292,119)</b>	<b>5,691,509</b>
<b>Transfers between funds</b>	25/26	1,763,622	(1,763,622)	-	-	-
<b>Other recognised gains and (losses)</b>						
Actuarial gain on defined benefit pension schemes	21	528,000	-	-	528,000	902,000
<b>Net movement in funds</b>		<b>(707,187)</b>	<b>935,395</b>	<b>7,673</b>	<b>235,881</b>	<b>6,593,509</b>
<b>Reconciliation of funds:</b>						
Fund balances brought forward		10,372,343	17,384,720	90,745	27,847,808	21,254,299
<b>Fund balances carried forward</b>		<b>9,665,156</b>	<b>18,320,115</b>	<b>98,418</b>	<b>28,083,689</b>	<b>27,847,808</b>

All of the above results were derived from continuing operations. All gains and losses recognised in the year are included above.  
The notes on pages 70 to 87 form an integral part of these financial statements.

## DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

## CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2023

		Group		Charity	
	Notes	2023	2022	2023	2022
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	16	9,000,864	9,001,074	9,000,864	9,001,074
Investments	17	8,699,788	9,153,108	8,699,792	9,153,112
		17,700,652	18,154,182	17,700,656	18,154,186
<b>Current assets</b>					
Stocks	18	9,034	4,588	-	-
Debtors	19	1,980,676	3,441,324	1,980,435	3,971,211
Cash at bank and in hand		9,664,979	8,199,130	9,492,769	7,322,106
		11,654,689	11,645,042	11,473,204	11,293,317
<b>Creditors: amounts falling due within one year</b>	20	(1,271,652)	(1,244,416)	(1,131,266)	(922,361)
<b>Net current assets</b>		10,383,037	10,400,626	10,341,938	10,370,956
<b>Total assets less current liabilities being net assets excluding pension liability</b>		28,083,689	28,554,808	28,042,594	28,525,142
<b>Defined benefit pension scheme liability</b>	21	-	(707,000)	-	(707,000)
<b>Net assets including pension liability</b>		28,083,689	27,847,808	28,042,594	27,818,142
<b>Funds</b>					
<b>Income funds</b>					
Restricted funds	25	98,418	90,745	98,418	90,745
Unrestricted funds:					
Designated funds	26	18,320,115	17,384,720	18,320,115	17,384,720
Other charitable funds		9,665,156	11,079,343	9,624,061	11,049,677
<b>Total funds excluding pension reserve</b>		28,083,689	28,554,808	28,042,594	28,525,142
Pension reserve	21	-	(707,000)	-	(707,000)
<b>Total funds</b>		28,083,689	27,847,808	28,042,594	27,818,142

The Trustees acknowledge their responsibilities for complying with the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved by the Board on 18<sup>th</sup> September 2023 and agreed on their behalf by:



Mr D Platt - Chairman

The notes on pages 70 to 87 form an integral part of these financial statements.

## DOUGLAS MACMILLAN HOSPICE (A COMPANY LIMITED BY GUARANTEE)

## CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2023

		Group		Charity	
	Notes	2023	2022	2023	2022
		£	£	£	£
<b>Net cash provided by operating activities</b>	28	1,969,259	5,431,630	2,674,073	5,399,700
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		263,346	104,028	263,346	104,028
Purchase of property, plant and equipment		(606,765)	(268,363)	(606,765)	(268,363)
Proceeds from sale of property, plant and equipment		-	-	-	-
Proceeds on sale of investments		4,882,731	(3,591,669)	4,882,731	(3,591,669)
Purchase of investments		(5,042,722)	1,758,184	(5,042,722)	1,758,184
Net cash used in investing activities		(503,410)	(1,997,820)	(503,410)	(1,997,820)
<b>Change in cash and cash equivalents in the reporting period</b>		1,465,849	3,433,810	2,170,663	3,401,880
<b>Cash and cash equivalents at the beginning of the reporting period</b>		8,199,130	4,765,320	7,322,106	3,920,226
<b>Cash and cash equivalents at the end of the reporting period</b>		9,664,979	8,199,130	9,492,769	7,322,106

The notes on pages 70 to 87 form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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**1 Accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**1a) Basis of preparation**

The financial statements have been prepared in accordance with the Charity's memorandum and articles of association, the Charities Act 2011 and the Companies Act 2006 and "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 2019)". The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

These group financial statements consolidate the results of the charity and its wholly owned subsidiary undertakings for the year ended 31 March 2023 on a line by line basis. The trading results of the subsidiary undertakings are shown in note 13.

