

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




2023 – 2024

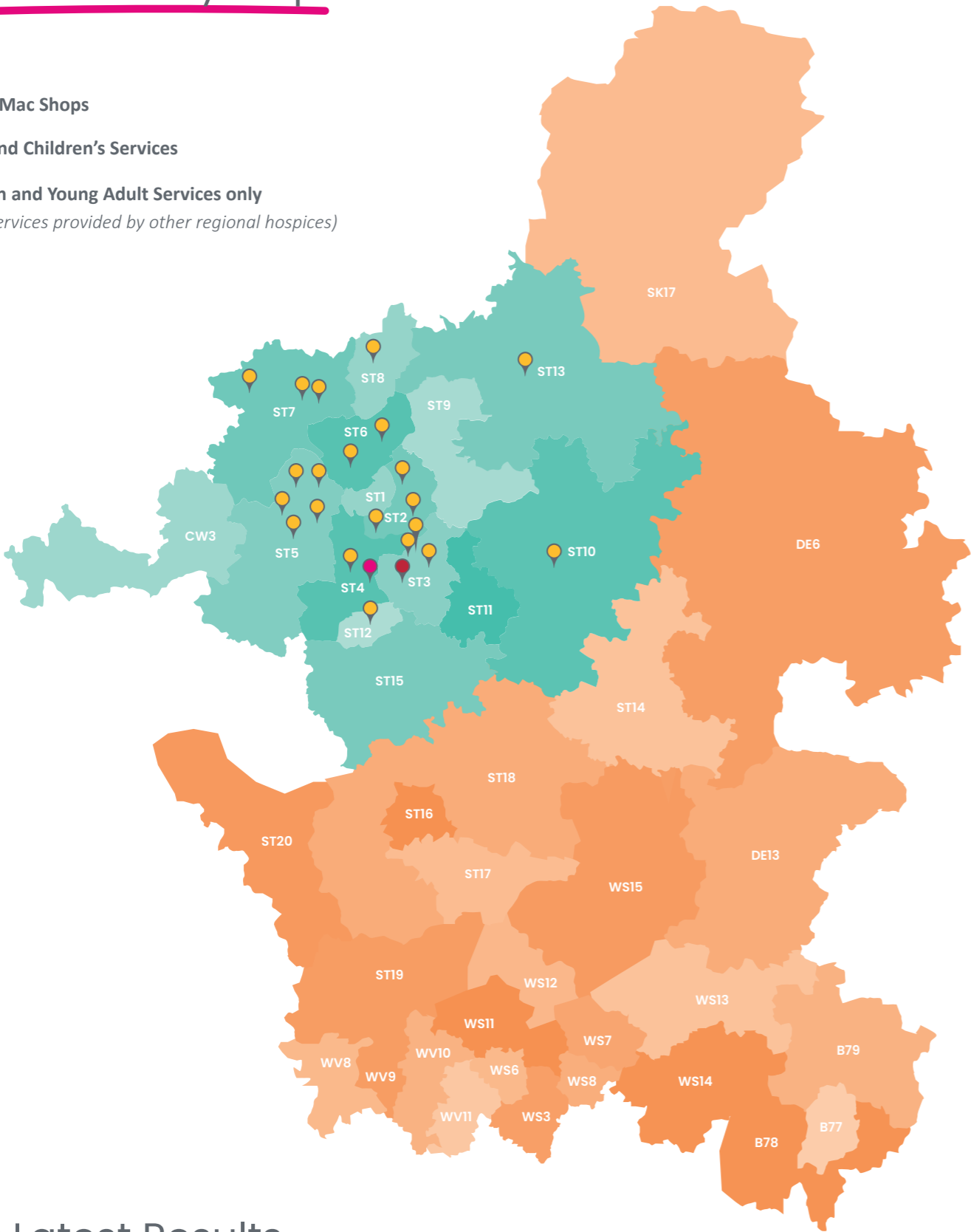
**Trustees' Annual Report and Financial Accounts**

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# Service Delivery Map

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



# 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)

# CEO Report



This Annual Report aims to spotlight the impact of Dougie Mac on our local community and to reinforce the compelling message that our hospice is a financially robust, resilient and highly regarded charity, with a commitment to our core values at the pivotal centre of all that we do.

This past year has been a challenging one for the hospice sector. We do not exist in a vacuum and the well-publicised pressures on our NHS mean that palliative and end of life care in a hospice is not immune to the headwinds in acute care and in primary care too. However, Dougie Mac is an independent hospice, not reliant on statutory funding but, on the contrary, for the past 51 years, dependent on the kindness and generosity of the people of North Staffordshire, for donated funding which accounts for around 76% of the annual income of £21 million required to run our hospice. In this report you will read about how we spend these donations, and the amazing impact our hospice has on the local health system, as well as confirmation that we have financial reserves to match our reputation for excellent care.

In looking back at our 2023/24 financial year, our strategic objective has been to grow our services and the finest example of this was the merger of Approach Dementia Services into Dougie Mac. This transaction, although formally completed on 1 April 2024, occupied several months of planning in transferring 21 staff to Dougie Mac and fulfilling our strategic goal of responding to the intensifying need for dementia support amongst many local families. Dougie Mac has spearheaded hospice-led dementia care, and this merger encapsulates our commitment to playing our part in helping local people deal with this terminal illness.

Growth of our services and our community reach has certainly not been confined to the expansion of dementia support and this report contains many examples of the impact that we have as an “all age” hospice. Dougie Mac is a formidable force in palliative and end of life care, and this past year we have equipped the hospice with substantial resources to forge an even stronger future, irrespective of the inevitable challenges we will face. However, to achieve our consistent success requires the very best people working in harmony towards our apex goal of being an authentic centre of excellence in palliative and end of life care. Consequently, I’d like to pay a personal tribute to the magnificent staff and volunteers at Dougie Mac, whose tenacity, kindness, loyalty and dedication make this a very special place and a jewel in the North Staffordshire community.

  
David Webster, Chief Executive



# Who we are

Dougie Mac has been caring for people across Stoke-on-Trent, North Staffordshire and the surrounding areas for more than fifty years. For most of those fifty years we cared solely for adults with life-limiting illnesses, however in 2021 we also began caring for children and young adults too.

Our adult services offer a wide range of hospice care, free of charge, to patients with life-limiting illnesses, including cancer, advanced heart failure, dementia, motor neurone disease and incurable lung diseases. We also offer supporting care to their families and carers.



Most of our adult care happens in our patients' own homes and our teams 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 is able to provide practical support and emotional care for them, their carers and families.

Some patients prefer to receive their care at the hospice, or are unable to remain at home, and our Inpatient Unit is like a second home. As well as providing specialist care for individuals during the final stages of their illness, we also provide short stays for patients who require symptom control including pain management to help stabilise their condition before returning home.



In 2021 we extended our care to include children and young adults facing a life-shortening illness, which may be as a result of illness or injury.

We know that caring for a child with a life-limiting condition can put incredible demands on families, both physically and emotionally, and our care teams work together with the aim of making every moment count for the families we support. This support may include respite stays, day care, sibling group sessions, play therapy and end of life care and bereavement support.

For the young adults we support our focus is very much on supporting them to live their lives, recognising their individuality within a family centred approach. Our aim is to support each individual to enjoy every experience they can, while receiving our specialist support.

**Our aim is to provide our patients, no matter how old, the right support, at the right time, by the right people.**



76% of all that we do is funded by the community supporting our fundraising.

# Vision, Mission and Values

**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.

## Our Values are...



### Compassion

Working together by considering the views of others, understanding the challenges they face and providing support.



### Accountability

Taking personal responsibility for our actions, owning our decisions and behaviours.



### Respect

Always trusting, listening and challenging each other. Understanding that we are at our best as individuals whilst working as a team.



### Excellence

Embracing excellence by empowering and motivating each other to be the best that we can be.

# Super Support Services 23/24

Always striving to maintain the highest standards at Dougie Mac are our vital support services who work hard to ensure a safe, clean and comforting environment for the people we provide care and support for.



Significant I.T. preparation for our new adult patient database.



Total replacement of our datacentre server and storage hardware

# Cooking up a Great Mix

In 2023 we received a grant from Together for Short Lives in partnership with the local Morrisons Supermarket stores. This funded the refurbishment of the kitchen at the Children & Young Adult Services.



# Hospice Voice

Integral in raising awareness of Dougie Mac and the impact of our services, our Marketing and Communications Team has continued to produce informative resources, maintain the supporter database and promote ways people can support the hospice throughout 2023/2024.

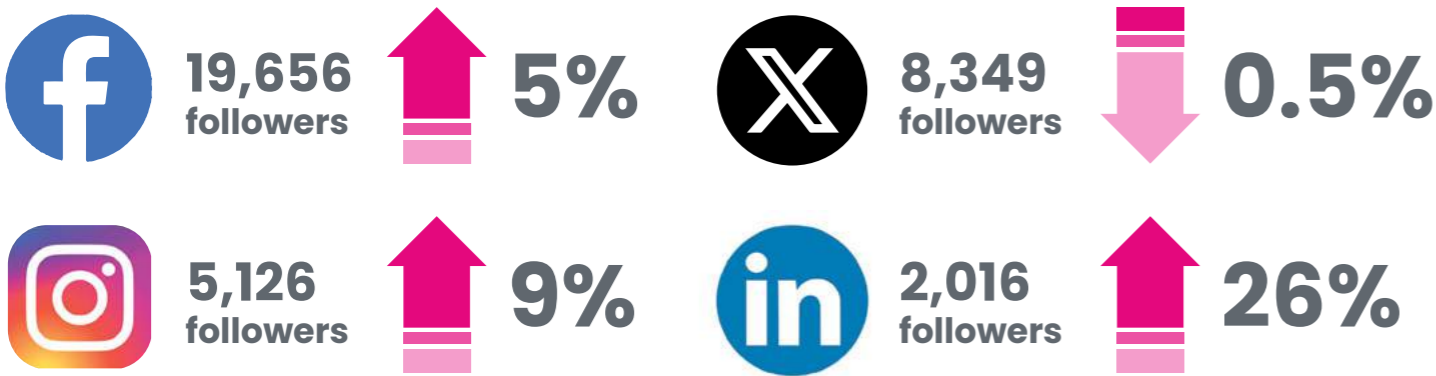
The team have continued to be the voice of the hospice cementing our key messages within the local community, focused around awareness of our services and reinforcing that we provide care for all ages.

Within the function there is also a great amount of pride in being able to share the voices of others, specifically the people who use our services and those who work or volunteer within them. These stories are brought to life in our expertly designed hospice communications in addition to them appearing across a variety of media. Sharing stories is essential to inform those who may need us now, or in the future, about our services as well as securing support to help fund the hospice’s specialist care offering.



# Social Success

Throughout 2023/2024 social media has continued to be a core channel for Dougie Mac to share information, engage with others and encourage support, with a noticeable increase of video content across our platforms.



Our website is always there and home to plenty of resources for those in our community who may need our help, or, for those who would like to help us.

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

search



## People are at the heart of all we do...



“To me, Dougie Mac doesn’t mean death, it means life and that’s what they gave us”

“Dougie Mac is an amazing place and without the support of the Young Adult team and their care I would not be the person I am today. I simply don’t know where I’d be without them.”

“Caitlin generally spends a day per month at the hospice, which allows her to be in charge of what she wants to do and gives her the opportunity to just be a child.”

“What an absolutely fantastic day it was – full of giggles and smiles. Another wonderful memory to cherish.”

“It meant everything that our faith and community were welcomed and supported at the hospice.”

# Our Strategic Goals

Our previous “DMH@50” strategy ended with our 50th birthday celebrations in February 2023 and covered a very successful four year period for Dougie Mac which included the landmark merger with the Donna Louise Trust, enabling our services to be extended into care for children and young adults.

The hospice’s new 3 year strategy from April 2023 – March 2026, is a three year plan designed to show how our mission, vision and values interact to create an ambitious and robust plan which will guide our decision making during this period.

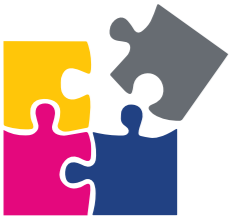
## Our Strategic Plan sets out seven strategic priorities:



1

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

Dougie Mac has a good reputation for staff engagement and satisfaction, our aim is to continue with measures to develop, retain and recruit a professional, compassionate and committed workforce.



2

### Continue to integrate our children & young adult services to widen their impact

Dougie Mac is an “all age” hospice and so we aim to fully integrate our Children and Young Adult Services so that their impact can be more widespread.



3

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

Dougie Mac aims to play our part as an active partner seeking to improve outcomes in local population health, tackling inequality of access to high quality palliative and end of life care.



4

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

Dougie Mac’s goal is to expand our response to the intensifying need for support and palliative care for local people with dementia.



5

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

Our community is at the heart of what we do and we are committed to minimising the environmental impact of our work and being a greener charity.



6

### Continue the growth of our Wellbeing Services

Dougie Mac is committed to holistic, personalised care for our patients so we intend to extend our Wellbeing Service.



7

### Reinforce our financial stability with effective cost management & income generation

Dougie Mac is committed to reinforcing the financial sustainability of the hospice by wise financial management and astute control of costs and resources.



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

Dougie Mac has a good reputation for staff engagement and satisfaction, our aim is to continue with measures to develop, retain and recruit a professional, compassionate and committed workforce.

1

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

We're proud of the way our staff and volunteers work together to provide the very best service possible to the people we care for, their families and our supporters. We are committed to recruiting the right people and retaining and developing our much-valued workforce.

Our vision of being a centre of excellence is supported by our work with external validations with the aim to have achieved, and maintained, 3 star accreditation with Best Companies and also to be recognised as High Performing in the Investors in Excellence framework.



**98**  
new starters  
in 23/24



**452**  
members  
of staff

**728**  
volunteers



**13%**  
of leavers were retirees



**21%**  
of staff had a  
role change



**92**  
vacancies  
advertised

# Joining Dougie Mac

The recruitment of Registered Nurses and Care Support Workers remains one of our greatest challenges, however we are continually reviewing our approach and looking for ways to improve. We have implemented a new cloud based recruitment system. Candidates can access the system via mobile phones and tablets making it easier and more accessible for people to apply as well as the ability to manage and track their application online thus enhancing the candidate’s experience. There have been significant efficiencies for the HR team and the quality and number of applications has increased.

We have also continued with our recruitment open days and taster sessions where appropriate, which include an opportunity to see the working environment, allows for on-the-spot interviews and a chance to speak to people working on the frontline. We have also recently undertaken a recruitment and retention audit with an external consultant and plan to deliver recruitment and retention training for line managers.

