DUDLEY LODGE

England & Wales · Charity number 1078207

Details

Other names	DUDLEY LODGE AND ST. FAITH'S
Status	Registered
Legal form	Charitable company
Company number	03729909
Registered	1999-11-15
Register	View on the Charity Commission register

Contact

Address	Dudley Lodge 143 Warwick Road Coventry CV3 6AT
Phone	02476502800
Email	safeguarding@dudleylodge.co.uk
Website	www.dudleylodge.co.uk

Activities

Objects: “The charity is established to promote the physical and mental health welfare and safety of children, young people and adults, by developing childcare knowledge and by providing parenting assessments, practical support and assistance, education, advice and counselling, whether in accommodation provided by the charity or in the wider community.”

Activities: The principal activity of the Charity during the year was family assessment and the provision of services for children and vulnerable families with the aim of achieving the best outcomes for children. The Charity works with school children and high risk families, referred by local authorities and courts, where there is the potential for or where neglect and/or abuse is known to have occurred.

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People, Other Defined Groups

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Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,162,828	£5,769,172	£4,682,319	146
2024-03-31	£5,270,198	£5,066,420	£4,288,879	133
2023-03-31	£4,668,848	£4,238,914	£4,084,717	117
2022-03-31	£4,384,084	£3,770,374	£3,654,950	113
2021-03-31	£3,765,999	£3,494,600	£3,040,889	112

Trustees

Name	Role	Appointed
Peter David Roach	Chair	2018-03-01
April Carney-Dalton		2025-08-07
Arinola Anneke Adefila		2021-06-23
Caroline Wilson		2020-12-10
David Antony Beck		2023-05-11
Dr Sarah Patricia Raistrick		2022-06-23
GRAHAM NUTTALL		2022-11-30
Jane Anne Flynn		2020-12-10
Peter Anthony Maddock		2019-09-26
Zara Dione Bailey		2021-06-23

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DUDLEY LODGE

England & Wales - Charity number 1078207

Accounts

Dudley Lodge

safeguarding children services

DUDLEY LODGE

143 Warwick Road, Coventry, CV3 6AT
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Company No: 03729909
Charity No: 1078207

DUDLEY LODGE
(a company limited by guarantee)

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DUDLEY LODGE
(a company limited by guarantee)

THE CHAIR'S REPORT
for the year ended 31 March 2025

It is a great privilege to provide this Introduction to our Annual Report and Financial Statements for the year ended 31st March 2025.

I would like to start by paying tribute to our wonderful staff who remain so committed to the services we provide, meeting the needs of the vulnerable families we serve and in particular ensuring the safety and wellbeing of young children. We maintain a rolling staff succession plan and a "talent profile" which are important parts of our commitment to the professional and personal development of our staff which helps to underpin our reputation as a good employer.

During the financial year we continued to face significant challenges insofar as the number of competing family assessment centres nationally has grown at the same time as local authorities are facing difficult constraints on their financial resources. We have responded by focusing very strongly on opportunities to enhance and diversify our service delivery and making sure that we are operating as effectively as possible in a difficult market. We continue to aim to be the destination of choice for referrals and whilst there is no room for complacency we continue to enjoy a stable financial position notwithstanding these challenges. We aim to pilot new assessment models and one such pilot is already underway involving mothers who are towards the end of a prison sentence where we are offering a mixture of assessment pre and post release.

During the year we took the difficult decision to close our Wolverhampton centre as a response to the drop in total referrals. Our aim now is to lease the building to another charity supporting vulnerable people whilst we undertake a review of future service options. We are making good progress in that regard.

Our work across the wider community comes under the title of "Hurdle" which enjoys the financial support of the Lottery and generous grants from a number of other charities. We are grateful for that support, and we have developed a strategy which aims to demonstrate that a range of community- based services to vulnerable families outside our Centres can make a huge difference, whether that be in post assessment support or preventative work. We hope and believe that Hurdle can evolve into a range of services based on better value for money and better outcomes for commissioning bodies and the vulnerable families we support. A PhD research study has provided valuable evidence around the effectiveness of "Hurdle" and the final evaluation for the Lottery Fund due in June 2026 will also include a cost benefit analysis. This project has moved into its fifth year, now, and continues to meet all its targets. During the year we were pleased to extend this type of work into a pilot project with Warwickshire County Council to provide an advocacy service for parents whose children are involved in child protection processes.

We have recently succeeded in joining the West Midlands Children's Regional Residential Care framework for residential parenting assessments. This is an important step forward as we continue to seek a sustainable level of referrals bearing in mind that the framework aims to be the primary means by which placements are sourced in the West Midlands and includes 14 local authorities across the region.

The year ended March 2025 has been another successful one for Dudley Lodge. A healthy financial surplus has been recorded and that enables us to plough money back into the charity, including our community support work through Hurdle.

We are blessed with a board of trustees who are very committed to the continuing success of our organisation as we respond to the challenges and opportunities ahead. During the year we were pleased to be further strengthened with the appointment of April Carney-Dalton who brings a wealth of experience on all matters relating to human resources. I am particularly grateful for the way in which the Board and the Executive Team work together based on the values of mutual trust and respect.

I hope all those who have an interest in our work find the following Report and Financial Statements of some value and that it furthers your understanding of the work we do.

Peter Roach
Chair

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

The Trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ending 31 March 2025 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) published in October 2019.

Objects and principal activities of the charity

The charity is established to promote the physical and mental health welfare and safety of children, young people and adults, by developing childcare knowledge and by providing parenting assessments, practical support and assistance, education, advice and counselling, whether in accommodation provided by the charity or in the wider community.

Principal activities of the charity

The principal activity of the charity is to provide accommodation to vulnerable children, young people, and their parents for the purpose of assessment and support.