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

**1b) Fund accounting**

Unrestricted funds 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.

**1c) Income recognition**

All income is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Gifts in kind donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. Where estimating the fair value is practicable upon receipt it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impracticable to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

Fixed asset gifts in kind are recognised in full when receivable and are included at fair value.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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**1 Accounting policies (continued)**

**1c) Income recognition (Continued)**

Legacies are recognised when both entitlement to receive the income has been established and when it is probable that the income will be received. Receipt is assessed to be probable when there has been grant of probate, and the executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy. Legacies are measured at the fair value of income receivable based on available information.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Investment income is earned through holding assets for investment purposes such as shares. It includes dividends and interest. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest is recognised using the effective interest method and dividend income is recognised as the charity's right to receive payment is established.

**1d) Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the expenditure incurred related to fundraising activities and the costs relating to the trading subsidiaries;
- Expenditure on charitable activities includes the expenditure incurred relating to Inpatient Services, Medical, Community, Hospice at Home, Wellbeing, Learning and Development and Children and Young Adult Hospice Services; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**1e) Support costs allocation**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include finance costs, governance costs, information technology costs, HR and reception costs, facilities and health and safety costs, non-attributable depreciation, and general overheads including the defined benefit pension scheme cost. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to expenditure on charitable activities on an apportioned basis related to the expenditure as a percentage of total expenditure.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 9.

**1f) Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

**1 Accounting policies (continued)****1f) Tangible fixed assets and depreciation (continued)**

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land is not depreciated	
Freehold buildings	3% p.a. straight line
Retail leased buildings works	20% p.a. straight line
Fixtures, fittings & equipment	25% p.a. straight line and reducing balance
Motor vehicles	25% p.a. reducing balance

**1g) Investments**

Fixed asset investments are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be reliably measured in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Net gains/(losses) on investments' in the consolidated Statement of Financial Activities. Investments in subsidiaries are valued at cost less provision for impairment.

**1h) Stock**

Stock is stated at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

Donated stocks are fair valued as described in section 1c) above.

**1i) Financial instruments**

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**i) Financial assets**

Basic financial assets, which include debtors, and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method. Financial assets classified as receivable within one year are not amortised.

Other financial assets, including short term highly liquid investments are initially measured at fair value, with subsequent changes in fair value recognised in the Statement of Financial Activities. These include cash on deposit and cash equivalents with a maturity of less than one year.

Financial assets measured at amortised cost are assessed for indicators of impairment at each reporting end date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the Statement of Financial Activities.

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charitable company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

**ii) Financial liabilities**

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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**1 Accounting policies (continued)**

**1i) Financial instruments (continued)**

Basic financial liabilities, including creditors and loans from fellow group companies that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

**1j) Provisions**

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

**1k) Leases**

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SOFA on a straight line basis over the period of the lease.

**1l) Pensions**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

The charity also operates a defined benefit scheme which is closed to new members. The contributions made to the scheme are as recommended by the Scheme Trustees and the independent actuary. The regular cost of providing retirement pensions and related benefits is charged to the statement of financial activities over the employees' service lives on the basis of a constant percentage of earnings.

**1m) Tax**

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

**1n) Going concern**

At the time of approving the financial statements the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and not less than one year from the date of approval. The Trustees and executive team are constantly monitoring the position of the charity and at the balance sheet date the charity has healthy reserves and healthy cash balances. Under all scenarios reviewed, the Hospice has sufficient reserves to enable it to continue as a going concern for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements.

**1o) Critical accounting judgements and key sources of estimation uncertainty**

In the application of the charity's accounting policies, which are described above, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both future and current periods.

In preparing these financial statements, the Trustees have made judgements in determining the:

- value of accrued legacy income. The value depends on decisions regarding entitlement to the gift, probability of receipt and ability to value it with sufficient accuracy;
- impairment of tangible fixed assets. Factors taken in to consideration in reaching the decision include the availability of resources to continue service delivery at previous levels;
- useful economic life of tangible fixed assets. The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates based on future investments, economic utilisation and physical condition of the assets.
- application of going concern. The main judgement is the assessment of the group's cash and investment reserves and whether they were considered sufficient to meet operational commitments for the foreseeable future; and
- value of the pension obligation. The value depends on a number of factors, determined on an actuarial basis, using a number of estimated assumptions. The assumptions used in determining the valuation of the pension scheme obligation include the discount rate of 4.70% (2022: 2.70%), the Retail Prices Index (RPI) rate of 3.40% (2022: 3.90%) and the mortality rates. The discount rate is determined by considering the market yields on high quality corporate bonds, at the reporting date. Other assumptions are based on current market conditions. Additional information and relevant sensitivities are disclosed in note 21.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