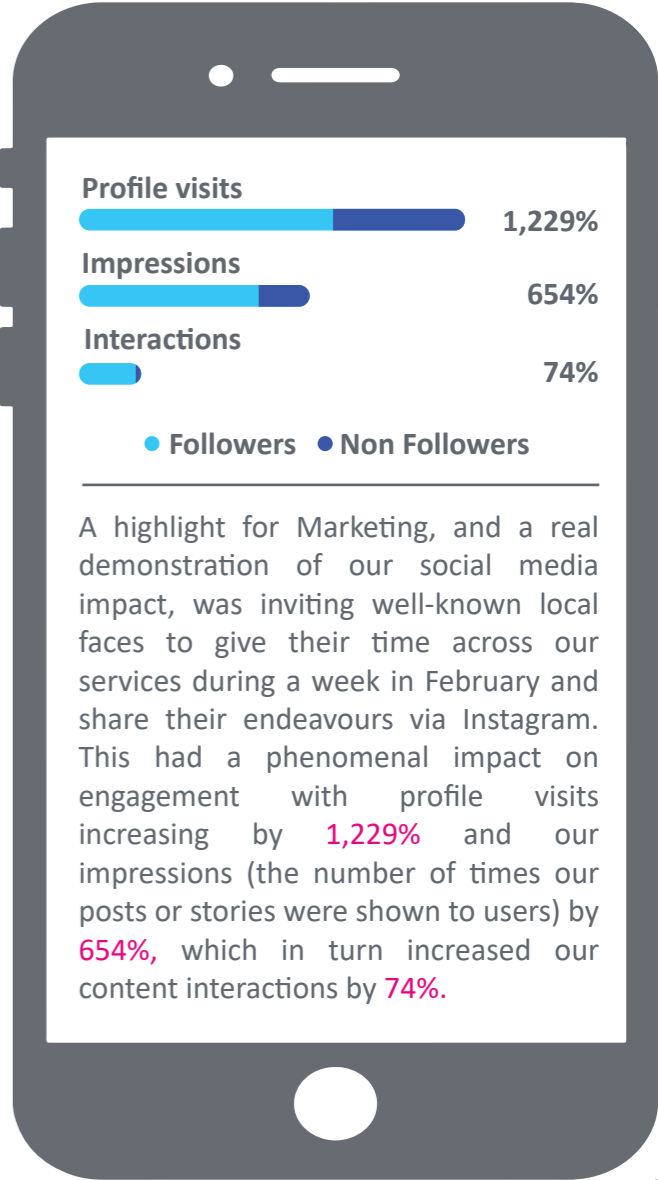
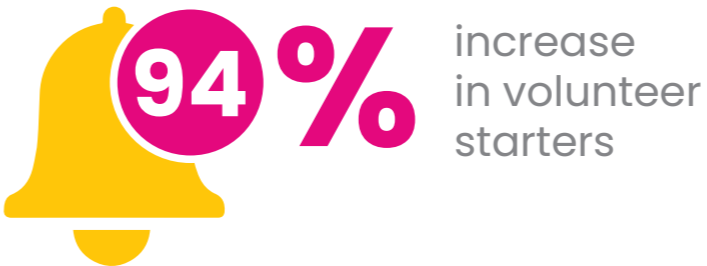


## Volunteers

A key part of delivering our ambitious strategy is ensuring we utilise volunteers in all areas to support efficiency and effectiveness; this means engaging with our existing volunteers and adding to our dedicated volunteer number.

We recruited additional members of staff to allow the Volunteer Services team to focus on these key areas and these roles have enabled us to increase our training compliance noticeably, attend more recruitment events in local educational settings and community groups to showcase the wide range of benefits of volunteering.

The New Year saw Volunteer Services work closely with the Marketing & Communications Team who helped deliver a successful six week recruitment campaign to recruit new volunteers with the aim to reach 100,000 hours of volunteering in 2024. Marketing facilitated press and radio coverage, as well as various forms of advertising including one of our retail vans being wrapped to really catch everyone’s attention.



# Celebrating Our People

All year round staff have the opportunity to recognise their peers by submitting a GREATix highlighting how they have excelled in demonstrating the values in their work which can be seen by all staff members on our internal Intranet. We also hold our annual staff awards to showcase the hard work and dedication of Dougie Mac staff; with all nominations being made by peers. Staff long service is also recognised annually as part of our Dougie Awards.

## Congratulations to our winners in 2023:

**Newcomer of the Year** – Purnima Sovis

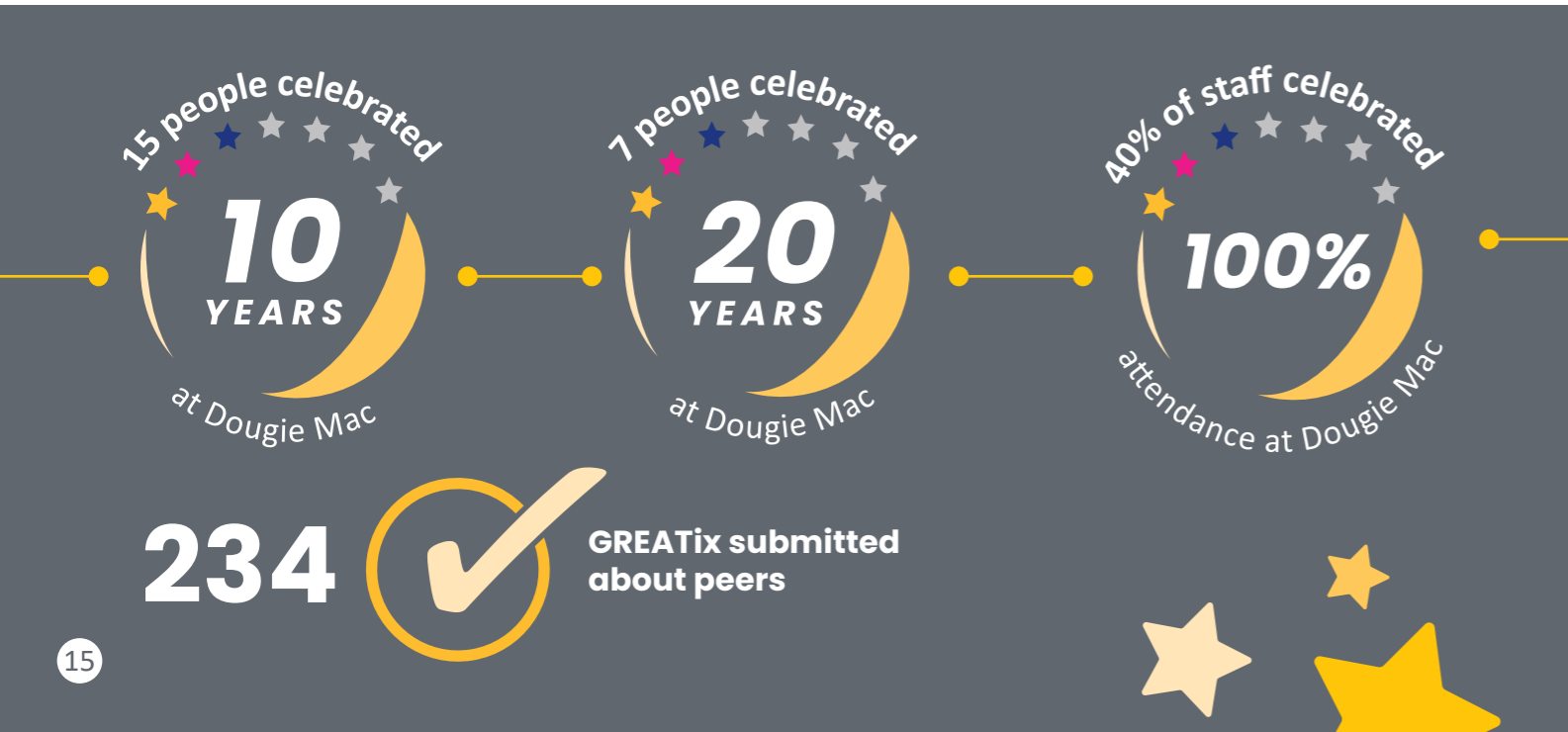
**Supporting Excellence** – Jodee Colclough

**Team of the Year** – Retail

**Excellence in Clinical Care** – Emily MacLennan

**Income Generation Excellence** – Brogan Evans

**Star of the Year** – Emma Chapman



For our volunteers we revamped our long service certificates and badges and increased their frequency. Volunteers now receive pin badges on their first anniversary, their 3rd, 5th and 10th too, continuing to receive a new badge for each additional five years of service – these will be rolled out over the next 12 months.

Every June we also celebrate Volunteers’ Week and use it as a vehicle to say a big thank you to all our volunteers for their time and support. We encourage each department to help us celebrate our fabulous team of volunteers with bunting and notes of appreciation amongst other activities. Christmastime is another opportunity to thank our volunteers on behalf of the organisation with treats and Christmas cards being delivered to departments and shops as well as holding a free raffle for all volunteers.



# Listening to our people

## Dougie Mac – a World Class Organisation



**75% Participation**  
**Number 1 charity in 2023**



In May 2023 Dougie Mac achieved a three star accreditation from Best Companies which is their highest standard of workplace engagement, representing organisations that truly excel. Achieving three stars is a massive accolade: we are a World Class organisation to work for. We made significant progress to reach the number 1 spot in the 2023 ‘Best Charity to Work For’ list whilst also making strong headway in the regional and national lists.

The Best Companies accreditation is based entirely on anonymous employee feedback, giving all hospice employees an opportunity to have their say about working at the hospice.

We also completed our annual volunteer staff survey at the start of the year. 44% of volunteers took part which is an increase of 3% from last year and fantastic in comparison to an industry standard of 20%. It was great to see that our volunteers are proud to volunteer at Dougie Mac and would recommend volunteering to their friends. These results helped to put together plans to increase a focus on training for our volunteers and also to ensure all volunteers felt appreciated and engaged.

# Developing our people

Communication skills is a core skill for any professional, at Dougie Mac we are proud to have successfully implemented an in-house communication skills framework that is suitable for all staff. Our very own staff have developed their knowledge and skills to facilitate the sessions across all levels; also supported by our team of simulated patients to support staff in their learning experience.

We understand the importance of communication and have invested heavily in having a strong structure in place so staff can improve their skills, grow professionally and help deliver excellent care.

Deb Nixon who started as a volunteer at the hospice in 2015 received confirmation in 2024 she is now a Registered Nurse and has joined the NMC register. Deb utilised several learning and development opportunities throughout her time at the hospice most recently completing her Registered Nurse Degree Apprenticeship which has been fully funded by the hospice’s apprenticeship levy.

This flexible route to becoming a nurse doesn’t require full-time study at university and offers our Registered Nurse Associates a route to progress. We recognise that supporting and developing our own staff is vital so we are proud to be able to offer these, and similar, opportunities to our staff.



Supporting Equity, Diversity and Inclusion is another priority for our people, who want to bring about positive change to all that we do, from recruiting our workforce to making our care accessible to those that need it. A working group of staff has been set up this year with key milestones identified to support the hospice eliminate potential barriers and build on our vision to be a centre of excellence in all ways, helping our staff and volunteers learn along the way.



**Over 60 different face-to-face learning sessions**



**71 staff accessed face to face wellbeing sessions**



**94.63% mandatory training compliance in Quarter 4**





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

Dougie Mac is an “all age” hospice and so we aim to fully integrate our Children and Young Adult Services so that their impact can be more widespread.

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

A pivotal part of our 3 year plan is expansion of our children and young adult services, however, this is impacted by the recruitment challenges we face, especially those outside of our control such as the national shortage of nurses. Our intention this year was to recruit and develop sufficient staff to help us achieve our planned growth so that by year end we could see the increase in service delivery.

### Children’s Services



To increase day care and community visits by 10% on 2022/2023 figures.

**10%**

**20%**



Be able to facilitate more than 70% bed occupancy in our Children’s Services.

**70%**

**71%**



# Our Family and Sibling Events

These events always prove to be extremely popular and give our children and families an opportunity to spend precious time together and make life-long memories.



attendances at our events in Summer 2023

For our families we hosted a Summer Beach Party (complete with a donkey, ice cream and candy floss), a Garden Party, an Animal Fun Day, a Brazilian Drumming Session and a Family Fun Day held at Wedgwood Cricket Club.



Our siblings attended trips to Alton Towers, Crocky Trail, Bear Grylls Adventure, Blackpool and a Tittesworth Water Sports Day as well as boxing classes and film nights. These events provided some much needed downtime where the children could have fun without having to consider the care needs of their sibling.

## Plus a unique opportunity to make friends with other children in similar situations

To ensure there was something for everyone including the children that do not cope with noise or crowds we ran a family yoga session and a sound bath (meditation) session.

Organising these events to ensure everybody’s care needs are met and everyone has the opportunity to attend is a huge undertaking. The success of these events is a testament to the hard work of our Play Team, Sibling Support Worker and Family Support Team.

## Young Adults

Since re-opening in October 2021, the Young Adult Unit has continued to be transformed from an empty building to a welcoming and vibrant space providing a unique service for young adults living with palliative or complex health conditions. Throughout 2023/24, we were able to safely open 5 days a week for day opportunities with the team increasing by 249 hours a week which has enabled the provision of additional residential (overnight) support to be provided.

The recruitment of registered nurses remains a challenge and we continue to actively recruit registered nurses and care support workers to be able to resource this service, which currently provides individualised support for 49 young adults.

The ability to be able to provide unique and tailored care and support for this age group is vital as they can face distinct challenges related to identity, independence and social connections. Unlike traditional hospice care, young adult services focus on a holistic approach that combines medical, emotional and social support. One-on-one care is essential in this context as young adults often present with complex and varied requirements – **ones that simply cannot be met in other settings.**



We measure our service delivery in three core areas: respite, day opportunities and social opportunities. However, we also offer community support, hospital support, physiotherapy, symptom management and advanced care planning to help our young adults develop and increase independence. This year, we wanted to achieve a 50% uplift in overnight stays and increase day opportunities and social opportunities by 20% compared to last year.

A Complementary Therapist has also joined the service this year and in their first 3 months at the Young Adult Unit delivered 131 therapies to our young adults. It has been clear to see the benefits of therapeutic touch and the various treatments provided in both the presentation of our young adults and the feedback given from the young people and their parents / carers.



Year on Year



107%

uplift in overnight  
respite stays



53%

increase in day  
opportunities



168%

increase in social  
opportunities and  
activities

Although we have seen a significant increase in overnight support (a huge 311% increase when comparing quarter 1 to quarter 4) this has not adversely affected the availability of day opportunities which also has seen a really positive uplift. Group Activities for young adults have been a great success this year too, from social outings to in-house events we've doubled attendance throughout the year. One particular highlight was our first Mother's Day pamper treat where Mums and Daughters enjoyed a range of therapies including massages, facials and a special lunch treat.

For the first time this year our special garden room has also been used when we cared for a young adult post-bereavement. The young man did not pass away at the hospice but was moved here so his family could spend precious time with him while receiving emotional support from our specialist team.





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

Dougie Mac aims to play our part as an active partner seeking to improve outcomes in local population health, tackling inequality of access to high quality palliative and end of life care.

3

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

As part of this strategic priority we seek to improve outcomes in local population health, ensuring we are tackling inequality of access to high quality palliative care. Although there is an unfavourable external landscape our reputation and financial strength positions Dougie Mac to seize opportunities for expansion and for greater influence in the delivery of end of life care.