We provide independent, comprehensive family assessments, incorporating a high level of supervision for children and their parents/carers that are tailored to the individual needs of the family. The assessment is deemed a positive intervention with the emphasis of our work being focused on assessment and providing a learning/re-learning experience for parents within an environment/situation that is sensitive and supportive.

The Directors/Trustees and the Executive Team demonstrate a strong commitment to continuous improvement in relation to assessment, support, services, accommodation, and facilities. They are committed to the principle of providing a quality workforce, having competent well-trained staff, to provide good quality care/services for children, young people, and their families.

In shaping our objectives for the year and planning our future activities, the Directors/Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

Our Vision

Dudley Lodge will be the preferred provider of a range of independent high-quality children's safeguarding services for local authorities, guardians, and advocates.

We will enhance our reputation for excellence and innovation by demonstrating skills in dealing with the most complex cases regarding vulnerable children and families.

Our Mission:

To provide the courts and other relevant parties concerned with safeguarding children, with a range of high-quality independent assessments, interventions, and services regarding referred parents/carers' abilities to keep children safe; and to assess their capacity and potential for promoting children's continuing wellbeing.

Our Values:

- We believe that all children have the right to have their safety and welfare needs met.
- We believe that all adults have a responsibility to respond to concerns, worries, and doubts regarding the safety and wellbeing of children wherever they may be.
- We believe that it is people who make the difference in any enterprise, and to give of their best they must be treated with dignity and respect.

Equality & Diversity Statement

Dudley Lodge will place diversity at the heart of all activities. Our charity values the diverse nature of its Staff, Board Members and of those using our services. We will ensure that this is reflected in all our practices, policies, and services.

Promoting equality and diversity is a duty our charity takes very seriously and is a responsibility shared by all Staff and Board Members.

Dudley Lodge's commitment to equality involves much more than positive action to promote equal opportunities and eradicate discrimination. It means that we are actively committed to encouraging and promoting the richness brought to the charity by the diverse nature of our Staff, Board Members, and Service Users.

Fundraising Standards Information:

The charity fundraises internally and approaches funders who have given explicit consent to receive such contact under the General Data Protection Regulation (GDPR). We occasionally utilise a fundraising consultant on an ad hoc basis to support specific applications or opportunities. We have received no fundraising complaints during the year.

Objectives for 2024/2025 and our Achievements:

1. **Pilot new assessment models.**

Last year preliminary meetings took place with the National Fostering Agency who were willing to enter a partnership to move a parent/child fostering assessment model pilot project forward. Despite positive interest shown by private fostering agencies they remain slow to move this forward despite our persistence.

During the year we have been able to secure the support of Peterborough HMP to pilot a model working with mothers towards the end of their prison sentence where we can offer a mixture of assessment pre and post release. We carried out our first parenting risk assessment with a mother during the last stages of her prison sentence, and this has been followed by a residential assessment which is still in progress. The insights from this pilot will be utilised to further market the concept.

2. **Hurdle to continue to meet the requirements of the Lottery funding; and working in line with our Fundraising Strategy.**

All required outcomes for our fourth year of Lottery funding were successfully met. Our mid-way evaluation, completed by Charity Fundraising Ltd, demonstrated positive service outcomes and was accepted by the Lottery in June 2024.

We continue to work with Charity Fundraising Ltd to strengthen our data analysis for the final evaluation, due for completion in June 2026, which will include a cost-benefit analysis to ensure our results are relevant to both funders and Local Authority commissioners.

In addition, the PhD study in partnership with Phoenix Psychology has been completed. This examined the impact of Hurdle's model on helping to facilitate change in what would be considered the hardest to reach service users, who are at high risk of repeating cycles of trauma, and having children removed. This research provides valuable insights into the effectiveness of our approach and aims to support future grant applications and Local Authority funding bids.

During the year Hurdle commenced a successful pilot project in partnership with Warwickshire County Council to provide parent advocacy for parents whose children are involved in child protection processes. This has been successfully expanded to March 2026, and we hope to continue our work on this area when the pilot has concluded. We have strengthened our strategic focus on succession planning and team structure to support further development of the Hurdle service.

We are actively working in line with our fundraising strategy and have begun engaging again with donors to establish new funding streams as the Lottery funding approaches its final year. We remain optimistic about these initiatives.

3. **Address workforce challenges and have a positive reputation as an employer, providing good salaries, benefits and opportunities.**

We continue to invest in the development of our staff and our assessment methodologies to enhance their ability to make more independent, informed decisions tailored to the specific needs of the families we support.

Our employee benefits remain strong, including comprehensive training opportunities, mental health support, a pension scheme, and competitive salaries, which have been enhanced over the past two years. However, recruitment and retention remain challenging, especially in residential roles, where unsociable hours and shifting workforce expectations continue to contribute to higher turnover.

To strengthen leadership and team cohesion, we continue to provide regular coaching and team-building sessions. Our training programme ensures ongoing professional development for managers, and the Executive Team has engaged with a coach to navigate the operational demands of the organisation while maintaining strategic focus and morale.

We are also collaborating with two external consultants who bring sector-specific expertise in Family Assessment and Support Services. Their insights are helping to shape our strategic direction. Concurrently, Centre Managers are reviewing internal processes to identify opportunities for increased efficiency and reduced administrative burden and streamlining our recording processes.

In line with our commitment to continuous improvement, we are refining our assessment methodologies, including shortening teaching phases to allow more time to evaluate change and independence. While our exploration of AI integration is still in its early stages, we are beginning to explore the potential of it to enhance service delivery and operational effectiveness.