## 2 Donations and legacies

	Unrestricted funds	Designated funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£	£
Donations and gifts	1,610,580	1,692,000	7,673	3,310,253	3,570,521
Legacies	-	2,272,732	-	2,272,732	3,905,992
Department of Health	53,688	-	-	53,688	53,688
	<u>1,664,268</u>	<u>3,964,732</u>	<u>7,673</u>	<u>5,636,673</u>	<u>7,530,201</u>

## For the year ended 31 March 2022

Unrestricted funds	1,663,467
Designated funds	5,820,992
Restricted funds	45,742
	<u>7,530,201</u>

## 3 Income from charitable activities

	Unrestricted funds	Designated funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£	£
Charitable activities	<u>3,954,376</u>	<u>-</u>	<u>-</u>	<u>3,954,376</u>	<u>5,851,037</u>

## For the year ended 31 March 2022

Unrestricted funds	4,029,349
Designated funds	-
Restricted funds	1,821,688
	<u>5,851,037</u>

Included within income relating to charitable activities are:

Integrated Care Board (Annual Grant)	2,890,199	2,787,717
NHS England COVID 19 (Via Hospice UK)	-	1,091,755
Wave 4 COVID 19 (Omicron) Support (ICB Funded)	-	729,933
	<u>2,890,199</u>	<u>4,609,405</u>

NHS England awarded funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation.

## 4 Income from other trading activities

	Unrestricted funds	Designated funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£	£
Fundraising events	1,680,074	-	-	1,680,074	1,499,722
Income from commercial activities:					
- Charity shops	4,633,073	-	-	4,633,073	3,621,315
- Lottery	1,495,779	-	-	1,495,779	1,463,022
	<u>7,808,926</u>	<u>-</u>	<u>-</u>	<u>7,808,926</u>	<u>6,584,059</u>

## For the year ended 31 March 2022

Unrestricted funds	6,584,059
Designated funds	-
Restricted funds	-
	<u>6,584,059</u>

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

5	Investment income	2023 £	2022 £
	Income from listed investments	140,588	96,384
	Interest receivable	122,758	7,644
		<u>263,346</u>	<u>104,028</u>
	<b>For the year ended 31 March 2022</b>		
	Unrestricted funds		104,028
	Designated funds		-
	Restricted funds		-
			<u>104,028</u>

6	Other	2023 £	2022 £
	Transfer of assets from The Donna Louise Trust	<u>4,763</u>	<u>319,615</u>

In March 2021 the services of The Donna Louise Trust, a local children and young adult hospice, were integrated in to the Douglas Macmillan Hospice. In connection with the integration of services assets with a value of £4,763 (2022 - £319,615) were transferred from The Donna Louise Trust to Douglas Macmillan Hospice.

7	Analysis of costs of raising funds	2023 £	2022 £
	Fundraising Costs	562,172	417,207
	Costs of commercial activities:		
	- Charity shops	2,942,955	2,308,168
	- Lottery	533,144	520,136
		<u>4,038,271</u>	<u>3,245,511</u>
	<b>For the year ended 31 March 2022</b>		
	Unrestricted funds		3,245,511
	Designated funds		-
	Restricted funds		-
			<u>3,245,511</u>

8	Analysis of expenditure on charitable activities	Direct costs £	Support costs £	Total 2023 £	Total 2022 £
	Inpatient Services	2,763,854	1,284,951	4,048,805	3,719,687
	Medical	569,140	277,904	847,044	775,044
	Community and Hospice at Home	2,228,344	1,127,530	3,355,874	3,081,097
	Wellbeing	738,397	353,022	1,091,419	938,602
	Learning and Development	170,675	55,045	225,720	125,572
	Children and Young Adult Hospice	2,647,961	1,268,563	3,916,524	2,935,468
		<u>9,118,371</u>	<u>4,367,015</u>	<u>13,485,386</u>	<u>11,575,470</u>
	Unrestricted funds			12,219,671	9,240,952
	Designated funds			1,265,715	512,830
	Restricted funds			-	1,821,688
				<u>13,485,386</u>	<u>11,575,470</u>