We remain an active partner within the Staffordshire and Stoke-on-Trent Integrated Care System and we continue to work collaboratively with our system partners to achieve the best outcomes for the population we serve. We want to solidify our status within the local health system during the next 3 years of our strategy including our aim to resource and further develop 24/7 access to advice and care while delivering a responsive, effective, caring and safe service for patients and their families.

2,311

new referrals to Dougie Mac Adult Services.

Aim to increase referrals by 10% over 3 years.  
Achieved 3.74% in Year 1.

44%

of patients referred to Dougie Mac Adult Services had a non-cancer diagnosis, in the main these patients had dementia, heart failure, chronic respiratory disease or were frail or elderly.

3,328

Hospice at Home Face to Face Consultations

16,750

Community Face to Face Consultations

# 24/7 Access to Advice and Care

Throughout 23/24 our Advice Line has maintained the safe delivery of specialist advice, providing 24/7 support to patients, their carers and families as well as a resource for advice and support provided to external healthcare providers who deliver generalised palliative care.

We have also collaborated with three Staffordshire hospices to be able to extend the provision of a 24/7 specialist Advice Line service across Staffordshire which means more people are benefiting from having the opportunity to access specialist palliative care round the clock.

231

admissions to hospital were prevented because of calls to our Advice Line.

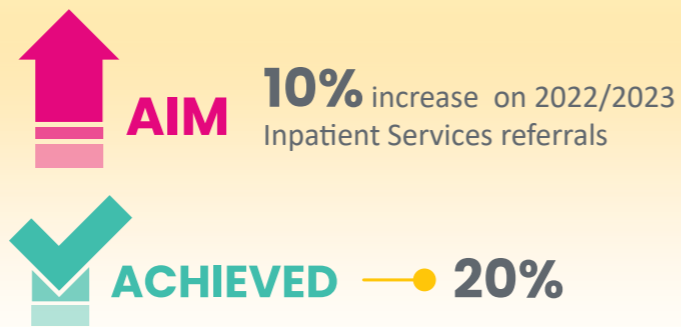
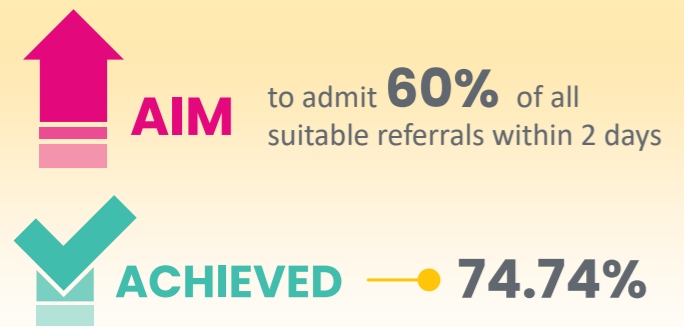


A strategy to grow the service in breadth and activity has been devised and substantial recruitment to support this growth has taken place, allowing us to respond to rapid and crisis cases. One key aspect being the introduction of paramedic skillsets into the team as they can support critical decisions that determine the appropriateness of hospital escalation. This will help us to reduce the number of inappropriate hospital admissions which is a key objective of ours as well as increasing face to face rapid support.

## Admission to our Inpatient Services

The hospice is responsive to patients' needs and one aspect of this is to admit patients rapidly to Inpatient Services when required. The ability to admit patients within 2 days of an admission request is affected by the availability of beds however when admission is

not possible immediately, alternative sources of support are arranged in the interim. For example, home visits by community palliative care nurses, hospice doctors or support from our hospice at home service may be put in place.



## Future Care Planning

The hospice also encourages patients to think about the future and discuss their wishes and preferences for their future care.

These conversations can be difficult and not all patients wish to have such discussions or have been referred relatively late or can lack the capacity to have these conversations.

# Hospice Focus: Meet the Medical Team

At the absolute centre of the excellent care we deliver, is the Medical Team of Doctors and Advanced Nurse Practitioners in our Adult Services who have the time and focus to really understand a patient’s condition and how best to support them medically to achieve their desired outcomes. Whilst a patient is with us, the team take over all their medical care. Dougie Mac are one of a few hospices in the country who have a dedicated team available on-call 24/7 to support patients, families and the wider Care Team. One of the key benefits of our model is that we are able to accept admissions at any time of the day, including late nights and weekends, to offer better support to patients, families and the local health environment, particularly as it helps to prevent unnecessary escalations to hospital.



Dr Melica Daily-Hunt (Associate specialist in Palliative Care), Dr Emer Cunningham-McKenna (Medical Director), Dr Elisabeth Rich and Dr Rosanna Montgomery (Speciality Doctors).



Emma Chapman and Simon Tabbinor (Advanced Nurse Practitioners)

“Working at Dougie Mac is the best job I have ever done! On the surface that seems a little strange, considering the nature of Palliative Care, but I feel it is the only job where I have truly been able to make a difference to a patient’s care and journey. My role allows me to support patients and their families on their final journey and as part of the team and resources at the hospice, we can make that journey the best it possibly can be. In what other specialty or place can you do that?! A true privilege!”

## Medical Support at Dougie Mac

Our hospice doctors are experienced specialists in hospice and palliative medicine, as well as such specialties as acute medicine, frail and elderly care and oncology. They have excellent communication skills that help patients, families and staff understand and deal with the difficult issues and decisions that can arise when someone is terminally ill. They are expert in current principles of care quality and ethical issues in hospice care. Our Medical Team help the whole care team maximise a patient’s comfort as they, and their family, cope with a terminal illness and help prepare the patient and family for the progression of illness.



### Key Responsibilities:

- **Assessing patient condition:** including their medical history, current symptoms and quality of life to determine exactly what is happening.
- **Managing symptoms:** to alleviate symptoms such as pain, nausea, shortness of breath and other discomforts associated with the patient's illness. This may involve adjusting medication regimens or prescribing additional treatments.
- **Providing pain and symptom management:** focussing on managing pain and other symptoms to improve the patient's comfort and quality of life. This may involve using medications, therapies or other interventions.
- **Ordering diagnostic tests:** to monitor the patient's condition and adjust their treatment plan as needed.
- **Developing a care plan:** working with the wider hospice team to develop a comprehensive care plan that addresses the patient's physical, emotional, social and spiritual needs.
- **Providing emotional support:** to patients and their families, helping them cope with the emotional aspects of their illness.
- **Providing education and guidance:** to patients and their families about their condition, treatment options and end-of-life care options to ensure informed decision-making.

Importantly, they assess if anything is reversible. Our doctors do not have a “nothing more can be done” approach. When a patient comes to the hospice, they do a complete “M.O.T” and check if there is something else other than the illness that is causing a decline or symptoms. By focusing on symptom management, pain relief and quality of life improvement; hospice doctors help our patients live comfortably and die with dignity in their chosen place of death.





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

Dougie Mac's goal is to expand our response to the intensifying need for support and palliative care for local people with dementia.

4

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

With the number of people with dementia in the UK expected to rise to 1.6 million by 2040, the need for care and support for people with dementia will only increase and Dougie Mac is determined to play a proactive role in meeting this growing need in their local community.

Dougie Mac is continuing to provide specific wellbeing groups for dementia and we have two Admiral nurses who specialise in providing that end of life support. We have also continued to work closely with Approach Dementia Support since forming a strategic alliance back in 2018. We have collaborated closely, exchanging expertise and resources with the aim to offer outstanding support to individuals with dementia, along with their families and carers.

After careful consideration, the Trustee Boards and Senior Leadership teams of both organisations agreed that a formal merger was a natural next step to continue to enhance the care and support for those living with dementia across Stoke-on-Trent and North Staffordshire. The merger completed in April 2024.

The merger with Approach is evidence of the hospice's ongoing commitment to provide excellent care for patients and families affected by dementia. By integrating Approach's support services, we can establish a continuous and seamless journey for individuals affected by dementia, spanning from their initial diagnosis to palliative care if required. We intend to do this by delivering a safe, responsive, effective and caring service for patients and families affected by dementia.





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

Our community is at the heart of what we do and we are committed to minimising the environmental impact of our work and being a greener charity.

5

## Develop an environmental sustainability approach in all areas of the hospice

As a local charity with our community at its heart we are committed to: minimising the environmental impact of our work, being a greener charity and developing our environmental and sustainability strategy. During 2023-24 we took this to the next level by writing a strategy that outlined our green priorities and introduced guidance for measurement and reporting.

At Dougie Mac we recognise that building a sustainable and eco-friendly organisation is one of the pillars that support our centre of excellence, a foundation that our newly formed ESG Strategy Group will build upon. Represented by staff from each department within Dougie Mac the group will focus on:

### Resource Conservation

Conserving supplies such as water, energy and paper throughout our operations

### Waste Reduction

Reduce the generation of waste and promote recycling and proper disposal of waste materials

### Green Procurement

Prioritise the purchase of environmentally friendly products and services whenever feasible, considering factors such as recyclability, sustainability and carbon footprint

### Carbon Emissions Reduction

Reduce our carbon emissions by implementing energy-efficient practices, promoting alternative transportation options for staff and exploring renewable energy sources where possible. We will consider greener vehicle use of the hospice fleet and utilise telematics for monitoring purposes

The hospice group is committed to ensuring that the requirements, both legislative and best practice, are observed in all areas of Dougie Mac. The associated policy reflects our dedication to making a positive impact on the community and the environment, whilst upholding ethical principles and transparency in all aspects of our operations.



# The Value of Giving Back *The Social Return of Charity Shops*

We are very proud to have played an instrumental part in the research and production of a ground breaking new report commissioned by the Charity Retail Association (CRA).

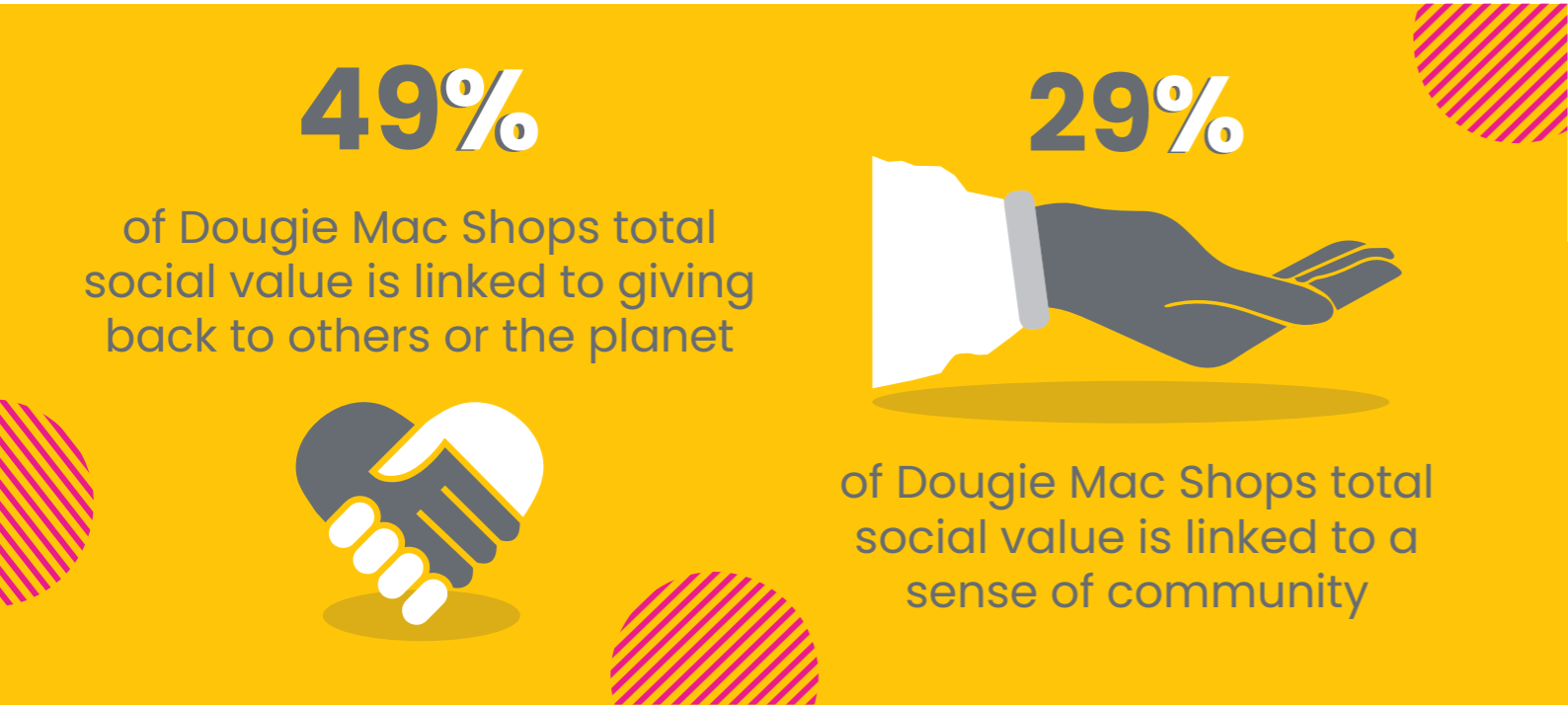
‘The Value of Giving Back – The Social Return of Charity Shops’ report is the first of its kind to be created for the charity retail sector to investigate the value charity shops have to society beyond the hundreds of millions of pounds they raise for their parent charities each year. The report was undertaken using established principles of assessing social value and highlights the benefits charity shops bring to customers, staff, volunteers and donors.

Utilising the Social Value Tool Kit specially created as part of the study, Dougie Mac was able to calculate that our charity shop network generated £173.78 million of social value (Apr 2022 - Mar 2023).

The report found that as well as being affordable and sustainable places to shop, our charity shops also play an important role in improving people’s lives and wellbeing, generating social value in many different ways.



## Dougie Mac Charity Shops 23/24



In April 2023 work commenced on our 20,000 sq. ft Sustainability Hub which is home to our in-house recycling. The Hub, now fully operational, is paramount in underpinning our ambitions of being a “zero to landfill” business. A fleet of retail vehicles fitted with telematic devices support the Hub on a daily basis, data from the equipment is being collated to calculate the level of carbon emissions that could be eradicated by switching to an all-electric fleet by 2027.

In March 2024, our Retail Board of Trustees approved a Waste Management Policy to reinforce our intentions of building an adequate waste disposal infrastructure for our chain of charity shops; the measures put in place included:

- A review of recycling procedures to identify opportunities of re-using, as opposed to disposing
- A waste segregation area for each retail unit
- Regular waste management audits to ensure compliance with regulations
- Promotion of waste reduction strategies
- Ongoing staff training in waste management procedures and practices
- Regular monitoring and evaluation of all processes to continually identify improvements and efficiencies
- Identify third party partnerships and collaborations with waste management companies to share best practice and resources

This years’ results provide further proof that Dougie Mac is a contemporary hospice, deeply rooted in our community, perpetually alert to the changing priorities and the embedded values of the North Staffordshire people whom we are proud to serve.



For every **£1** invested **£8.46** of social value is generated

Dougie Mac Charity Shops have a **positive impact on wellbeing** valued at **£173.78** Million



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

Dougie Mac is committed to holistic, personalised care for our patients so we intend to extend our Wellbeing Service.