4. **Maintain a strong financial position, receiving a high level of referrals from authorities across a wide geographical range in respect of Family Assessments, along with attracting new authorities to our third Centre.**

During the financial year, we continued to face significant challenges due to increasingly constrained budgets within Local Authorities and a growing number of competing family assessment centres nationwide. The expansion of the provider market and the need to drive down prices has impacted Dudley Lodge and other centres.

Although referral volumes remained high, the number of families placed with us reduced, reflecting broader market instability. In response to the drop in placements and assessment income, we made the difficult decision to close our Wolverhampton assessment centre at the end of the financial year. The property will be leased to another charity supporting vulnerable individuals while we evaluate future service options.

Despite the challenges faced during the year, we acted swiftly to adjust operations, relocate staff where possible, and absorb the financial shortfall. This proactive approach enabled us to generate a healthy surplus, ensuring continued service development and financial stability. The Executive Team continues to monitor market trends and remains responsive to changes in demand.

We are pleased to have successfully joined the West Midlands Children's Regional Residential Care Framework (2025) for the provision of Residential Parenting Assessments placements. The Framework aims to be the primary means by which residential care placements are sourced in the region from the independent market and incorporates 14 Local Authorities/Trusts. Contracts are due to commence on 31 October 2025.

We established new partnerships with several Local Authorities across the country during the year, and remain committed to delivering high-quality, value-for-money assessments, despite the ongoing pressures across the sector.

5. **Stay committed to assessing our use of energy and proactively seek to reduce our carbon footprint and make long term savings for the charity, along with improving all our facilities.**

Our sustainability initiatives are progressing well, with quarterly Green Meetings now established across the Centres. These meetings focus on reducing waste, eliminating single-use plastics, improving recycling practices, and encouraging environmentally conscious behaviours among both staff and residents.

Environmental considerations are now embedded into all new building works, ensuring that the most sustainable choices are prioritised. Our Wolverhampton property has been fitted with secondary glazing to improve energy efficiency, and our Birmingham centre has undergone a full window replacement to further reduce heat loss and enhance insulation.

Plans for Future Periods

2025-2028 Strategic Priorities

- We aim to stabilise and strengthen organisational foundations, preparing the charity for the challenging years ahead by building long-term resilience across all levels of the organisation.
- We aim to develop a skilled, diverse, and future-ready workforce, investing in, attracting, retaining, and developing a workforce that is adaptable, inclusive, and equipped for future challenges.
- We aim to ensure financial sustainability and strategic agility maintaining a strong financial footing while remaining responsive to shifting funding landscapes, including the potential need to diversify income streams and adjust service models in response to diminishing local authority budgets.

The objectives for 2025/26 are:

1. Continue to pilot new assessment models to support ever reducing Local Authority budgets.
2. Hurdle to continue to meet the requirements of the Lottery funding, and working in line with our Fundraising Strategy
3. Establish efficient recording systems for our workforce to significantly reduce recording and reporting time and improve quality.
4. Maintain a strong financial position, maintaining a steady level of referrals and occupancy.
5. Closely monitor the Children's Services Market to identify threats and opportunities.

Financial Review and Results for the Year

During the year, we received total income of £6,163k to deliver our services (2024: £5,270k); an increase of 17% on the previous year. Despite the challenges we faced in the family assessment market during the financial year, we generated total income of £5,149k (2024: £4,703k). Income from other services, including surveillance income, transitional assessments, and Hurdle advocacy work totalled £747k (2024: £415k).

Income for our Hurdle support service increased in the year from £120k to £206k. We received a further £73k for the 4th year of a 5-year funding award from the National Lottery Community Fund; £55k from The 29th May 1965 Charitable Trust to support staff costs in the year, and a further £55k for the 2025/6 financial year; and £35k in other donations (see detail in note 1 of the accounts). We would like to thank all our donors who have supported the ongoing costs and continued development of our Hurdle service.

We received a donation of £13k from the Alan Edward Higgs Charity to upgrade one of the bathroom facilities at our Coventry centre. We also received an increased amount of investment income in the year totalling £48k (2024: £32k) due to increases in bank deposit rates.

Resources expended on charitable activities during the year totalled £5,769k (2024: £5,066k), reflecting the level of assessments and support work undertaken. Direct costs totalled £4,785k (2024: £4,195k), and support costs totalled £985k (2024: £871k). Staff costs increased by 17.5% over the year from £3,960k in 2024 to £4,707k in 2025, with the average number of employees in the year increasing from 133 to 146. We also undertook our annual pay review to ensure that the charity's salary and pension provision remains competitive, and that all our staff are fairly, remunerated and rewarded.

The charity spent £119k on fixed asset additions in the year, including £44k on the window replacements at our Wolverhampton property.

A defined pension contribution 'money purchase' scheme is in operation, under the government's automatic enrolment initiative; employer contributions of £152k (2024: £137k) were made in the year.

At 31 March 2025 total funds were £4,682k (2024: £4,289k). Restricted funds totalled £91k, and Special Trust funds totalled £114k. Unrestricted funds increased by £378k in the year from £4,099k to £4,477k; of this £2,729k is designated leaving £1,748k as free funds, see reserves policy below.

Reserves Policy

Reserves are required to meet the working capital requirements of the charity to safeguard the provision of services should income generating activities be curtailed or delayed. The Directors/Trustees have reviewed the charity's needs for reserves in line with guidance issued by the Charity Commission and the requirements of Ofsted and consider that the level of free reserves needed as of 31 March 2025 would be £1,722k.

After allowing for funds set aside for functional/operational tangible fixed assets, and Hurdle support services (see detail in note 15 of the accounts) free reserves totalled £1,748k as of 31 March 2025. This meets our free reserve requirement.