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

## 9 Allocation of support costs

	Inpatient Services £	Medical £	Community and Hospice at Home £	Wellbeing £
Governance	45,123	9,558	39,089	12,249
Finance	138,275	30,216	122,115	38,216
Information technology	195,803	41,589	169,909	53,240
HR & reception	219,330	46,960	191,264	59,910
Facilities & health and safety	273,111	59,566	240,906	75,398
Depreciation	180,293	37,405	154,214	48,371
General overheads	230,944	51,214	205,834	64,376
Defined benefit pension scheme	2,072	1,396	4,199	1,262
	<u>1,284,951</u>	<u>277,904</u>	<u>1,127,530</u>	<u>353,022</u>

## Allocation of support costs (Continued)

	Learning & Development £	Children and Young Adult Hospice £	Total 2023 £
Governance	2,301	43,980	152,300
Finance	5,356	137,386	471,564
Information technology	9,774	191,169	661,484
HR & reception	10,264	215,193	742,921
Facilities & health and safety	10,788	271,034	930,803
Depreciation	10,625	173,517	604,425
General overheads	7,579	231,569	791,516
Defined benefit pension scheme	(1,642)	4,715	12,002
	<u>55,045</u>	<u>1,268,563</u>	<u>4,367,015</u>

Support costs are allocated in proportion to total expenditure. Salary, wages and related costs are allocated to the charitable activities undertaken on the basis of the direct salary, wages and related costs incurred by each charitable activities. Other non-salary support costs are allocated to the charitable activities undertaken on the basis of the total salary costs and direct costs incurred by each charitable activity.

## 10 Analysis of governance costs

		2023 £	2022 £
Salaries, wages and related costs	Allocated on time basis	38,832	34,584
Audit fees (parent company)	Cost incurred	10,025	9,500
Premises costs	1.125% of total premises costs	8,768	6,713
Overheads	10% of overheads not included above	94,198	74,447
		<u>151,823</u>	<u>125,244</u>

## 11 Net income / (expenditure) for the year

	2023 £	2022 £
Net income / (expenditure) is stated after charging:		
Depreciation	593,581	512,830
Loss on disposal of tangible fixed assets	10,844	786
Auditors' remuneration (group) - audit and accountancy services	16,325	15,400
Auditors' remuneration (group) - non audit services	3,820	7,714
Investment management fees	43,539	41,382
Operating lease charges - buildings	<u>415,609</u>	<u>302,792</u>

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

12	Financial activities of the charity	2023 £	2022 £
	Gross income	17,092,292	19,835,575
	Total expenditure on charitable activities	(13,100,023)	(11,163,865)
	Fundraising costs	(4,038,271)	(3,245,511)
	Unrealised gains/ (losses) on investment assets	(436,546)	123,550
	Net income/ (expenditure)	(482,548)	5,549,749
	Total funds brought forward excluding pension reserve	28,525,142	22,975,393
	Total funds carried forward excluding pension reserve	28,042,594	28,525,142
	Represented by:		
	Unrestricted income funds	9,624,061	11,049,677
	Designated income funds	18,320,115	17,384,720
	Restricted income funds	98,418	90,745
		28,042,594	28,525,142

## 13 Trading subsidiaries

The charity controls the companies listed below by virtue of holding a controlling interest in the equity share capital:-

Name of subsidiary	Country of incorporation	% of equity share capital held
Douglas Macmillan Hospice Staffordshire Enterprises Limited	England & Wales	100
Douglas Macmillan Hospice Staffordshire Lotteries Limited	England & Wales	100

**Douglas Macmillan Hospice Staffordshire Enterprises Limited**

Summary of trading results	2023 £	2022 £
Turnover	72,314	49,136
Total expenditure	(31,219)	(19,470)
Profit for the year	41,095	29,666

The turnover from this entity is consolidated within total charity shop income reported in note 4 of these accounts.  
All profits in this subsidiary are distributed to Douglas Macmillan Hospice after the year end.

The assets and liabilities of the Douglas Macmillan Hospice Staffordshire Enterprises Limited were:

Assets	54,841	35,222
Liabilities	(13,744)	(5,554)
Funds	41,097	29,668

**Douglas Macmillan Hospice Staffordshire Lotteries Limited**

Summary of trading results	2023 £	2022 £
Turnover	1,495,779	1,463,022
Total expenditure	(533,144)	(520,136)
Profit for the year	962,635	942,886

The assets and liabilities of the Douglas Macmillan Hospice Staffordshire Lotteries Limited were:

Assets	1,274,461	1,263,117
Liabilities	(311,824)	(320,229)
Funds	962,637	942,888

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

**14 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

The total staff costs and employees benefits were:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	10,868,886	9,286,573
Social security costs	987,131	796,099
Pension costs	1,386,943	1,225,905
	<u>13,242,960</u>	<u>11,308,577</u>

Termination payments amounting to £11,924 were made during the year.