6

## Continue the growth of our Wellbeing Services

In April 2023, we revisited our Wellbeing offering and restructured where necessary to help develop our aim of sharing our skills and knowledge to empower patients, their carers and families by promoting choice, independence and self-management to improve the quality of their life.

By empowering individuals in the local community with palliative conditions to begin their journey with the hospice earlier helps enable a holistic, rehabilitative approach in advance of the need for end of life care. This initiative further supports our commitment to providing the right care at the right time and in the right place, always striving to ensure that individuals receive support tailored to their unique needs for longer.

A programme of activities was formulated to enable the reopening of our Wellbeing Centre post COVID as well as extending our offering in the community by creating and delivering group sessions across our area.



We also bolstered existing services to deliver support to more people which included recruitment of an additional SPARCS (Spiritual, Pastoral and Religious Care Service) Practitioner and expansion of community physiotherapy support. Our Counsellors were trained to offer Couples Therapy as well as 1-2-1 and group sessions for Children and Young People which saw an increase in delivery of counselling and emotional support face to face activity too.



# 22%

increase in face to face therapy



# 4

Community based groups

# 120+

patients, carers and bereaved carers accessing group support



# 12%

increase in face to face activity

# 32

Groups at Wellbeing Centre

# 1st

Dougie Mac Occupational Therapist recruited



Another key focus was to develop our Inclusion and Community Partnerships strategy to work towards addressing barriers to accessing Dougie Mac and promoting our services. Recruitment of a dedicated resource to take this strategy forward took place in Autumn 2023.





## Reinforce our financial stability with effective cost management & income generation

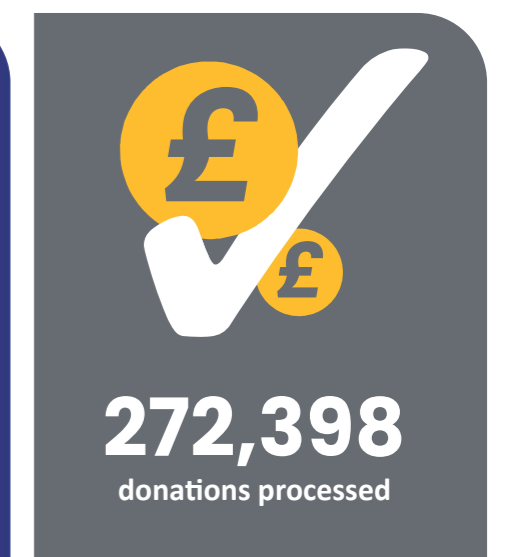
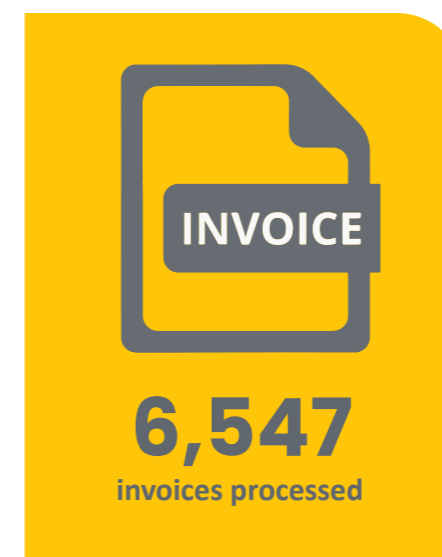
Dougie Mac is committed to reinforcing the financial sustainability of the hospice by wise financial management and astute control of costs and resources.

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

Effective cost management and income generation are crucial for Dougie Mac. By managing costs efficiently, we can ensure that more funds are directed towards our mission and specialist services, truly maximizing the impact of every £1. Additionally, having a variety of income streams helps to create financial stability, reducing reliance on any single source of funding.

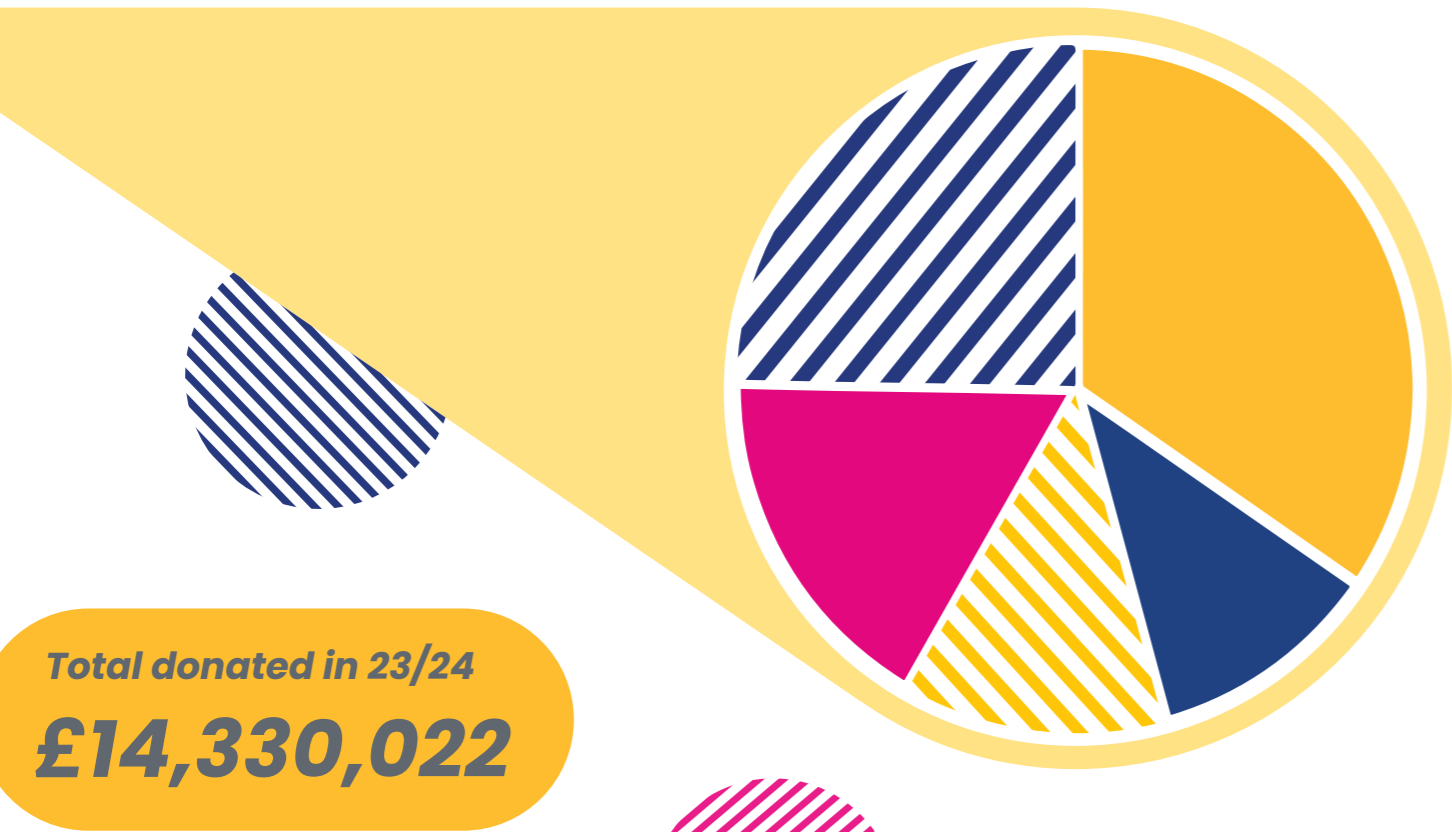
This financial resilience not only supports our ongoing operations but also fosters trust within the community that supports us; demonstrating a responsible and honest approach which in turn encourages the continued support we need for the future.

Every team has a part to play in managing costs astutely, with our Finance Team integral to guiding and supporting this objective by accurate budgeting, managing cash flow and sound financial planning.



# Income Generation

Thanks to the incredible continued generosity of thousands of local people, we're able to deliver the very best care for the adults, young adults and children we support. 76% of the total income received in 23/24 came from donated income and trading activities.



	Fundraising Events	£1,595,926
	Donations & Gifts	£3,236,024
	Legacies	£2,049,551
	Lottery	£1,527,891
	Retail	£5,920,630

# A Lasting Legacy

Legacies continue year on year to be a significant income source for the hospice. Over 12% of our gross income came from 103 people who left a gift in their Will in 2023/24.

Over 1,000 people have let us know they have named Dougie Mac as a beneficiary in their Will. Knowing about people's generosity and kindness in advance gives the hospice a chance to say thank you and keep in touch with information and updates about the hospice.

Each year we invite living legators who are known to us to a social 'get together'. In May 2023, "The Real Prime Suspect" Jackie Malton gave our guests an insight into her time serving in the Metropolitan Police in the 70s and 80s. She spoke of her remarkable and unique experiences in her police career, initially in Leicestershire and then London. She was notable for her rise within the ranks of a very male, heterosexual establishment while being a woman detective who was openly gay.

Jackie drew parallels with the importance of the legacy she left behind for the police and community and the lasting legacy our audience are pledging to leave for local people facing terminal illness and children and young adults with life-limiting conditions.



**Jackie Malton**  
Retired Detective Chief Inspector

The inspiration for the fictional character, Jane Tennison, played by Helen Mirren, the central character in the 1990s Police Drama 'Prime Suspect.'

The acquisition of new supporters leaving a gift in their Will is vital to the longevity of the hospice; we thanked a further 100 supporters who pledged to leave a gift in their Will during 2023/24.

# Genrous Grants

We received 76 grants from Trusts and Foundations; enabling the hospice to purchase a range of items, including: 5 recliner chairs, 6 syringe pumps, 20 mattresses, hand and foot casting materials for bereaved families to remember their late children as well as funding to host the annual Christmas party for the children and their families. Plus revenue funding for running costs.

**76**  
grants from  
Trusts and  
Foundations



# Super Schools

We have continued to be actively involved in schools fundraising and our aim is to educate and inform future generations about Dougie Mac; focusing on providing informative and inspiring assemblies. In these assemblies we cover areas of the curriculum and set the pupils a small fundraising challenge. This year we have implemented “collection box races” where each class races to fill their collection box with spare change, mainly 2ps and 1ps to see which class can raise the most money for the hospice.

This has been hugely successful and has inspired both parents and teachers alike to take on challenges such as the 3 peaks challenge and skydives for Dougie Mac. We had 2 primary schools pledge to raise over £10k too – both achieving it with the support of their school community.

82 local nurseries, schools and colleges have raised funds this year.

# Better Business

Over the past year, we feel incredibly fortunate to have the continued support of the business community with 1,357 businesses digging deep and choosing to support Dougie Mac. Their contributions have come in many forms including corporate volunteering, employee fundraising, generous donations and sponsorships.

This support is essential for the continuation of our fundraising efforts, enabling us to provide vital services to our community. We are profoundly grateful for their commitment and generosity. To honour and celebrate these invaluable partnerships, we host our annual Business Partnership Awards where we recognise and thank our business partners for their outstanding contributions – please see all our winners, commendations and categories on the next page.

This year at our Business Partnership Awards, one of our key focuses was around corporate volunteering. Over the last 12 months, 65 businesses have donated their time including 18 groups who have volunteered with us for the first time! Companies have volunteered in our shops, gardens and spent time leafletting, totting up nearly 3,000 hours in total.



# Business Partnership Awards 2023/2024

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

Altecnic Ltd	Glen Dimplex Home Appliances	Optimum Flooring Services	The Foaming Quart
Brian Mellor Financial Services	Heating & Pipework Installations	Plumbing Solutions	Tinsdills Solicitors
The Co-operative Bank	J A Bloor Agricultural Services	Screwfix for Wincanton	TMT First Ltd
DoubleTree by Hilton	N & J Tree Services Ltd	St. Modwen Homes	Unipart JCB
Fine Ceramic Transfers Ltd	Neida Products Engineering Ltd	Terraces Menswear	
Fletcher Moorland Ltd	New Look Distribution Centre	The Craft Room	

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

Amelia Knight	QPS Print	DPD	
Carmountside Crematorium	Steelite International	Geens Chartered Accountants	
Charles River Laboratories	The Barlaston Estate	Hattons of London	
Currie Young	Wooden Windows		

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

Asda Lymedale Distribution Centre	Fiskars UK Ltd	KMF Precision Sheet Metal Ltd	
bet365	Hanley Economic Building Society	Stairbox	
Brown Recycling Ltd	Paragon Group	TIP Trailer Services Ltd	
Denstone Hall Farm Shop & Cafe			

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

## Palladium – Support exceeding £50k

## Recognition Awards

### CORPORATE VOLUNTEERING AWARD

**Winner** - The Co-operative Bank  
**Commendations** - Vodafone, Amey Highways

### WILL WRITING CHAMPION AWARD

**Winner** - Tinsdills Solicitors  
**Commendations** - Beswicks Legal, Clowes & Co, Lichfield Reynolds

### COLLECTION BOX AWARD

**Winner** - The Card Shop  
**Commendations** - Graham's Chemist

### BEST SUPPLIER AWARD

**Winner** - KDM Events Ltd  
**Commendations** - Heating & Pipework Installations, Kayem Maintenance Services

### SUSTAINABILITY AWARD

**Winner** - Brown Recycling Ltd

### EXTRA MILE AWARD

**Winner** - KMF Precision Sheet Metal Ltd  
**Commendations** - Stairbox Ltd

### CHARITY CHAMPION AWARD

**Winner** - Steve Hammond, Don-Bur (Bodies & Trailers) Ltd  
**Commendations** - Lynn Meigh, The Co-Operative Bank, Laura-Jane Wootton, TMT First Ltd, Janice Furnival, TIP Trailer Services Ltd

### BEST BUSINESS PARTNERSHIP AWARD - (SMALL)

**Winner** - Denstone Hall Farm Shop & Café  
**Commendations** - RSM UK Consulting LLP

### BEST BUSINESS PARTNERSHIP AWARD - (LARGE)

**Winner** - Paragon Group  
**Commendations** - bet365

## Milestone Awards

### MILESTONE AWARD – EXCEEDING £100,000

Paragon Group, Stoke City Football Club Ltd

### MILESTONE AWARD – EXCEEDING £250,000

Tip Trailer Services Ltd

# Branching Out: Our TreeCycle Success

One of our business highlights this year was our reinvigorated TreeCycle campaign which would not have been possible without the support of all the businesses involved. Our TreeCycle is an environmentally friendly campaign which allows people who live within the hospice's catchment area to make a donation to the hospice and have their real Christmas tree collected and recycled. Brown Recycling Ltd sponsored the campaign for the 4th time and NJ Trees provided support to chip and recycle the collected trees for the first time this year.

This year, we were able to chip the trees on 3 different sites which reduced the need to transport trees for recycling to one further afield location. All trees were recycled and the chipping used for gardening products and mulch going back into the earth.



£28,459 raised



# Helping Hands: A tribute to Community Spirit

Community fundraising plays a vital role in helping our hospice raise the necessary funds to continue providing essential care and support to those in need. **Community fundraising** refers to the collective efforts of individuals and groups within our community who raise money for the hospice. This can include activities such as bake sales, charity runs, local events and personal initiatives taken on by dedicated supporters like Ray Mobberley and Peter Alcock.