Principal Funding Sources

Local Authorities continue to represent the principal source of funding for the charity.

Investment Policy

The Directors/Trustees are empowered by the Memorandum and Articles to invest the charity's funds as they see fit. The investment policy requires that surplus funds that are not required for working capital purposes should be invested to provide maximum return at a measured risk to the organisation.

All funds considered to be surplus from time to time are primarily invested on a short term or medium-term fixed interest basis to ensure that the capital value is secure and readily available. To minimise the risk to funds, investments are deposited with several banking institutions who are regulated by the Financial Services Authority and are members of the Financial Services Compensation Scheme. A smaller amount continues to be invested in Income Units with the Charities Official Investment Fund.

The charity's Investment Policy is reviewed on an annual basis.

Risk Management

The Directors/Trustees have a risk management strategy that comprises:

1) The operation of a risk register and an annual review of the risks the charity may face;
2) The establishment of systems and procedures to mitigate those risks identified on the register;
3) The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise. Procedures are in place to ensure compliance with health and safety of staff, families and visitors to both Centres. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity and;
4) The adoption of a risk-based approach to managing bribery risks. Procedures have been put in place in line with our commitment to zero tolerance to bribery based on the guidance in the Bribery Act.

Structure, Governance and Management

Governing Document

Dudley Lodge is a charitable company limited by guarantee incorporated on 10 March 1999. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. The Directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as Board of Directors. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

There are two standing committees:

- A People and Governance committee meeting quarterly
- A Finance and Audit Committee meeting quarterly

A Business Development and Project Group also meets on an ad hoc basis as needed.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive supported by other members of the Executive Team.

Director/Trustee Induction and Training

Directors/Trustees are recruited via internet job sites, advertisements placed in Birmingham and Coventry newspapers and via Voluntary Action Coventry who support the voluntary and community sector in the city.

The Director/Trustee appointment process includes a detailed introduction to the work of the charity by the Executive Team, Centre Managers and the Senior Management team; the role and responsibilities of a Director/Trustee are explained by the Chair of the Board.

During this process the context within which the charity operates is described with particular reference to the Articles of Association, the Governing Rules and the role of Ofsted in relation to regulation inspection. Following this, interested applicants are invited to tour the facilities and attend committee and Board meetings before making a commitment to join. New Directors/Trustees appreciate this process and are able to contribute to the work of the charity quickly and positively.

Pay policy for senior staff

The Trustees consider the Executive Team comprise the key management personnel of the Charity in charge of directing, running and operating the charity on a day-to-day basis. The pay of the executive staff is reviewed annually by the Finance and Audit Committee and is based on performance and average earning across the sector. The remuneration ratio (highest paid versus the median salary) for 2024/25 was 3.39 (2023/24: 3.57). The ratio decrease was due to more experienced staff being recruited in the year on a higher salaries. We do not pay less than the UK Living Wage.

Statement as to Disclosure of Information to Auditors

Members of the Board of Trustees who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 10.

In accordance with company law, as the company's Directors/Trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the company's auditors are unaware;

and;

- As to the Directors/Trustees of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

Reference and Administrative Details

Dudley Lodge

Charity registration number

1078207

Company registration number

03729909

Registered Office and Operational address

143 Warwick Road,
Coventry,
Warwickshire
CV3 6AT

President

Vacant

Vice-Presidents

Mr R Quinn
Mr P Tudor

Auditors

Dafferns Audit Limited,
One Eastwood,
Harry Weston Road,
Binley Business Park,
Coventry
CV3 2UB

Solicitors

Band Hatton Button Solicitors, 53-55 Butts Road, Coventry CV1 3BH

Brindley Twist Tafft & James Solicitors, Lowick Gate, Siskin Drive, Coventry CV3 4FJ

Bankers

Lloyds Bank, 30 High Street, Coventry CV1 5RA

Management Board of Directors/Trustees

Mr P Roach - Chair
Mrs J Sullivan – Vice Chair
Dr A Adefila
Ms Z Bailey
Mr D Beck
Ms A Carney-Dalton – appointed 7 August 2025
Ms J Flynn
Mr P Maddock
Mr G Nuttall
Dr S Raistrick
Dr C Wilson
Mr K Scrivens – resigned 20 June 2024

Executive team members to whom day-to-day management of the charity is delegated by the Board of Directors/Trustees

Mrs C Davis – Chief Executive
Miss K Moore – Operations Manager
Mrs H Roebuck – Head of Finance
Mrs R White – Operations Manager

Company Secretary

Mrs H Roebuck

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

Directors'/Trustees' Responsibilities in the Preparation of Financial Statements

The Directors/Trustees are responsible for preparing the Management Board of Directors/Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors/Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors/Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures 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 in operation.

The Directors/Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors/Trustees are aware:

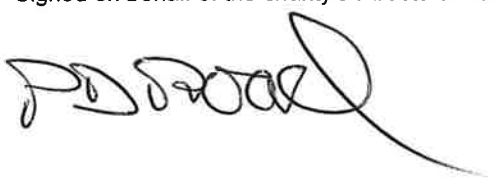
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors/Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The company has taken advantage of the small companies' exemption in preparing the report above.

The Directors/Trustees declare that they have approved the Trustees' report (including Directors report) above.

Signed on behalf of the charity's Directors/Trustees



Mr P Roach
Chair

Dated: 6 November 2025

DUDLEY LODGE
(a company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Opinion

We have audited the financial statements of Dudley Lodge (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, 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 (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its 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 Charities Act 2011.

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 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

In auditing the financial statements, we concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the 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.

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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters in relation to which Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or

- the charitable company has not kept adequate accounting records; or

- the financial statements are not in agreement with the accounting records and returns; 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 11, 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 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 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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. This 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. This description forms part of our auditor's report.