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
£60,001 to £70,000	2	2
£70,001 to £80,000	1	1
£80,001 to £90,000	1	-
£90,001 to £100,000	-	-
£100,001 to £110,000	-	2
£110,001 to £120,000	1	-
£120,001 to £130,000	1	-

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

	<b>2023</b>	<b>2023</b>	<b>2022</b>	<b>2022</b>
	<b>Number</b>	<b>FTE</b>	<b>Number</b>	<b>FTE</b>
Raising funds	123	108	109	94
Charitable activities	309	263	291	242
Governance	1	1	1	1
	<u>433</u>	<u>372</u>	<u>401</u>	<u>337</u>

The key management personnel of the charity comprise the members of its executive management team. The total employee benefits of the key management personnel of the charity were £600,519 (2022: £538,445).

The trustees neither received nor waived any remuneration during the year (2022:£Nil).

The trustees did not have any expenses reimbursed during the year (2022:£Nil).

The charity has received no donations with conditions from the trustees during the year (2022:£Nil).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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**15 Pension costs**  
**FPS defined benefit scheme**

The charity contributes to a defined benefit scheme and the details are in note 21.

Contributions are made in accordance with the annual recommendations of a qualified independent actuary.

The contributions to this scheme in the year were £Nil (2022: £Nil). Also during the year shortfall payments in respect of a recovery plan have been paid totalling £191,002 (2022: £190,998).

Contributions are also made to a second plan (FPS Federated Flexiplan) in accordance with actuarial recommendations.

**NHS defined benefit scheme**

The charity also contributes to the NHS Pension Scheme, which is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and are accepted as providing suitably robust figures for financial reporting purposes. The valuation of scheme liability as at 31 March 2023, is based on valuation data as At 31 March 2022, updated to 31 March 2023 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The contributions to this scheme in the year were £272,269 (2022: £291,175).

**Aviva/Nest defined contribution schemes**

The charity also contributes to defined contribution schemes in respect of employees who do not qualify for the FPS scheme or the NHS scheme.

The contributions to these schemes in the year were £927,021 (2022: £739,257).

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

16	Tangible fixed assets Group and company	Land and buildings	Fixtures, fittings & equipment	Total
		£	£	£
	<b>Cost</b>			
	At 1 April 2022	12,612,713	1,730,225	14,342,938
	Additions	113,398	493,367	606,765
	Disposals	-	(173,171)	(173,171)
	At 31 March 2023	12,726,111	2,050,421	14,776,532
	<b>Depreciation</b>			
	At 1 April 2022	3,976,546	1,365,318	5,341,864
	Charge for the year	405,565	188,016	593,581
	Disposals	-	(159,777)	(159,777)
	At 31 March 2023	4,382,111	1,393,557	5,775,668
	<b>Net book value</b>			
	At 31 March 2023	8,344,000	656,864	9,000,864
	At 31 March 2022	8,636,167	364,907	9,001,074

17	Fixed asset investments	Cash	Listed inv.	Total	2022
		£	£	£	£
	Market value at 1 April 2022	361,611	8,791,497	9,153,108	7,050,197
	Additional funds invested	-	-	-	2,000,000
	Additions at cost	(5,042,722)	5,042,722	-	-
	Disposals at carrying value	4,882,731	(4,882,731)	-	-
	Change in value in the year	-	(436,546)	(436,546)	123,550
	Other movement in cash balance	(16,774)	-	(16,774)	(20,639)
	Market value at 31 March 2023	184,846	8,514,942	8,699,788	9,153,108
	Historical cost at 31 March 2023	184,846	8,306,461	8,491,307	8,428,975

The following investments made up more than 5% each of the total market value of listed investments or bonds at 31 March 2023.