When Ray Mobberley's wife of 39 years, Kathleen, passed away on 17th June 2020, Ray was determined to do something positive in her memory. Dougie Mac had supported Kathleen with pain management and medication for her lung cancer and she'd regularly spent time at the hospice as a day patient. Sadly Kathleen passed away from Covid during the pandemic, which was worsened by her lung condition.

Ray explained, "About a year after Kathleen died I needed something to give me a focus and I wanted to raise money for Dougie Mac in her memory. I started doing odd jobs for people I knew, just small plumbing and electrical jobs, and sometimes a bit of gardening, but instead of getting paid, I asked my customers to give me a donation for Dougie Mac."

"Through word of mouth I started to get more and more requests for help, so my nephew Peter began to help me out. He's a qualified mechanical and electrical engineer and plumber by trade, so together we could take on bigger jobs. Now we're busy every single day, it's like a full time job but it keeps us both busy and has really helped our mental health."

"We get great pleasure in helping people in their hour of need and sorting their problems out."

Every penny donated by their loyal customers is recorded by Ray and included in a monthly newsletter he produces and circulates to thank them for their support and to let them know how much has been raised for Dougie Mac in Kathleen's memory.



"Our customers have become like friends, we get to know everyone and they know they can rely on us to help them with whatever they need. Quite a few of our customers live on their own, so we're good company for them and they ask us back for lots of different jobs."

"We do not receive anything for our time and any money received is all donated to Dougie Mac, but we hope and pray we're making a difference to those who need their service and that our customers appreciate our help."

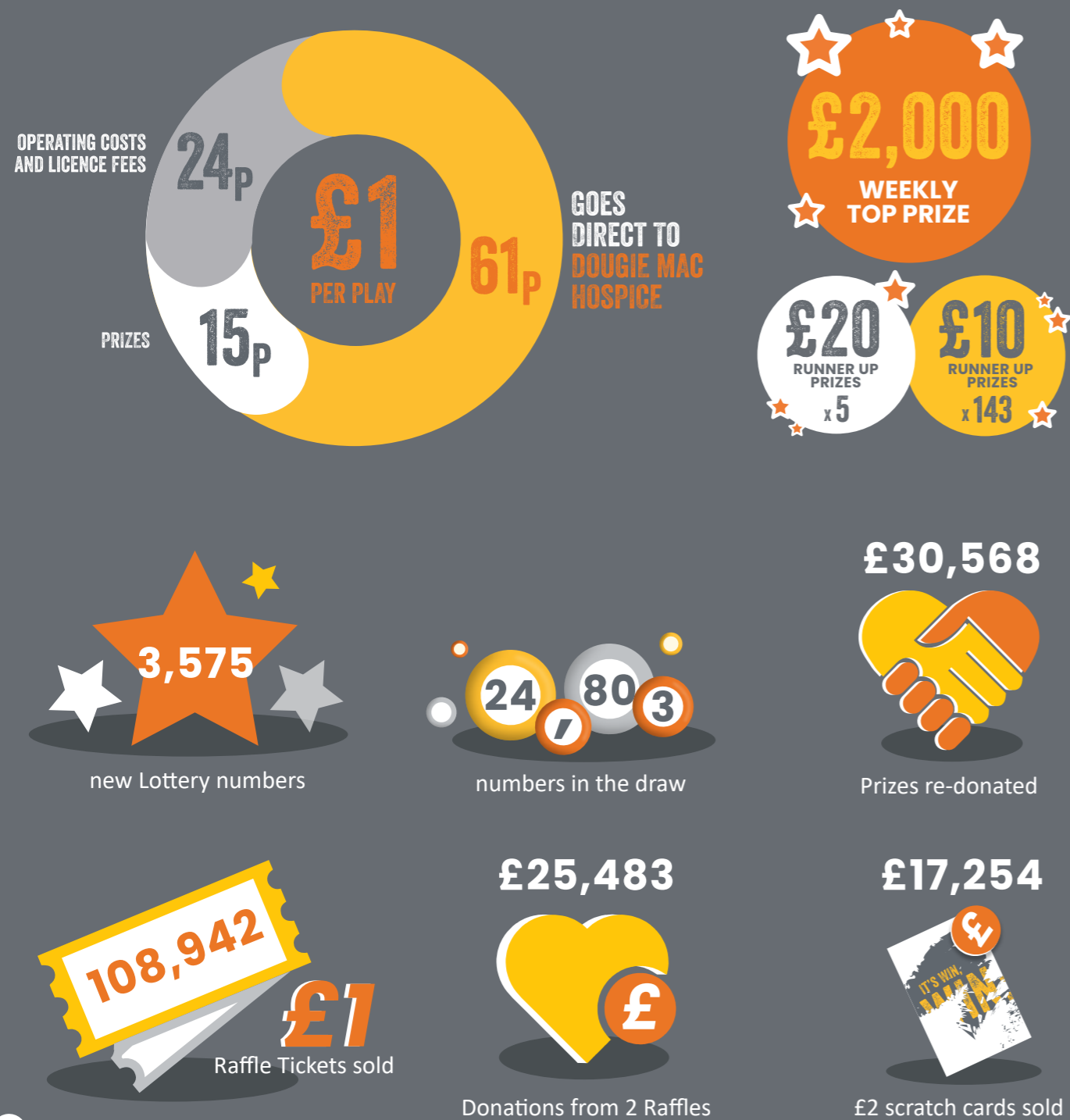
Over the last three years, Ray and Peter have raised over £60,000

# Local Lottery: It's Win Win!

Dougie Mac Lottery activities have been an integral part of the hospice's income requirements for over 28 years. We strengthened our sales team in the summer of 2023 and having a bigger team working face to face in the community and on the phone has meant we have met and spoken to more local people raising awareness of the hospice championing the great and growing services we have to offer, dispelling myths and encouraging support for the hospice; in any way possible.

83% of our Lottery income comes from the Lottery numbers that are entered into the draw each Friday so there is always a focus on securing new members and new numbers for the draw which helps ensure we can still grow our membership even with any cancellations we may get. This year we secured 3,575 new numbers with 85% of these coming from proactive canvassing and telephone campaigns.

We are truly grateful for the commitment of our Lottery players who provide a regular source of income for the hospice, week in, week out.



I got the phone call to say that I'd won and I was speechless, but it's not about the winning for me, I support Dougie Mac regularly in memory of my Mum and Dad who were both cared for by the hospice.



# A Dougie Mac Shop is never too far away...

Dougie Mac charity shops continue to be at the heart of our local communities – the public face of the hospice on high streets and in surrounding villages across Stoke-on-Trent and North Staffordshire. People who shop, donate and volunteer in our shops have shaped our retail operation to be what it is today and we couldn't be more grateful.

Extending existing shops and making the most of new opportunities is key to growing the much needed income our shops help to raise for our specialist care and support. In April 2023 we were pleased to extend our Westlands shop and we opened our second shop in Cheadle on 7th September 2023.



I love volunteering at the Dougie Mac shop they make me feel like I'm part of a great team and they are helping me to build confidence whilst I volunteer too.

I feel much better in myself when I have been working hard with the team at the shop. It make me feel happy to be useful.

The shop where I volunteer are like another family to me we help each other out if we can I wouldn't volunteer anywhere else.

Volunteering at the shop has helped improve my social skills as well as helping with my anxiety.



We cherish the opportunity to celebrate our shop birthdays. These special occasions allow us to express our gratitude to our dedicated staff, volunteers and loyal customers. To make the celebrations even more memorable, we always have a special birthday offer in store too.



## Dougie Mac Shops in Numbers



Profitability



years of shop trading  
celebrated



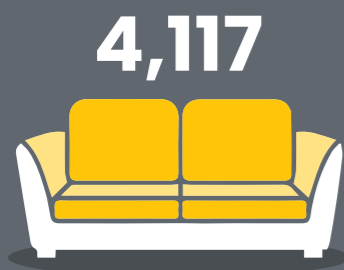
Hours Volunteered



People volunteer



Till transactions



Furniture Items Collected



Donated  
items sold

## Gift Aid really is a Gift

Gift Aid is an important source of income for the hospice. Thanks to HMRC's tax concession for charitable giving, we can increase donations from tax paying supporters by 25% - at no extra cost to them.

Simply by obtaining a Gift Aid Declaration, we can reclaim 25p from every £1 given from HMRC. Gift Aid is also reclaimable from the sale of donated items in our charity shops too.

Obtaining a valid Gift Aid Declaration, regarding tax paying status from donors is the key to maximising this opportunity - but this is easier said than done. In June 2023, we reinvigorated all aspects of our Gift Aid activities and processes with one singular objective to improve the collection of Gift Aid Declarations from donors, which would subsequently increase the amount of money raised from Gift Aid.



# 26%

increase in Gift  
Aid income  
year on year.

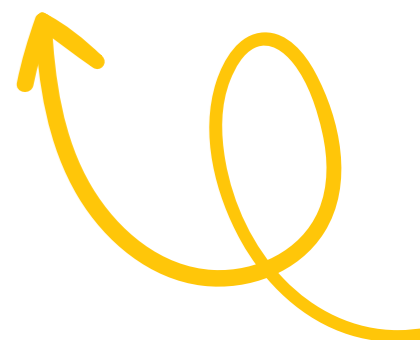


# 23%

more of our supporters  
made a Gift Aid  
Declaration in 2023/24  
than the previous year.

Thanks to our efforts of  
reviewing how we  
promoted and talked to  
our supporters about  
Gift Aid we claimed a  
record-breaking  
**£550,844**  
of Gift Aid from HMRC.

*giftaid it*

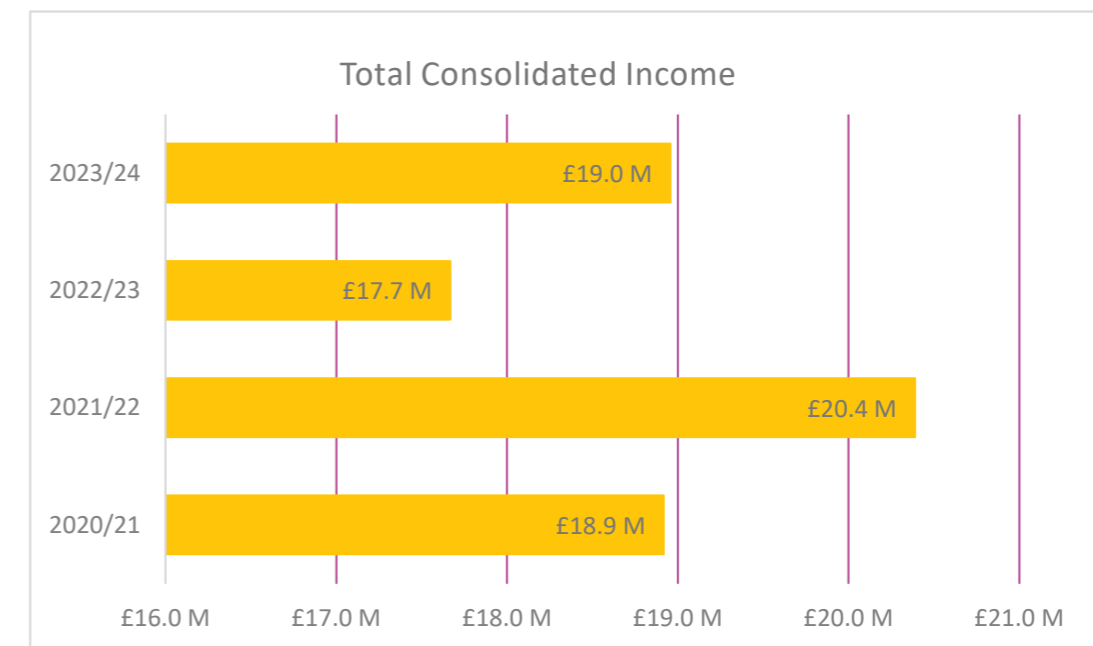


# Financial Review

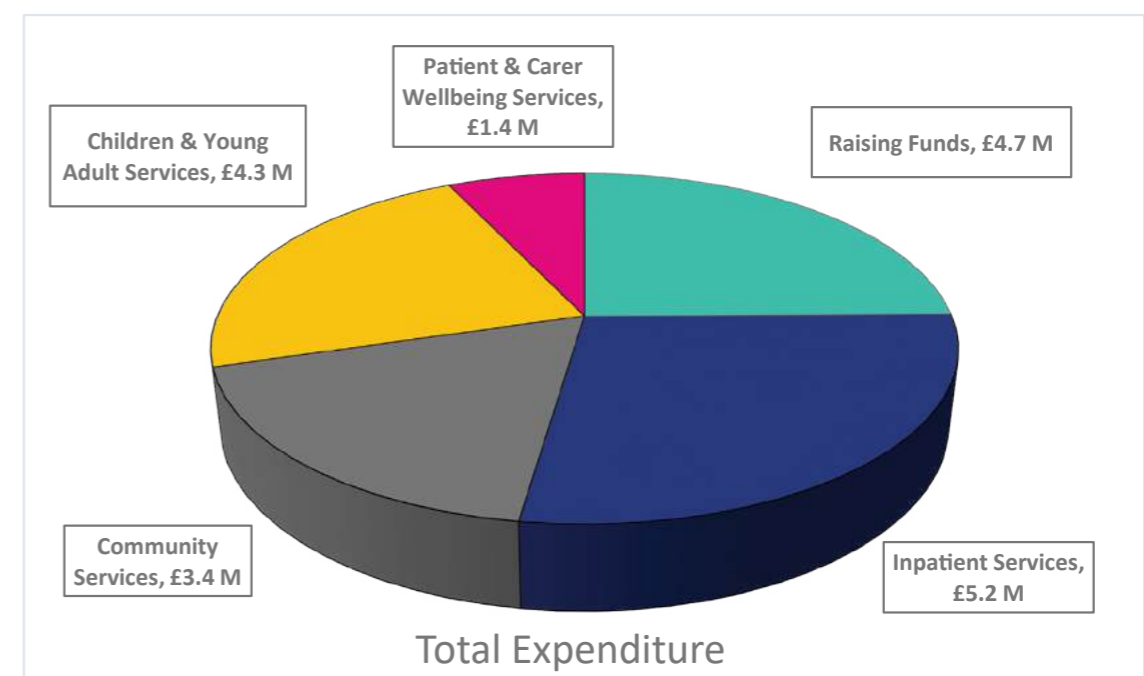
## Financial Review

The UK hospice sector is currently navigating some of its most challenging times. With statutory income remaining static and an unprecedented backdrop of rising costs, many hospices are facing significant financial pressures. As a UK wide deficit of £77 million for 2023-24 is predicted for the sector, Dougie Mac is proud to report a surplus of £0.828 million (after a gain on investments of £0.906 million).