Use of our report
This report is made solely to the charitable company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company'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 Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Geoffrey Cox BA FCA (Senior Statutory Auditor)
for and on behalf of Dafferns Audit Limited
Chartered Accountants
Statutory Auditor
One Eastwood
Harry Weston Road
Binley Business Park
Coventry
CV3 2UB

Date: 6 November 2025

Dafferns Audit Limited is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2025

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2025 £	Total 2024 £ (see page 16)
Income from:						
Donations and legacies	1	-	145,446	-	145,446	25,746
Investments	2	48,154	-	-	48,154	31,562
Charitable activities	3	5,862,763	106,465	-	5,969,228	5,212,890
Total income		5,910,917	251,911	-	6,162,828	5,270,198
Expenditure on:						
Raising funds	4	-	-	-	-	-
Charitable activities	5	5,583,359	185,813	-	5,769,172	5,066,420
Total expenditure		5,583,359	185,813	-	5,769,172	5,066,420
Net income/(expenditure) before net gains		327,558	66,098	-	393,656	203,778
Net gains/(losses) on investments	11	(216)	-	-	(216)	384
Net income/(expenditure)	8	327,342	66,098	-	393,440	204,162
Transfers between funds	15	51,038	(13,000)	(38,038)	-	-
Net movement in funds		378,380	53,098	(38,038)	393,440	204,162
Reconciliation of funds						
Total funds brought forward		4,098,921	37,808	152,150	4,288,879	4,084,717
Total funds carried forward		4,477,301	90,906	114,112	4,682,319	4,288,879

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 20 to 32 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2024

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2024 £
Income from:					
Donations and legacies	1	-	25,746	-	25,746
Investments	2	31,562	-	-	31,562
Charitable activities	3	5,117,783	95,107	-	5,212,890
Total income		5,149,345	120,853	-	5,270,198
Expenditure on:					
Raising funds	4	-	-	-	-
Charitable activities	5	4,973,050	93,370	-	5,066,420
Total expenditure		4,973,050	93,370	-	5,066,420
Net income/(expenditure) before net gains		176,295	27,483	-	203,778
Net gains/(losses) on investments	11	384	-	-	384
Net income/(expenditure)	8	176,679	27,483	-	204,162
Transfers between funds	15	15,000	(15,000)	-	-
Net movement in funds		191,679	12,483	-	204,162
Reconciliation of funds					
Total funds brought forward		3,907,242	25,325	152,150	4,084,717
Total funds carried forward		4,098,921	37,808	152,150	4,288,879

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 20 to 32 form part of these accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed Assets					
Tangible assets	10		2,484,374		2,460,885
Investments	11		4,421		4,637
			2,488,795		2,465,522
Current assets					
Debtors	12	921,335		760,409	
Cash at bank and in hand		2,295,601		2,180,286	
		3,216,936		2,940,695	
Creditors: amounts falling due within one year	13	(388,721)		(454,126)	
Net current assets			2,828,215		2,486,569
Total assets less current liabilities			5,317,010		4,952,091
Creditors: amounts falling due after more than one year	14		(634,691)		(663,212)
Net assets			4,682,319		4,288,879
Funds of the charity:					
Unrestricted funds					
General fund	15	1,745,906		1,408,721	
Designated funds	15	2,729,232		2,687,821	
Revaluation reserve	15	2,163		2,379	
Total Unrestricted Funds			4,477,301		4,098,921
Restricted funds	15		90,906		37,808
Special trust	15		114,112		152,150
			4,682,319		4,288,879

For the year ended 31 March 2025 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors'/Trustees' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with Section 476;
- The Directors/Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2025

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Directors'/Trustees' and authorised for issue on 6 November 2025 and signed on its behalf by:

Mr P Roach - Chair

The notes on pages 20 to 32 form part of these accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

CASH FLOW STATEMENT
As at 31 March 2025

		2025 £	2024 £
Cash flow from operating activities	**19**	258,752	282,748
Interest paid		(45,304)	(46,658)
Net cash flow from operating activities		213,448	236,090
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(118,892)	(160,333)
Interest received		48,028	31,438
Net cash flow from investing activities		(70,864)	(128,895)
Cash flow from financing activities			
Repayment of long-term loans		(27,269)	(23,852)
Receipt of long-term Loan		-	-
Net cash flow from financing activities		(27,269)	(23,852)
Net increase in cash and cash equivalents		115,315	83,343
Cash and cash equivalents at 1 April 2024		2,180,286	2,096,943
Cash and cash equivalents at 31 March 2025		2,295,601	2,180,286
Cash and cash equivalents consist of:			
Cash at bank and in hand		2,295,601	2,180,286
Cash and cash equivalents at 31 March 2025		2,295,601	2,180,286

The notes on pages 20 to 32 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2025

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charitable company's accounts.

General information and basis of preparation
Dudley Lodge is a charity incorporated and limited by guarantee in England / Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £20 per member of the charity. The address of the registered office is given in the charity information on page 10 of these financial statements. The nature of the charity's operations and principal activities are to provide accommodation to vulnerable children, young people and their parents for the purpose of assessment and support.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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) issued in October 2019 , the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted.

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 presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:
- the charity has legal entitlement to the funds;
- any performance conditions attached to the item of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of:
- the date on which the charity is aware that probate has been granted;
- the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made; or
- when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2025

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 direct costs of fundraising activities;
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them; 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.

Support costs allocation
Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Funds

Unrestricted Funds
Comprises those funds which the Directors/Trustees are free to use for any purpose in furtherance of the charitable objects.

Designated Funds
Unrestricted funds include designated funds where the Directors/Trustees, at their discretion, have created a fund for a specific purpose.