	2023	2022
	£	£
Fidelity UCITS ICA US Quality Income Fund	446,046	330,328
Maitland Institutional Services MI select Managers Fund UK	151,047	551,281
Maitland Institutional Services MI select Managers Fund North America	289,603	1,151,723
Vanguard Funds PLC S&P 500	463,787	845,350

Summary of Investments	Group	Charity
	2023	2022
	£	£
Investment in subsidiary companies	-	4
Other investments	8,699,788	9,153,108
	8,699,788	9,153,112

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

18	Stock	Group		Charity	
		2023	2022	2023	2022
		£	£	£	£
	Stock in hand	9,034	4,588	-	-
		9,034	4,588	-	-
19	Debtors	Group		Charity	
		2023	2022	2023	2022
		£	£	£	£
	Trade debtors	48,994	244,663	48,994	244,663
	Amounts owed by subsidiary undertakings	-	-	-	733,810
	Other debtors	1,928,803	2,916,184	1,928,563	2,712,261
	Prepayments and accrued income	2,879	280,477	2,878	280,477
		1,980,676	3,441,324	1,980,435	3,971,211
20	Creditors: amounts falling due within one year	Group		Charity	
		2023	2022	2023	2022
		£	£	£	£
	Trade creditors	288,852	294,822	279,051	292,184
	Amounts owed to subsidiary undertakings	-	-	182,208	-
	Other creditors	459,042	462,298	153,469	153,300
	Taxes and social security	246,863	212,522	246,863	212,522
	Accruals and deferred income	276,895	274,774	269,675	264,355
		1,271,652	1,244,416	1,131,266	922,361
21	Pension and other post-retirement benefit commitments				
	Employee benefit obligations	Defined benefit pension plans			
		2023		2022	
		£		£	
	a) The amounts recognised in the balance sheet are as follows:				
	Present value of funded obligations	7,441,000		10,090,000	
	Fair value of plan assets	(8,031,000)		(9,383,000)	
	Surplus not recognised	590,000		-	
	(Surplus)/ Deficit	-		707,000	
	Net pension (asset)/ liability recognised before tax	-		707,000	
	In response to volatility in asset values and corporate bond yields and uncertainty related to some key assumptions underpinning the pension scheme valuation the trustees are of the opinion that it is prudent to not recognise the pension scheme surplus of £590,000 and therefore the net pension scheme asset stated in these accounts is £nil.				
	b) The amounts recognised in the statement of financial activities are as follows:				
	Current service cost included in staff costs within total resources expended	-		-	
	Past service cost	29,000		25,000	
		29,000		25,000	
	Net pension finance costs included within total resources expended:				
	Interest on obligation	267,000		224,000	
	Expected return on pension scheme assets	(251,000)		(190,000)	
		16,000		34,000	
	Total	45,000		59,000	
	Actual return on scheme assets over the period	(1,206,000)		575,000	

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

## 21 Pension and other post-retirement benefit commitments (continued)

## c) Included with other recognised gains and losses:

	2023	2022
	£	£
Return on assets, excluding interest income	(1,457,000)	385,000
Impact of surplus restrictions	-	-
Change in irrecoverable surplus	-	-
Actuarial gains/(losses) on liabilities	2,575,000	517,000
Pension scheme surplus not recognised	(590,000)	-
	<u>528,000</u>	<u>902,000</u>

## d) Changes in the present value of the scheme liabilities:

	2023	2022
	£	£
Opening liabilities	10,090,000	11,497,000
Current service cost	-	-
Past service cost	29,000	25,000
Interest cost	267,000	224,000
Contribution by scheme participants	-	-
Actuarial (gains) / losses	(2,575,000)	(517,000)
Benefits paid (including payments to and on account of leavers)	(370,000)	(1,139,000)
	<u>7,441,000</u>	<u>10,090,000</u>

## e) Changes in fair value of the scheme assets:

	£	£
Opening fair value of scheme assets	9,383,000	9,760,000
Interest income	251,000	190,000
Actuarial (losses)/ gains on assets	(1,457,000)	385,000
Contributions by employer	246,000	187,000
Expenses paid	(22,000)	-
Benefits paid (including payments to and on account of leavers)	(370,000)	(1,139,000)
	<u>8,031,000</u>	<u>9,383,000</u>

## f) The major categories of scheme assets are as follows:

	2023	2022
	£	£
Equity	2,738,000	3,350,000
Bonds	1,202,000	1,391,000
Diversified funds	2,768,000	3,447,000
LDI	1,248,000	1,146,000
Cash	62,000	34,000
Annuity contracts	13,000	15,000
	<u>8,031,000</u>	<u>9,383,000</u>