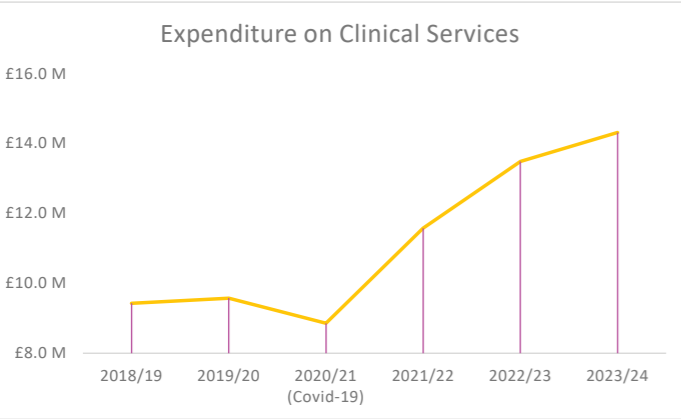
Total income for the year rose by 7% from £17.7 million to nearly £19.0 million, with the increase being largely attributable to the strong performance of our Retail business.



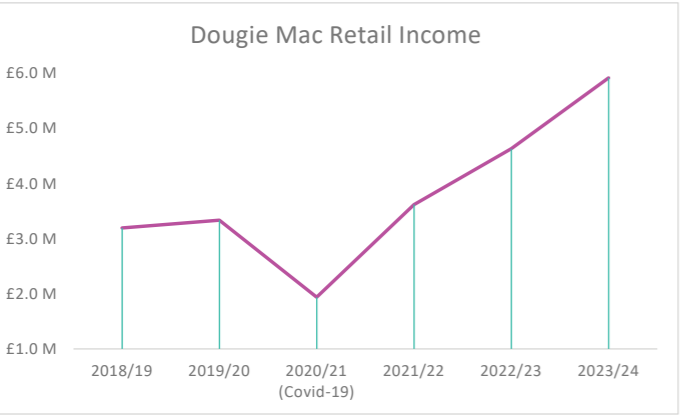
Expenditure also rose, with the cost of raising funds increasing by 17% and expenditure on clinical services climbing 6%. As we contend with the evolving economic landscape, it's important to acknowledge that some expenditure increases i.e. government-initiated uplifts, energy costs, groceries etc. will always be beyond our control. It is therefore our responsibility to find a means of re-balancing elsewhere, primarily by growing our donated income.



Our ability to achieve these results in such a challenging environment highlights the effectiveness of our financial management strategies and our commitment to operating a sustainable charity. Yet again, we remain a financially robust organisation with a good diversification of income streams and a commitment to good purchasing practices that enhance a value-for-money ethos.



Dougie Mac shops continue to be a North Staffordshire shopping destination of choice as people look to bag themselves a bargain. Over the past few years, our shops have shown astonishing resilience; riding the storm of COVID-19 and the cost-of-living crisis alongside managing the day-to-day challenges like charity retail competition, volunteer shortages and, believe it or not, inclement weather conditions.



Dougie Mac Retail saw incredibly strong sales in 2022/23, and this was always going to be difficult to replicate in 2023/24. This being said, it is astonishing to report that our resilient chain of charity shops has achieved impressive sales growth of 28%. Despite the challenges they have faced; like-for-like in-store income grew by 19% whilst online sales of donated clothing rose by 46.7% from 2022/23.

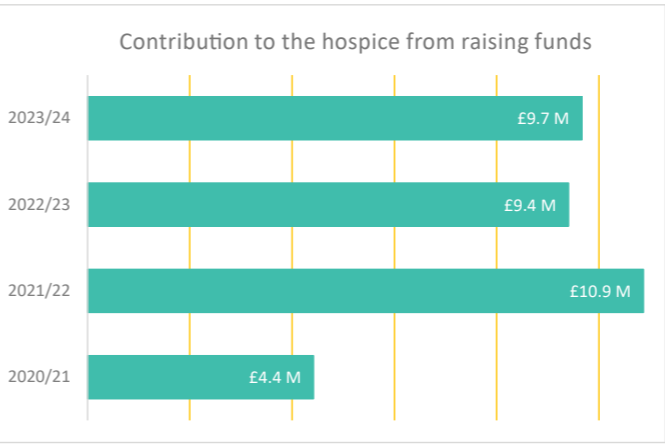
Of the 1.65 million items sold in our charity shops last year Bric-a-Brac and ladies wear remained the most popular income stream accounting for 54% of the total income generated from donated goods sales. With the average price of an item sold being £3.06, the average transaction value equated to £8.11. Over 4,000 items of furniture were collected from our community to be sold in our bigger stores and 850,000 kilos of products were kept out of landfill.

Of course, it's imperative that Dougie Mac Retail works to keep up with customer demand therefore recruiting and retaining volunteers and staff will be more important than ever. As a well-established and efficiently run operation, we will continue to diversify and innovate, to meet the changing needs of our shoppers. Charity retail is perfectly positioned to appeal to sustainable shoppers as more people look to make environmentally friendly choices. Charity shops remain incredibly important as customers look for affordable shopping choices to continue to combat the effects of the cost-of-living crisis. So, with plans afoot to not only continue to grow our in-store offering but to also expand our online platform, 2024/25 promises to extend our successful track record.

Lottery proceeds continue to be a dependable and steadily growing source of revenue for the hospice as 2023/24 sees income increase by 2%. Participation in the weekly lottery draw continued to rise during the year; reflecting an ongoing growth in engagement and support from our local community. During the year, two successful raffle campaigns collectively raised over £108,000 and were a significant boost to our fundraising efforts. The continued success of our lottery is thanks to the hard work and enthusiasm of our in-house team who continue to excel in recruiting new members; their dedication is the cornerstone of Lotteries achievements.

**Thank you to everyone who participated and supported our hospice lottery in 2023/24. Your contributions make a significant difference in the lives of those we care for. Here's to another successful year ahead!**

The income generation teams at our hospice play a crucial role in ensuring we can continue to provide exceptional care and support to our patients and their families.



Each year, their efforts and dedication result in an increase in net contribution, allowing us to expand our services and reach even more people in need of

our care. From organising fundraising events to managing our charity shops, their innovative approaches and tireless work make a significant impact. Not only do their contributions sustain our operations but also enhance the quality of life for those we look after, embodying the care values of our organisation. We are incredibly grateful for their unwavering commitment and the positive difference they make year after year.

Dougie Mac's investment portfolio experienced a total return (income generated plus capital appreciation) of 12.3% to 31st March 2024, net of all fees and charges. Inflation trending back towards target levels, resilient economic performance and the promise of interest rate cuts have all added to a positive backdrop for investment markets. The investment portfolio outperformed its associated benchmark, ARC Steady Growth ACI, by 2.9% over the period with total income increasing by 15.8% to £191k for the year.

## Defined benefit pension scheme

The actuarial loss in the pension fund is £164,000 and is shown in the Statement of Financial Activities, the defined benefit pension scheme liability stated in the balance sheet is £nil (2023 – £nil). 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 by the Trustees of the Federated Pension Scheme for Douglas Macmillan Hospice.



**“The Financial Statements report a highly successful year, with remarkably robust income generation and capital reserves.”**

## Trustees Report – for the year ended 31st March 2024

*S.P. Evans*

**Susan Evans**  
*Chairman of Board of Trustees*

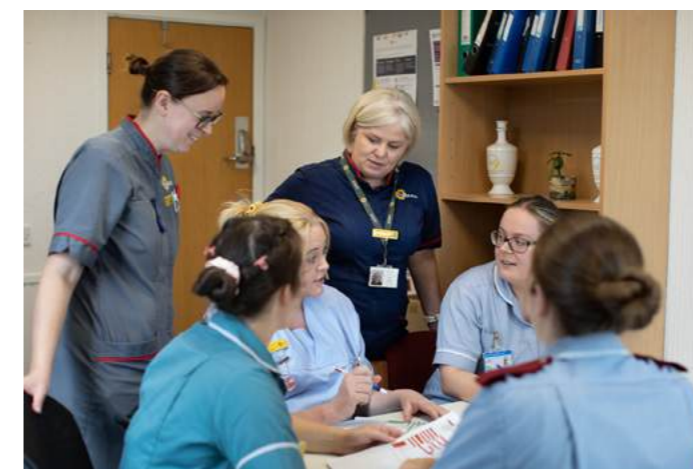


## Trustees Report – for the year ended 31st March 2024

I was delighted to be appointed Chair of the Board of Trustees of Douglas Macmillan Hospice in November 2023. After my first year in the role, it is a pleasure to present the Annual Report and Audited Financial Statements for the financial year ended 31 March 2024, on behalf of the Board of Trustees, who individually are also Directors of the charity for the purposes of the Companies Act 2006.

The Financial Statements report a highly successful year with remarkably robust income generation and capital reserves. Our sound finances have enabled Dougie Mac to continue to strengthen palliative and community care services invest in complementary healthcare services and significantly increase palliative and respite care for children and young adults who have a range of complex life-limiting conditions.

Our compassionate service of palliative and end of life care for individual patients and their families has earned Dougie Mac loyalty and a reputation that we never take for granted. Local people are incredibly generous, donating 80% of our total income, as individual donors, or as local businesses and corporate supporters. Many volunteers generously give their time to help run our retail shops or provide help within hospice premises. We express our thanks to everyone in the community who supports the hospice in any way they can.



Dougie Mac plays a critical role in the wider context of healthcare needs in North Staffordshire and we are very aware of some of the challenges faced by the NHS, nationally and locally, and its potential effect on hospice services and on patients. However, as an independent hospice, our Strategic Plan 2023-26 defines strategic objectives to invest in, and

sustain future hospice care services, and states our intention to invest in other specialist care such as Wellbeing and dementia, for those diagnosed and living with life changing and life-limiting conditions.

The following examples demonstrate our achievements. The innovative Wellbeing programme established in 2022 is a real success, welcomed and fully taken up by the community. Led by a team of 22 professional staff, it offers a range of support and therapy groups including cancer, Lymphoedema, Parkinson's, Motor Neurone Disease and bereavement support networks.



Our longstanding and beneficial alliance with Approach Dementia Services was formalised by a merger on 1 April 2024, with 21 Approach staff joining the Dougie Mac team to continue their incredibly valuable work in dementia care. This dedicated investment in dementia care directly supports the needs of local people in this growing and devastating health condition.



We have invested in infrastructure, estate, and retail shops. Examples include; a kitchen refurbishment in the Children's Services, optimising sales in our retail shops by shop expansion, attractive branding and vibrant retail presentation. A planned significant investment in a new hospice IT system has been smoothly implemented and further development of a hospice led collaboration for a 24/7 Advice Line and out of hours Rapid Response service is progressing.



We continue to recruit staff in a national environment where recruitment is often a challenge. Strategies to attract, develop and retain employees are a high priority. We welcome external feedback and are delighted to be accredited by Investors in Excellence and Best Companies 3 Star World Class status.

It is our employees who drive the success of Dougie Mac, through their individual commitment to quality, excellence and professionalism.



On behalf of the Board of Trustees, I wish to thank employees and volunteers for their amazing contribution and thank the Executive team for their consistently successful leadership of the hospice.

*S P. Evans*

**Susan Evans**  
*Chairman of Board of Trustees*



## Running our organisation well

## Running our organisation well

### 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 eight 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 (CG)
- Research
- DMH Staffordshire Enterprises Ltd Board (DMHSEL)
- DMH Staffordshire Lotteries Ltd Board (DMHSLL)
- 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 Officer**  
David Webster



**Director of Income Generation**  
Karen McKenzie



**Medical Director**  
Emer Cunningham McKenna



**Director of Care**  
Jannette McCartney



**Director of HR and 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 focuses on our CARE values along with competitive pay, an attractive working environment and a person-centered wellbeing 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 DMH. A well-constructed infrastructure of subcommittees 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.

## Fundraising standards information

We strive to ensure our practices when generating non-statutory income are of the highest standard; we must be legal and comply with regulatory bodies and we commit to being open, honest, respectful and accountable. Our reputation and maintaining public trust is essential.

**Our trading companies operating Lotteries and Charity Shops and all other Fundraising activities must comply with relevant regulations and laws and we are registered and/or licensed\* to undertake activities by:**

- 1. being licensed\* to operate gambling activities by The Gambling Commission
- 2. being registered with The Fundraising Regulator
- 3. recognising The Trading Standards Authority



*\*Our license for Gambling activities is held by Mrs K McKenzie (Director of Income Generation)*

**Some aspects of our fundraising activities are self-regulatory, and we commit to maintaining the same high standards in all practices by:**

- Employing suitably qualified and experienced fundraising staff or training staff to be suitable equipped to meet the high-performance levels we require
- 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 in line with our Data Collection Statement
- Maintaining clear governance and management controls for the legal sale and transparent raising of funds from a diverse range of sources in line with our Donations Policy
- Having clear rules for when donations are returned to donors in accord with our Donations Policy
- Reporting to Boards and subcommittees on income generation activities, issues and compliance matters.

# Reference and Administrative Information

For the year ended 31st March 2024

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

**Charity Name**  
Douglas Macmillan Hospice  
**Company Number**  
3615904  
**Charity Number**  
1071613  
**Registered Office**  
Barlaston Road, Stoke-on-Trent, ST3 3NZ

**Auditors**  
Geens Limited

**Chartered Accountants**  
68 Liverpool Road , Stoke-on-Trent , ST4 1BG

**Solicitors**  
Tinsdills Limited  
Hays House, 25 Albion Street, Hanley,  
Stoke-on-Trent, ST1 1QF

## Officers

The current Trustees (Directors) and those who held office during the financial year to 31st March 2024 are listed below:

Mr D Platt (Chair) (Resigned 16 November 23)  
Mrs S Evans (Chair) (Appointed 16 November 23)  
Mrs M Rathbone (Vice Chair Appointed 16 November 23)  
Mr K Brown  
Mrs K McKenzie  
Mrs J Miller  
Dr J Sissons

**Company Secretary & 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

**Medical Director**  
Mrs E Cunningham McKenna

# 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 trustee’s 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 23rd September 2024 and signed on their behalf by:



**Susan Evans**  
*Chairman of Board of Trustees*



# Independent Auditor's Report and Financial Statements

For the year ended 31st March 2024

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 2024

## Opinion

We have audited the financial statements of Douglas Macmillan Hospice and its subsidiaries (the 'group') for the year ended 31 March 2024 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 2024, 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 trustees' 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 68, 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.