Restricted Funds
Restricted funds comprise those funds where the donor has attached restrictions to its application.

Special Trust Funds
In October 2007, the Dunsmoor charity was wound up and all assets were transferred to Dudley Lodge with prior approval from the Charity Commission.

Based upon the restrictions identified in the Dunsmoor charity accounts prior to transfer, the monies received were set up as a Special Trust and restricted funds in Dudley Lodge.

On 19 August 2010, Dudley Lodge were granted permission by the Charity Commission to use the monies received from the Dunsmoor Charity to contribute to the purchase and refurbishment of a new residential family centre. The Special Trust monies were ordered to be set aside each year for ten years, which Dudley Lodge must invest as a permanent endowment.

Further details of each fund are disclosed in note 15.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2025

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

All assets costing more than £1,000 are capitalised. Depreciation of fixed assets is charged by equal instalments commencing with the year of acquisition at rates estimated to write off their cost less any residual value over the expected useful lives as follows:

Freehold land	Nil
Freehold buildings	50 years
Leasehold land and buildings	Over the remaining term of the lease
Fixtures and fittings	5 to 10 years
Computer equipment	3 years

Investments
Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Operating leases
Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Pensions
Employees of the charity are eligible for automatic enrolment in the company's defined contribution pension scheme. The contributions charged to the Statement of Financial Activities are disclosed in note 6 to the accounts. There were outstanding contributions of £nil included within other creditors at the year end.

Going concern
The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Financial instruments

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price.

Other financial assets, including investments in equity instruments and which are not subsidiaries, associates or joint ventures, are initially measured at fair value which is normally transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit and loss.

Financial liabilities

Basic financial liabilities, including trade and other payables, and bank loans that are classified as debt are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

1 Donations and legacies

	2025	2024
	£	£
Donations	145,446	25,746

Below is a list of donations received that are classified within restricted income during the financial year:

	2025
	£
The 29th May 1961 Charity	110,000
Baron Davenport's Charity	1,000
Lillie Johnson Charitable Trust	1,000
The Eveson Trust	4,560
St. Barbaras Church	235
General Charity (Coventry)	5,000
Millies Watch	5,000
Charity of Elizabeth Swillington	5,000
The Alan Edward Higgs Charity	13,000
Earlsdon Methodist Church	100
Warwick Road United Reform Church	350
Other Donations	201
	145,446

2 Investment income

	2025	2024
	£	£
Listed investments	126	124
Other interest receivable	48,028	31,438
	48,154	31,562

3 Income from charitable activities

	2025	2024
	£	£
Residential assessment charges	5,148,836	4,702,805
Other services	747,260	414,978
National Lottery Community Fund grant	73,132	83,107
The Eveson Trust grant	-	12,000
	5,969,228	5,212,890

4	**Expenditure on raising funds**	**2025** £	**2024** £
	Fundraising costs	-	-

5	**Charitable activities - family care, assessment and support**	**2025** £	**2024** £
	Costs directly allocated to activities		
	Staff costs (including ancillary costs)	4,038,171	3,426,132
	Staff training	56,419	67,542
	Premises costs	468,152	500,265
	Security	11,955	1,910
	Household expenses	78,807	73,009
	Loan interest	45,304	46,658
	Depreciation	85,862	79,772
		4,784,670	4,195,288
	Support costs		
	Staff costs (including ancillary costs)	669,188	534,018
	Office costs	35,613	72,904
	Other expenses	256,946	237,729
	Depreciation	9,540	9,198
	Audit and accountancy	11,956	11,387
	Other governance costs – Director/Trustee training etc	1,259	5,896
		984,502	871,132
		5,769,172	5,066,420

		2025 £	2024 £
6	**Staff costs**		
	Wages and salaries	3,682,170	3,315,530
	Social security costs	347,078	306,530
	Pension costs	151,760	136,917
	Other employee benefits	526,351	201,173
		4,707,359	3,960,150

The number of higher paid employees was:	Number	Number
Taxable emoluments band £60,001 - £70,000	5	3
Taxable emoluments band £70,001 - £80,000	1	1
Taxable emoluments band £80,001 - £90,000	2	1
Taxable emoluments band £100,001 - £110,000	1	1
The average number of employees analysed by function was: -		
Provision of family care and assessment	129	118
Support	17	15
	146	133
Full time equivalent	106	98

Key Management Personnel (Senior management) remuneration
There are four members of the senior management team (2024: four) and their aggregated remuneration in respect of qualifying services was:

	2025 £	2024 £
Remuneration and benefits including employers NIC	376,886	367,114
Pension	16,482	15,855
	393,368	382,969

7 **Directors'/Trustees' remuneration**
No Directors/Trustees received any remuneration for the current or preceding year, however £86 was paid to 1 Director/Trustee as expenses (2024: £528 paid to 5 Directors/Trustees).

		2025 £	2024 £
8	**Net incoming / (outgoing) resources**		
	This is stated after charging:		
	Auditors remuneration - audit	9,000	8,500
	Auditors remuneration - other services	10,826	14,274
	Depreciation	95,403	88,970

9 Taxation

As a charitable company, Dudley Lodge is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or S256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charitable company.

10 Fixed assets

	Freehold premises £	Leasehold premises £	Computers, fixtures and fittings £	Total £
Cost				
1 April 2024	2,053,114	505,896	679,912	3,238,922
Additions	89,931	-	28,961	118,892
Disposals	-	-	-	-
31 March 2025	2,143,045	505,896	708,873	3,357,814
Depreciation				
1 April 2024	217,238	147,411	413,388	778,037
Charge for year	39,830	9,517	46,056	95,403
Eliminated on disposal	-	-	-	-
31 March 2025	257,068	156,928	459,444	873,440
Net book value				
31 March 2025	1,885,977	348,968	249,429	2,484,374
31 March 2024	1,835,876	358,485	266,524	2,460,885

Included in freehold premises is land valued at £86,120 which is not depreciated.