## g) Principal actuarial assumptions used by the actuary at the balance sheet date

	2023	2022
	%	%
Discount rate at 31 March	4.70	2.70
Rate of inflation (RPI)	3.40	3.90
Rate of inflation (CPI)	3.00	3.50
Rate of salary increase	2.50	2.50
Rate of increase to pensions in payment		
- Pre 1997 (Discretionary)	0.00	0.00
- 1997 - 2009 (RPI max 5%)	3.30	3.70
- Post 2009 (RPI max 2.5%)	2.25	2.35

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

## 21 Pension and other post-retirement benefit commitments (continued)

## g) Principal actuarial assumptions used by the actuary at the balance sheet date (continued)

Expected life expectancies on retirement at age 65 are:	2023 Years	2022 Years
Males retiring immediately	19.10	20.00
Females retiring immediately	22.70	23.30
Males retiring in 20 years time	20.80	21.70
Females retiring in 20 years time	24.60	25.20

## 22 Financial commitments

## Commitments under operating leases

As at 31 March 2023 the group was committed to making the following payments under non-cancellable operating leases as set out below:

	2023 Land & buildings £	2023 Other £	2022 Land & buildings £	2022 Other £
<b>Group and company:</b>				
Operating leases which expire:				
Within one year	439,940	55,638	339,514	44,371
Between two and five years	878,902	100,366	610,630	28,938
After five years	-	-	3,125	-
	<u>1,318,842</u>	<u>156,004</u>	<u>953,269</u>	<u>73,309</u>

## 23 Capital commitments

	Group and Company 2023 £	Group and Company 2022 £
Contracted, not provided for	-	-
	<u>-</u>	<u>-</u>

## 24 Company limited by guarantee

Douglas Macmillan Hospice is a company limited by guarantee and accordingly does not have share capital. Every member of the company undertakes to contribute such amount as may be required not exceeding £10 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

**25 Restricted funds**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held for specific purposes:

	Movement in funds			
	Balances at 1 April 2022	Incoming resources	Resources expended	Balances at 31 March 2023
	£	£	£	£
Other specific purposes	90,745	7,673	-	98,418
	90,745	7,673	-	98,418

**Purposes of the funds**

Specific purposes represents various donations made where the donors have asked that the monies be utilised to fund a specific aspect of the hospice's activities or to purchase particular items of equipment.

**26 Designated funds**

The income funds of the charity includes the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds			
	Balances at 1 April 2022	Incoming resources	Resources expended	Balances at 31 March 2023
	£	£	£	£
Fixed assets fund	9,001,074	-	(593,581)	9,000,864
Legacy equalisation fund	6,468,646	2,272,732	-	6,384,385
Young adult hospice fund	1,915,000	1,692,000	(672,134)	2,934,866
	17,384,720	3,964,732	(1,265,715)	18,320,115

The fixed assets fund has been set up to assist in identifying those funds that are not free funds and it represents the net book value of all assets.

The legacy equalisation fund has been designated by the trustees to provide for expenditure in future years. The trustees recognise the unpredictable nature of this source of income and have set aside funds to provide for expenditure not covered by income from other sources.

The young adult hospice fund relates to funding from the Denise Coates Foundation towards the on-going running costs of the young adults' hospice.

The transfer to the fixed asset fund is in respect of fixed asset additions in the year now designated by the trustees as part of the fixed asset fund and also fixed assets transferred from restricted funds.

The transfer from the legacy fund is to reflect the amount transferred to unrestricted income previously designated by the trustees. The amount is calculated on the multi year average of legacy income.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

## 27 Analysis of group net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	-	9,000,864	-	9,000,864
Investments	8,699,788	-	-	8,699,788
Current assets	2,237,020	9,319,251	98,418	11,654,689
Current liabilities	(1,271,652)	-	-	(1,271,652)
	9,665,156	18,320,115	98,418	28,083,689
Pension reserve	-	-	-	-
Group net assets	9,665,156	18,320,115	98,418	28,083,689

## 28 Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	2022 £	Charity 2023 £	2022 £
Net income for the reporting period	235,881	6,593,509	224,452	6,579,748
<b>Adjustments for:</b>				
Depreciation charges	593,581	512,830	593,581	512,830
Loss on disposal of tangible fixed assets	13,394	786	13,394	786
(Increase)/ decrease in investment cash balance	176,765	(145,876)	176,765	(145,876)
Gains/ (deficit) on investments	436,546	(123,550)	436,546	(123,550)
Actuarial gains	(528,000)	(902,000)	(528,000)	(902,000)
Dividends, interest and rents from investments	(263,346)	(104,028)	(263,346)	(104,028)
Difference between pension charge and cash contributions	(179,000)	(128,000)	(179,000)	(128,000)
(Increase)/ decrease in stocks	(4,446)	(1,514)	-	-
(Increase)/ decrease in debtors	1,460,648	(529,684)	1,990,776	(542,805)
Increase/ (decrease) in creditors	27,236	259,157	208,905	252,595
<b>Net cash provided by operating activities</b>	<b>1,969,259</b>	<b>5,431,630</b>	<b>2,674,073</b>	<b>5,399,700</b>