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**

**Chartered Accountants**

**Statutory Auditor**

23<sup>rd</sup> September 2024

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

## 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 2024**

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £ 2024	Total funds £ 2023
<b>Income:</b>						
Donations and legacies	2	2,011,055	3,307,430	20,777	5,339,262	5,636,673
Charitable activities	3	3,814,329	-	-	3,814,329	3,954,376
Other trading activities	4	9,044,447	-	-	9,044,447	7,808,926
Investment income	5	517,849	-	-	517,849	263,346
Other	6	211,385	-	29,117	240,502	4,763
<b>Total income</b>		<b>15,599,065</b>	<b>3,307,430</b>	<b>49,894</b>	<b>18,956,389</b>	<b>17,668,084</b>
<b>Expenditure</b>						
Costs of raising funds	7	4,718,189	-	-	4,718,189	4,038,271
Charitable activities	8	13,084,060	1,221,507	507	14,316,074	13,485,386
<b>Total expenditure</b>		<b>17,812,249</b>	<b>1,221,507</b>	<b>507</b>	<b>19,034,263</b>	<b>17,523,657</b>
Net gains/ (loss) on investments	17	905,538	-	-	905,538	(436,546)
<b>Net income / (expenditure)</b>		<b>(1,307,646)</b>	<b>2,085,923</b>	<b>49,387</b>	<b>827,664</b>	<b>(292,119)</b>
<b>Transfers between funds</b>	25/26	<b>1,721,477</b>	<b>(1,721,477)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other recognised gains and (losses)</b>						
Actuarial gain/ (loss) on defined benefit pension schemes	21	(164,000)	-	-	(164,000)	528,000
<b>Net movement in funds</b>		<b>249,831</b>	<b>364,446</b>	<b>49,387</b>	<b>663,664</b>	<b>235,881</b>
<b>Reconciliation of funds:</b>						
Fund balances brought forward		9,665,156	18,320,115	98,418	28,083,689	27,847,808
<b>Fund balances carried forward</b>		<b>9,914,987</b>	<b>18,684,561</b>	<b>147,805</b>	<b>28,747,353</b>	<b>28,083,689</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 76 to 92 form an integral part of these financial statements

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

**CONSOLIDATED BALANCE SHEET**

**AS AT 31 MARCH 2024**

	Notes	Group 2024 £	2023 £	Charity 2024 £	2023 £
<b>Fixed assets</b>					
Tangible assets	16	8,929,101	9,000,864	8,929,101	9,000,864
Investments	17	9,558,585	8,699,788	9,558,589	8,699,792
		<b>18,487,686</b>	<b>17,700,652</b>	<b>18,487,690</b>	<b>17,700,656</b>
<b>Current assets</b>					
Stocks	18	10,272	9,034	-	-
Debtors	19	1,749,967	1,980,676	1,924,912	1,980,435
Cash at bank and in hand		10,943,358	9,664,979	10,412,471	9,492,769
		<b>12,703,597</b>	<b>11,654,689</b>	<b>12,337,383</b>	<b>11,473,204</b>
<b>Creditors: amounts falling due within one year</b>	20	<b>(2,443,930)</b>	<b>(1,271,652)</b>	<b>(2,127,975)</b>	<b>(1,131,266)</b>
<b>Net current assets</b>		<b>10,259,667</b>	<b>10,383,037</b>	<b>10,209,408</b>	<b>10,341,938</b>
<b>Total assets less current liabilities being net assets excluding pension liability</b>		<b>28,747,353</b>	<b>28,083,689</b>	<b>28,697,098</b>	<b>28,042,594</b>
<b>Defined benefit pension scheme liability</b>	21	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net assets including pension liability</b>		<b>28,747,353</b>	<b>28,083,689</b>	<b>28,697,098</b>	<b>28,042,594</b>
<b>Funds</b>					
<b>Income funds</b>					
Restricted funds	25	147,805	98,418	147,805	98,418
Unrestricted funds:					
Designated funds	26	18,684,561	18,320,115	18,684,561	18,320,115
Other charitable funds		9,914,987	9,665,156	9,864,732	9,624,061
<b>Total funds excluding pension reserve</b>		<b>28,747,353</b>	<b>28,083,689</b>	<b>28,697,098</b>	<b>28,042,594</b>
Pension reserve	21	-	-	-	-
<b>Total funds</b>		<b>28,747,353</b>	<b>28,083,689</b>	<b>28,697,098</b>	<b>28,042,594</b>

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 23<sup>rd</sup> September 2024 and agreed on their behalf by:

*S.P. Evans*

Mrs S Evans - Chair

The notes on pages 76 to 92 form an integral part of these financial statements

## CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Group 2024 £	2023 £	Charity 2024 £	2023 £
<b>Net cash provided by operating activities</b>	28	1,524,251	1,969,259	1,165,574	2,674,073
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		517,849	263,346	517,849	263,346
Purchase of property, plant and equipment		(772,480)	(606,765)	(772,480)	(606,765)
Proceeds from sale of property, plant and equipment		-	-	-	-
Proceeds on sale of investments		3,287,228	4,882,731	3,287,228	4,882,731
Purchase of investments		(3,278,469)	(5,042,722)	(3,278,469)	(5,042,722)
<b>Net cash used in investing activities</b>		(245,872)	(503,410)	(245,872)	(503,410)
<b>Change in cash and cash equivalents in the reporting period</b>		1,278,379	1,465,849	919,702	2,170,663
<b>Cash and cash equivalents at the beginning of the reporting period</b>		9,664,979	8,199,130	9,492,769	7,322,106
<b>Cash and cash equivalents at the end of the reporting period</b>		10,943,358	9,664,979	10,412,471	9,492,769

The notes on pages 76 to 92 form an integral part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

## 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 2024 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 2024

## 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 2024

## 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.

1	Accounting policies (continued)
1i)	<p><b>Financial Instruments (continued)</b></p> <p>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.</p> <p>Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.</p> <p>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.</p> <p>Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.</p>
1j)	<p><b>Provisions</b></p> <p>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.</p>
1k)	<p><b>Leases</b></p> <p>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.</p> <p>Rentals payable and receivable under operating leases are charged to the SOFA on a straight line basis over the period of the lease.</p>
1l)	<p><b>Pensions</b></p> <p>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.</p> <p>The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.</p> <p>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.</p>
1m)	<p><b>Tax</b></p> <p>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.</p>
1n)	<p><b>Going concern</b></p> <p>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.</p>

1o)	<p><b>Critical accounting judgements and key sources of estimation uncertainty</b></p> <p>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.</p> <p>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.</p> <p>In preparing these financial statements, the trustees have made judgements in determining the:</p> <ul style="list-style-type: none"><li>• 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;</li><li>• 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;</li><li>• 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.</li><li>• 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</li><li>• 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, the Retail Prices Index (RPI) rate 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.</li></ul>
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## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

## 2 Donations and legacies

	Unrestricted funds	Designated funds	Restricted funds	Total 2024	Total 2023
	£	£	£	£	£
Donations and gifts	1,957,367	1,275,000	3,656	3,236,023	3,310,253
Legacies	-	2,032,430	17,121	2,049,551	2,272,732
Department of Health	53,688	-	-	53,688	53,688
	<u>2,011,055</u>	<u>3,307,430</u>	<u>20,777</u>	<u>5,339,262</u>	<u>5,636,673</u>

## For the year ended 31 March 2023

Unrestricted funds	1,664,268
Designated funds	3,964,732
Restricted funds	7,673
	<u>5,636,673</u>

## 3 Income from charitable activities

	Unrestricted funds	Designated funds	Restricted funds	Total 2024	Total 2023
	£	£	£	£	£
Charitable activities	<u>3,814,329</u>	<u>-</u>	<u>-</u>	<u>3,814,329</u>	<u>3,954,376</u>

## For the year ended 31 March 2023

Unrestricted funds	3,954,376
Designated funds	-
Restricted funds	-
	<u>3,954,376</u>

Included within income relating to charitable activities are:

Integrated Care Board (Annual Grant)	2,855,670	2,890,199
	<u>2,855,670</u>	<u>2,890,199</u>

## 4 Income from other trading activities

	Unrestricted funds	Designated funds	Restricted funds	Total 2024	Total 2023
	£	£	£	£	£
Fundraising events	1,595,926	-	-	1,595,926	1,680,074
Income from commercial activities:					
- Charity shops	5,920,630	-	-	5,920,630	4,633,073
- Lottery	1,527,891	-	-	1,527,891	1,495,779
	<u>9,044,447</u>	<u>-</u>	<u>-</u>	<u>9,044,447</u>	<u>7,808,926</u>

## For the year ended 31 March 2023

Unrestricted funds	7,808,926
Designated funds	-
Restricted funds	-
	<u>7,808,926</u>

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

	Unrestricted funds	Designated funds	Restricted funds	2024	2023
	£	£	£	£	£
Income from listed investments	192,353	-	-	192,353	140,588
Interest receivable	325,496	-	-	325,496	122,758
	<u>517,849</u>	<u>-</u>	<u>-</u>	<u>517,849</u>	<u>263,346</u>

## For the year ended 31 March 2023

Unrestricted funds	263,346
Designated funds	-
Restricted funds	-
	<u>263,346</u>

## 6 Other

	Unrestricted funds	Designated funds	Restricted funds	2024	2023
	£	£	£	£	£
Transfer of assets from The Donna Louise Trust	-	-	-	-	4,763
Transfer of assets from Approach	211,385	-	29,117	240,502	-
	<u>211,385</u>	<u>-</u>	<u>29,117</u>	<u>240,502</u>	<u>4,763</u>

On 31 March 2024 the services of Approach Supporting Your Life Your Way, a charity, were integrated in to the Douglas Macmillan Hospice. In connection with the integration of services assets with a value of £240,502 were transferred from Approach to Douglas Macmillan Hospice.

## 7 Analysis of costs of raising funds

	Unrestricted funds	Designated funds	Restricted funds	2024	2023
	£	£	£	£	£
Fundraising Costs	650,608	-	-	650,608	562,172
Costs of commercial activities:					
- Charity shops	3,463,663	-	-	3,463,663	2,942,955
- Lottery	603,918	-	-	603,918	533,144
	<u>4,718,189</u>	<u>-</u>	<u>-</u>	<u>4,718,189</u>	<u>4,038,271</u>

## For the year ended 31 March 2023

Unrestricted funds	4,038,271
Designated funds	-
Restricted funds	-
	<u>4,038,271</u>

## 8 Analysis of expenditure on charitable activities

	Direct costs	Support costs	Total 2024	Total 2023
	£	£	£	£
Inpatient Services	2,551,239	1,221,890	3,773,129	4,048,805
Medical	595,395	1,291,995	1,887,390	847,044
Community and Hospice at Home	2,610,547	298,953	2,909,500	3,355,874
Wellbeing	870,400	426,602	1,297,002	1,091,419
Learning and Development	158,864	60,365	219,229	225,720
Children and Young Adult Hospice	2,825,486	1,404,338	4,229,824	3,916,524
	<u>9,611,931</u>	<u>4,704,143</u>	<u>14,316,074</u>	<u>13,485,386</u>

Unrestricted funds	13,094,060	12,219,671
Designated funds	1,221,507	512,830
Restricted funds	507	-
	<u>14,316,074</u>	<u>12,732,501</u>

12	Financial activities of the charity	2024	2023
		£	£
	Gross income	18,318,197	17,092,292
	Total expenditure on charitable activities	(13,851,042)	(13,100,023)
	Fundraising costs	(4,718,189)	(4,038,271)
	Unrealised gains/ (losses) on investment assets	905,538	(436,546)
	Net income/ (expenditure)	654,504	(482,548)
	Total funds brought forward excluding pension reserve	28,042,594	28,525,142
	Total funds carried forward excluding pension reserve	28,697,098	28,042,594
	Represented by:		
	Unrestricted income funds	9,864,732	9,624,061
	Designated income funds	18,684,561	18,320,115
	Restricted income funds	147,805	98,418
		28,697,098	28,042,594

## 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	2024	2023
	£	£
Turnover	75,369	72,314
Total expenditure	(25,114)	(31,219)
Profit for the year	50,255	41,095

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	59,292	54,841
Liabilities	(8,119)	(13,744)
Funds	51,173	41,097

## Douglas Macmillan Hospice Staffordshire Lotteries Limited

Summary of trading results	2024	2023
	£	£
Turnover	1,527,891	1,495,779
Total expenditure	(603,918)	(533,144)
Profit for the year	923,973	962,635

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

Assets	1,280,364	1,274,461
Liabilities	(356,389)	(311,824)
Funds	923,975	962,637

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

The total staff costs and employees benefits were:

	2024	2023
	£	£
Wages and salaries	12,006,337	10,868,886
Social security costs	1,049,548	987,131
Pension costs	1,484,836	1,386,943
	14,540,721	13,242,960

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

	2024	2023
	Number	Number
£60,001 to £70,000	3	2
£70,001 to £80,000	-	1
£80,001 to £90,000	1	1
£90,001 to £100,000	-	-
£100,001 to £110,000	-	-
£110,001 to £120,000	1	1
£120,001 to £130,000	1	1

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

	2024	2024	2023	2023
	Number	FTE	Number	FTE
Raising funds	128	110	123	108
Charitable activities	322	274	309	263
Governance	1	1	1	1
	451	385	433	372

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 £585,802 (2023: £600,519).

The trustees neither received nor waived any remuneration during the year (2023:£Nil).

The trustees did not have any expenses reimbursed during the year (2023:£Nil).

The charity has received no donations with conditions from the trustees during the year (2023:£Nil).

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

15	<b>Pension costs</b>
	<b>FPS defined benefit scheme</b>
	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 (2023: £Nil). Also during the year shortfall payments in respect of a recovery plan have been paid totalling £190,995 (2023: £191,002).
	Contributions are also made to a second plan (FPS Federated Flexiplan) in accordance with actuarial recommendations.
	<b>NHS defined benefit scheme</b>
	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 2024, is based on valuation data as At 31 March 2023, 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 £241,397 (2023: £272,269).
	<b>Aviva/Nest defined contribution schemes</b>
	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 £1,031,445 (2023: £927,021).