Leasehold premises were acquired on 3 March 2010 and comprised a 54-year occupational lease of Bonner House, this lease was extended on 27 January 2017 to a 125-year lease from that date.

11 Fixed asset investments

	£
1 April 2024	4,637
Net gains / (losses) on revaluation at 31 March 2025	(216)
Market value at 31 March 2025	4,421
Historical cost at 31 March 2025	2,258
Investments consist of:	
Charities Official Investment Fund	4,421

		2025	2024
		£	£
12	**Debtors**		
	Debtors - accommodation charges	673,394	627,679
	Prepayments and accrued income	247,941	132,730
		921,335	760,409

		2025	2024
		£	£
13	**Creditors:** amounts falling due within one year		
	Bank loan (see note 14)	27,426	26,174
	Trade creditors	124,341	126,555
	Accruals	128,443	115,472
	Tax and social security	81,177	158,497
	Other creditors	27,334	27,428
		388,721	454,126

		2025	2024
		£	£
14	**Creditors:** Amounts falling due after more than one year		
	Bank loan	634,691	663,212

The bank loan for Bonner House, is secured by a legal charge over freehold property, and is repayable by monthly instalments. Interest is being charged at 3.26% over Lloyds Bank plc Base Rate. Full settlement of this loan was made on 6 June 2025.

In the current year a bank loan was obtained for the purchase of 96 Tettenhall Road, this is secured by a legal charge over freehold property, and is repayable by monthly instalments. A fixed interest rate is being charged at 6.51%.

A part-settlement in the amount of £250,000 was made on 17th September 2025

Amounts falling due on the bank loan are as follows:

	2025	2024
	£	£
In one year or less (note 13)	27,426	26,174
Between one and two years	28,761	27,426
Between two and five years	95,220	90,652
Over five years	510,710	545,134
	662,117	689,386

15 Analysis of charitable funds

	Balance 31 March 2024 £	Incoming Resources £	Resources Expended £	Transfers £	Gains/ (Losses) £	Balance 31 March 2025 £
Unrestricted fund	1,408,721	5,909,037	(5,526,401)	(45,451)	-	1,745,906
Designated funds:						
Fixed Asset Fund	2,460,885	-	-	23,489	-	2,484,374
Capital Building Fund	44,000	-	-	(44,000)	-	-
Hurdle Support Services: (Inc. The Paul Tudor Fund)	182,936	1,880	(56,958)	117,000	-	244,858
Revaluation Reserve	2,379	-	-	-	(216)	2,163
Restricted funds:						
National Lottery Community Fund – RC Midlands Region	28,808	73,132	(84,366)	-	-	17,574
Hurdle Support Services: (Inc. The Paul Tudor Fund)	9,000	178,779	(101,447)	(13,000)	-	73,332
Special Trust Fund	152,150	-	-	(38,038)	-	114,112
	4,288,879	6,162,828	(5,769,172)	-	(216)	4,682,319

Unrestricted Funds

The "free reserves" which are available to be spent on the purposes of the charity.

Designated funds

Fixed Asset Fund is the value of unrestricted funds represented by the tangible fixed assets owned by the charity. These are used for operational purposes and have been excluded from 'free reserves' under Charity Commission guidelines.

Capital Building Fund represents the amount set aside by the Directors/Trustees to create additional space and to expand operational facilities.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Service which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

Revaluation Reserve Fund is required by the Companies Act and represents the amount by which investments exceed their historical cost.

Restricted funds

The Restricted Fund represents monies received from The National Lottery Community Fund - RC Midlands Region programme. These funds will assist with the provision of the Hurdle community support service.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Service which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

15 Analysis of charitable funds (Continued)

Special Trust Fund - Dunsmoor Fund

On 19 August 2010, Dudley Lodge were granted permission by the Charity Commission to use permanent endowment monies, received from the Dunsmoor Charity in October 2007, to contribute to the purchase and refurbishment of a new residential family centre. Under the Charity Commission recoupment order made at that time, £15,215 had to be repaid to the fund each year for the next ten years to replace the money used. Interest received, which is below £500, has been recorded in unrestricted funds and was fully spent on family activities.

On 9 May 2024, the Board resolved to use £38,000 (25%) of the Dunsmoor Fund to contribute to the upgrading of the Coventry residential family centre. This will be repayable over a 5-year period commencing 31 March 2026.

16 Analysis of net assets between funds

	Unrestricted	Restricted	Special Trust	Total
	£	£	£	£
Fund balances at 31 March 2025 are represented by:				
Tangible fixed assets	2,484,374	-	-	2,484,374
Investments	4,421	-	-	4,421
Cash at bank and in hand	2,090,583	90,906	114,112	2,295,601
Other net assets	(102,077)	-	-	(102,077)
	4,477,301	90,906	114,112	4,682,319

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

Land and Buildings	2025	2024
	£	£
Within one year	7,500	7,500
One to five years	30,000	30,000
More than five years	2,356,982	2,364,482

Office Equipment	2025	2024
	£	£
Within one year	1,896	2,554
One to five years	423	2,319

18 Capital commitments

	2025	2024
	£	£
Contracted but not provided for in the financial statements	-	-

19 Cash flow from operating activities

	2025 £	2024 £
Net movement in funds	393,440	189,162
Depreciation	95,403	88,970
Interest paid	45,304	46,658
Interest received	(48,028)	(31,438)
Losses/(gains) in investments	216	(384)
Decrease/(increase) in debtors	(160,926)	52,377
Increase/(decrease) in creditors	(66,657)	(62,597)
	258,752	282,748

20 Ultimate controlling party

The Charity is under the control of its Board of Directors/Trustees throughout the current and preceding year.