## 29 Analysis of net cash balances

	1 April 2022 £	Cash flow £	Non-cash changes £	31 March 2023 £
Cash at bank and in hand	8,199,130	1,465,849	-	9,664,979
Fixed asset investments	9,153,108	(16,774)	(436,546)	8,699,788
	17,352,238	1,449,075	(436,546)	18,364,767

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

## 30 Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	Notes	Group 2023 £	2022 £	Charity 2023 £	2022 £
<b>Financial assets</b>					
Measured at fair value through net income / expenditure:					
Fixed asset listed investments	17	8,699,788	9,153,108	8,699,792	9,153,112
Debt instruments measured at amortised cost:					
Trade debtors	19	48,994	244,663	48,994	244,663
Amounts owed by subsidiary undertakings	19	-	-	-	733,810
Other debtors	19	1,928,803	2,916,184	1,928,563	2,712,261
		<u>1,977,797</u>	<u>3,160,847</u>	<u>1,977,557</u>	<u>3,690,734</u>
<b>Financial liabilities</b>					
Measured at amortised cost					
Trade creditors	20	288,852	294,822	279,051	292,184
Amounts owed to subsidiary undertakings	20	-	-	-	-
Other creditors	20	459,042	462,298	153,469	153,300
Taxes and social security	20	246,863	212,522	246,863	212,522
Accruals and deferred income	20	276,895	274,774	269,675	264,355
		<u>1,271,652</u>	<u>1,244,416</u>	<u>949,058</u>	<u>922,361</u>

The income, expenses, net gains and net losses attributable to the charity's financial instruments are summarised as follows:

	Notes	Group 2023 £	2022 £	Charity 2023 £	2022 £
Financial assets measured at fair value through net income / expenditure	17	(436,546)	123,550	(436,546)	123,550

## 31 Related party transactions

There were no related party transactions during the year (2022: £Nil).

## Adult Services

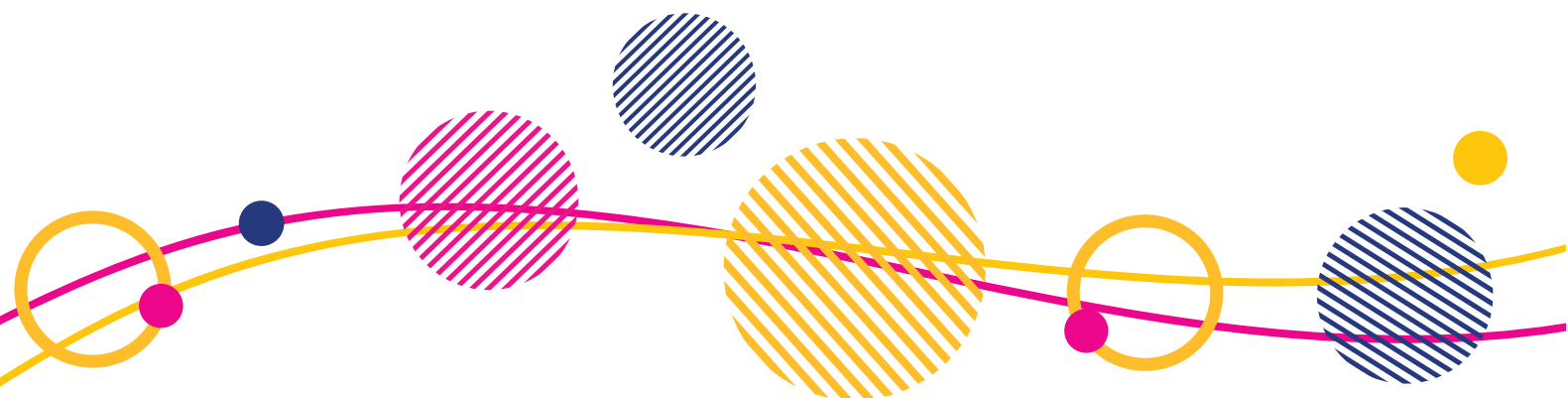
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## Children and Young Adult Services

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