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

16	<b>Tangible fixed assets</b>			
	<b>Group and company</b>	<b>Land and buildings</b>	<b>Fixtures, fittings &amp; equipment</b>	<b>Total</b>
		<b>£</b>	<b>£</b>	<b>£</b>
	<b>Cost</b>			
	At 1 April 2023	12,726,111	2,050,421	14,776,532
	Additions	289,431	483,049	772,480
	Disposals	(474,342)	(212,873)	(687,215)
	At 31 March 2024	12,541,200	2,320,597	14,861,797
	<b>Depreciation</b>			
	At 1 April 2023	4,382,111	1,393,557	5,775,668
	Charge for the year	424,319	259,600	683,919
	Disposals	(333,681)	(193,210)	(526,891)
	At 31 March 2024	4,472,749	1,459,947	5,932,696
	<b>Net book value</b>			
	At 31 March 2024	8,068,451	860,650	8,929,101
	At 31 March 2023	8,344,000	656,864	9,000,864
17	<b>Fixed asset investments</b>	<b>Cash</b>	<b>Listed inv.</b>	<b>Total</b>
		<b>£</b>	<b>£</b>	<b>£</b>
	Market value at 1 April 2023	184,846	8,514,942	8,699,788
	Additional funds invested	-	-	-
	Additions at cost	(3,278,469)	3,278,469	-
	Disposals at carrying value	3,287,228	(3,287,228)	-
	Change in value in the year	-	905,538	(436,546)
	Other movement in cash balance	(46,741)	-	(16,774)
	Market value at 31 March 2024	146,864	9,411,721	9,558,585
	Historical cost at 31 March 2024	146,864	8,310,509	8,457,373
	The following investments made up more than 5% each of the total market value of listed investments or bonds at 31 March 2023.			
			<b>2024</b>	<b>2023</b>
			<b>£</b>	<b>£</b>
	Fidelity UCITS ICA US Quality Income Fund		481,419	446,046
	Vanguard Funds PLC S&P 500		552,920	463,787
	Ishares CORE FTSE100		546,224	280,433
	<b>Summary of Investments</b>	<b>Group</b>	<b>Charity</b>	
		<b>2024</b>	<b>2023</b>	<b>2024</b>
		<b>£</b>	<b>£</b>	<b>£</b>
	Investment in subsidiary companies	-	-	4
	Other investments	9,558,585	8,699,788	8,699,788
		9,558,585	8,699,788	8,699,792

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

18	Stock	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
	Stock in hand	10,272	9,034	-	-
		10,272	9,034	-	-

19	Debtors	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
	Trade debtors	23,351	48,994	23,352	48,994
	Amounts owed by subsidiary undertakings	-	-	177,808	-
	Other debtors	1,688,137	1,928,803	1,685,274	1,928,563
	Prepayments and accrued income	38,479	2,879	38,478	2,878
		1,749,967	1,980,676	1,924,912	1,980,435

20	Creditors: amounts falling due within one year	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
	Trade creditors	277,510	288,852	274,235	279,051
	Amounts owed to subsidiary undertakings	-	-	45,574	182,208
	Other creditors	562,329	459,042	211,230	153,469
	Taxes and social security	262,936	246,863	262,936	246,863
	Accruals and deferred income	1,341,155	276,895	1,334,000	269,675
		2,443,930	1,271,652	2,127,975	1,131,266

21	Pension and other post-retirement benefit commitments				
	Employee benefit obligations	Defined benefit pension plans			
		2024		2023	
		£		£	
	a) The amounts recognised in the balance sheet are as follows:				
	Present value of funded obligations	7,318,000		7,441,000	
	Fair value of plan assets	(8,091,000)		(8,031,000)	
	Surplus not recognised	773,000		590,000	
	(Surplus)/ Deficit	-		-	
	Net pension (asset)/ liability recognised before tax	-		-	
	b) The amounts recognised in the statement of financial activities are as follows:				
	Current service cost included in staff costs within total resources expended	-		(16,000)	
	Net interest cost	(16,000)		(22,000)	
	Expenses	(11,000)		(29,000)	
	Past service cost	(27,000)		(67,000)	

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

21	Pension and other post-retirement benefit commitments (continued)		
		2024	2023
		£	£
c) Included with other recognised gains and losses:			
	Return on assets, excluding interest income	(46,000)	(1,457,000)
	Impact of surplus restrictions	-	-
	Change in irrecoverable surplus	-	-
	Actuarial gains on liabilities	34,000	2,575,000
	Pension scheme surplus not recognised	(152,000)	(590,000)
		<u>(164,000)</u>	<u>528,000</u>
d) Changes in the present value of the scheme liabilities:			
		2024	2023
		£	£
	Opening liabilities	7,441,000	10,090,000
	Current service cost	-	-
	Past service cost	11,000	29,000
	Interest cost	340,000	267,000
	Contribution by scheme participants	-	-
	Actuarial gains	(34,000)	(2,575,000)
	Benefits paid (including payments to and on account of leavers)	(440,000)	(370,000)
		<u>7,318,000</u>	<u>7,441,000</u>
e) Changes in fair value of the scheme assets:			
		£	£
	Opening fair value of scheme assets	8,031,000	9,383,000
	Interest income	371,000	251,000
	Actuarial losses on assets	(46,000)	(1,457,000)
	Contributions by employer	191,000	246,000
	Expenses paid	(16,000)	(22,000)
	Benefits paid (including payments to and on account of leavers)	(440,000)	(370,000)
		<u>8,091,000</u>	<u>8,031,000</u>
f) The major categories of scheme assets are as follows:			
		2024	2023
		£	£
	Equity	1,625,000	2,738,000
	Bonds	6,176,000	1,202,000
	Diversified funds	-	2,768,000
	LDI	-	1,248,000
	Cash	290,000	62,000
	Annuity contracts	-	13,000
		<u>8,091,000</u>	<u>8,031,000</u>
g) Principal actuarial assumptions used by the actuary at the balance sheet date			
		2024	2023
		%	%
	Discount rate at 31 March	4.80	4.70
	Rate of inflation (RPI)	3.25	3.40
	Rate of inflation (CPI)	2.95	3.00
	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%)	3.15	3.30
	- Post 2009 (RPI max 2.5%)	2.20	2.25

## 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:	2024 Years	2023 Years
Males retiring immediately	19.40	19.10
Females retiring immediately	22.90	22.70
Males retiring in 20 years time	21.20	20.80
Females retiring in 20 years time	24.70	24.60

## 22 Financial commitments

## Commitments under operating leases

As at 31 March 2024 the group was committed to making the following payments under non-cancellable operating leases as set out below:

	2024 Land & buildings £	2024 Other £	2023 Land & buildings £	2023 Other £
<b>Group and company:</b>				
Operating leases which expire:				
Within one year	440,456	44,142		55,638
Between two and five years	760,937	56,224	878,902	100,366
After five years	210,000	-		-
	<u>1,411,393</u>	<u>100,366</u>	<u>878,902</u>	<u>156,004</u>

## 23 Capital commitments

	Group and Company 2024 £	Group and Company 2023 £
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.

## 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:

	Balances at 1 April 2023 £	Incoming resources £	Movement in funds Resources expended £	Transfers £	Balances at 31 March 2024 £
Other specific purposes	98,418	49,894	(507)	-	147,805
	<u>98,418</u>	<u>49,894</u>	<u>(507)</u>	<u>-</u>	<u>147,805</u>

## 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:

	Balances at 1 April 2023 £	Incoming resources £	Movement in funds Resources expended £	Transfers £	Balances at 31 March 2024 £
Fixed assets fund	9,000,864	-	(683,919)	612,156	8,929,101
Legacy equalisation fund	6,384,385	2,032,430	-	(2,333,633)	6,083,182
Young adult hospice fund	2,934,866	1,275,000	(537,588)	-	3,672,278
	<u>18,320,115</u>	<u>3,307,430</u>	<u>(1,221,507)</u>	<u>(1,721,477)</u>	<u>18,684,561</u>

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.

## 27 Analysis of group net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2024 are represented by:				
Tangible fixed assets	-	8,929,101	-	8,929,101
Investments	9,558,585	-	-	9,558,585
Current assets	2,800,332	9,755,460	147,805	12,703,597
Current liabilities	(2,443,930)	-	-	(2,443,930)
	<u>9,914,987</u>	<u>18,684,561</u>	<u>147,805</u>	<u>28,747,353</u>
Pension reserve	-	-	-	-
Group net assets	<u>9,914,987</u>	<u>18,684,561</u>	<u>147,805</u>	<u>28,747,353</u>

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

	Group 2024 £	2023 £	Charity 2024 £	2023 £
Net income for the reporting period	663,664	235,881	654,504	224,452
Adjustments for:				
Depreciation charges	683,919	593,581	683,919	593,581
Loss on disposal of tangible fixed assets	160,324	13,394	160,324	13,394
(Increase)/ decrease in investment cash balance	37,982	176,765	37,982	176,765
Gains/ (deficit) on investments	(905,538)	436,546	(905,538)	436,546
Actuarial gains	164,000	(528,000)	164,000	(528,000)
Dividends, interest and rents from investments	(517,849)	(263,346)	(517,849)	(263,346)
Difference between pension charge and cash contributions	(164,000)	(179,000)	(164,000)	(179,000)
(Increase)/ decrease in stocks	(1,238)	(4,446)	-	-
(Increase)/ decrease in debtors	230,709	1,460,648	55,523	1,990,776
Increase/ (decrease) in creditors	<u>1,172,278</u>	<u>27,236</u>	<u>996,709</u>	<u>208,905</u>
Net cash provided by operating activities	<u>1,524,251</u>	<u>1,969,259</u>	<u>1,165,574</u>	<u>2,674,073</u>

## 29 Analysis of net cash balances

	1 April 2023 £	Cash flow £	Non-cash changes £	31 March 2024 £
Cash at bank and in hand	9,664,979	1,278,379	-	10,943,358
Fixed asset investments	8,699,788	(46,741)	905,538	9,558,585
	<u>18,364,767</u>	<u>1,231,638</u>	<u>905,538</u>	<u>20,501,943</u>

## 30 Financial instruments

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

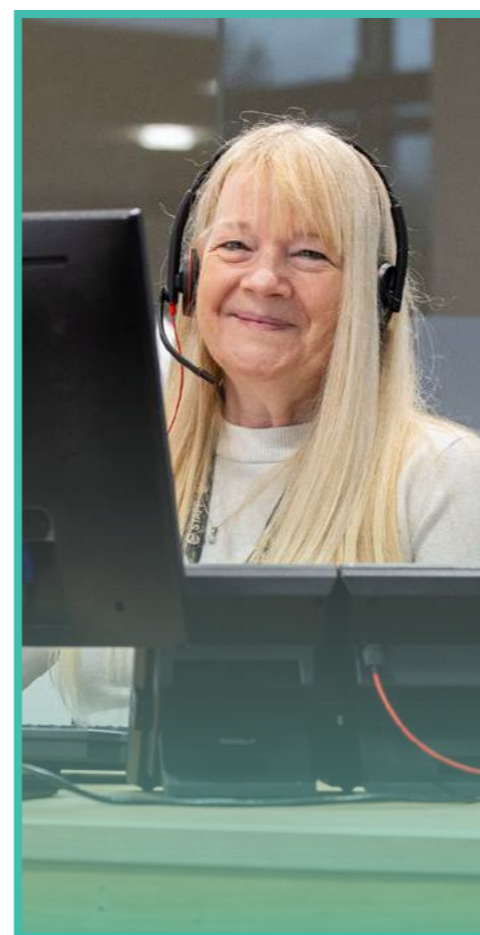
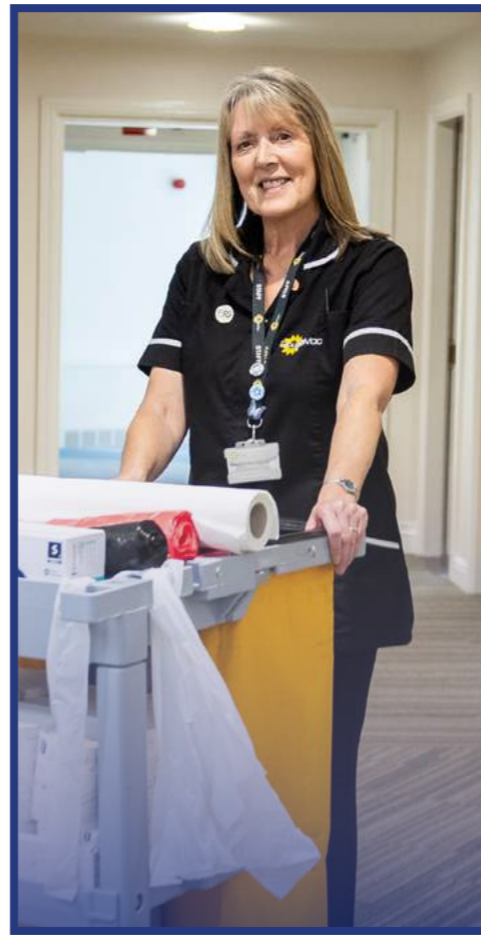
	Notes	Group 2024 £	2023 £	Charity 2024 £	2023 £
<b>Financial assets</b>					
Measured at fair value through net income / expenditure:					
Fixed asset listed investments	17	9,558,585	8,699,788	9,558,589	8,699,792
Debt instruments measured at amortised cost:					
Trade debtors	19	23,351	48,994	23,352	48,994
Amounts owed by subsidiary undertakings	19	-	-	177,808	-
Other debtors	19	<u>1,688,137</u>	<u>1,928,803</u>	<u>1,685,274</u>	<u>1,928,563</u>
		<u>1,711,488</u>	<u>1,977,797</u>	<u>1,886,434</u>	<u>1,977,557</u>
<b>Financial liabilities</b>					
Measured at amortised cost					
Trade creditors	20	277,510	288,852	274,235	279,051
Amounts owed to subsidiary undertakings	20	-	-	45,574	-
Other creditors	20	<u>562,329</u>	<u>459,042</u>	<u>211,230</u>	<u>153,469</u>
Taxes and social security	20	262,936	246,863	262,936	246,863
Accruals and deferred income	20	<u>1,341,155</u>	<u>276,895</u>	<u>1,334,000</u>	<u>269,675</u>
		<u>2,443,930</u>	<u>1,271,652</u>	<u>2,127,975</u>	<u>949,058</u>

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

	Notes	Group 2024 £	2023 £	Charity 2024 £	2023 £
Financial assets measured at fair value through net income / expenditure	17	905,538	(436,546)	905,538	(436,546)

## 31 Related party transactions

There were no related party transactions during the year (2023: £Nil).



Thank you

To all staff, volunteers and supporters who helped  
Dougie Mac in 2023 – 2024.  
**You really do make all the difference.**



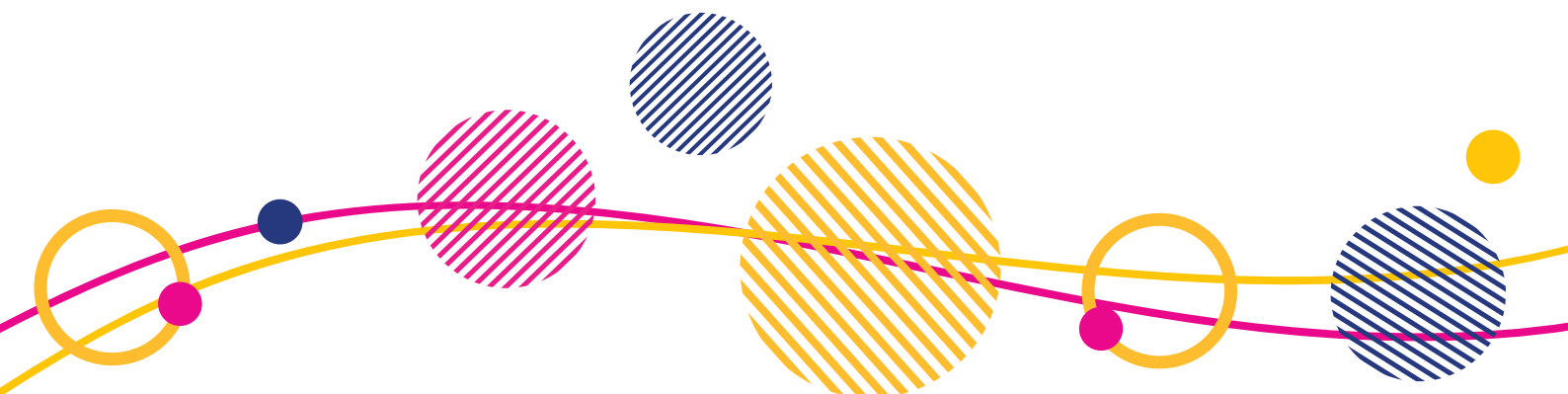


## Adult Services

Barlaston Road  
Blurton  
Stoke-on-Trent  
ST3 3NZ  
**01782 344300**

## Children and Young Adult Services

Grace Road  
Trentham  
Stoke-on-Trent  
ST4 8FN  
**01782 654440**



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