21 Related party transactions

There are no related party transactions during the period (2024: £nil).

22 Pensions and other post-retirement benefits

Defined contribution pension plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £151,760 (2024: £136,917).

The defined contribution liability is allocated to unrestricted funds.

23 Financial instruments

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

	2025	2024
	£	£
Financial assets		
Measured at fair value through net income / expenditure:		
Fixed asset listed investments (note 11)	4,421	4,637
Debt instruments measured at amortised cost:		
Debtors – accommodation charges (note 12)	673,394	627,679
Financial liabilities		
Measured at amortised cost		
Bank loans (notes 14)	(662,116)	(689,386)
Trade creditors (notes 13)	(124,341)	(126,555)
Other creditors (notes 13)	(27,334)	(27,428)

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

Net gains and losses (including changes in fair value)		
Financial assets measured at fair value through net income / expenditure	(216)	384
Financial liabilities measured at amortised cost through net income / expenditure	(45,304)	(46,658)

DUDLEY LODGE

England & Wales - Charity number 1078207

Accounts

Dudley Lodge

safeguarding children services

DUDLEY LODGE

143 Warwick Road, Coventry, CV3 6AT
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Company No: 03729909
Charity No: 1078207

DUDLEY LODGE
(a company limited by guarantee)

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DUDLEY LODGE
(a company limited by guarantee)

THE CHAIR'S REPORT
for the year ended 31 March 2024

It is a great privilege to provide this Introduction to our Annual Report and Financial Statements for the year ended 31st March 2024.

I would like to start by paying tribute to our wonderful staff who remain so committed to the services we provide, meeting the needs of the vulnerable families we serve and in particular ensuring the safety and wellbeing of young children. Our commitment to professional and personal development continues, as does our commitment to regular surveys of staff morale which help to underpin our reputation as a good employer. On that note we also maintain a rolling staff succession plan and a "talent profile" which are important parts of our commitment.

The last year has been particularly noteworthy as we successfully opened our third Centre, namely Saxon House in Wolverhampton. We are now able to offer Residential Assessments to up to 27 families at any one time across our three Centres in Coventry, Birmingham and Wolverhampton. We have embedded our new Centre, replicating the culture and values we operate across the organisation.

Our work across the wider community comes under the title of "HURDLE" which enjoys the financial support of the Lottery and generous grants also from several other charities. We are grateful for that support, and we have developed a strategy which aims to demonstrate that a range of community- based services to vulnerable families outside our Centres can make a huge difference, whether that be in post assessment support or preventative work. We hope and believe that HURDLE can evolve into a range of services based on better value for money and better outcomes for commissioning bodies and the vulnerable families we support. This project has moved into its fourth year, now, and continues to meet all its targets.

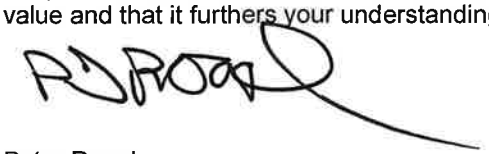
Part of our commitment to the development of our staff is to strengthen our capacity to expand, diversify and experiment and on that note, we are aiming to launch a pilot project in the forthcoming year that seeks to provide assessments for the most vulnerable of parents in a supportive home environment, utilising foster placements.

We are acutely aware that moving forward there are significant challenges facing local authorities who are having to work within tighter funding constraints, and we are committed to demonstrating that we can continue to deliver support to vulnerable families which provide better outcomes and best value for money.

The year ended March 2024 has been another successful one for Dudley Lodge. A healthy financial surplus has been recorded and that enables us to plough money back into the charity, including our community support work through HURDLE. I would like to take this opportunity to thank all our charitable donors who have supported the work of HURDLE over the last three years.

We are undoubtedly blessed with a board of Trustees who are very committed to the continuing success of our organisation as we respond to the challenges and opportunities ahead. During the last year we were sorry, though, to lose the services of Keith Scrivens. We wish Keith and his family every success and thank him for the contribution he made to the work of Dudley Lodge. I am particularly grateful for the way in which the Board and the Executive Team work together based on the values of mutual trust and respect.

I hope all those who have an interest in our work find the following Report and Financial Statements of some value and that it furthers your understanding of the work we do.



Peter Roach
Chair

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2024

The Trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ending 31 March 2024 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) published in October 2019.

Objects and principal activities of the charity

The charity is established to promote the physical and mental health welfare and safety of children, young people and adults, by developing childcare knowledge and by providing parenting assessments, practical support and assistance, education, advice and counselling, whether in accommodation provided by the charity or in the wider community.

Principal activities of the charity

The principal activity of the charity is to provide accommodation to vulnerable children, young people, and their parents for the purpose of assessment and support.

At our Centres, Dudley Lodge in Coventry, and Bonner House in Birmingham, we provide a wide variety and a combination of various assessment arrangements to meet the needs of children and their families and to provide detailed information for decision making purposes. For example, we offer bespoke residential assessments, a range of parenting risk assessments in the community, day assessments, viability, and PAMS assessments. The Parenting Assessment Manual (PAMS) is a wide-ranging functional and multi-dimensional evidenced-based parenting assessment aimed at vulnerable families particularly those with learning difficulties, their children, and their needs.

The Directors/Trustees and the Executive Team demonstrate a strong commitment to continuous improvement in relation to assessment, support, services, accommodation, and facilities. They are committed to the principle of providing a quality workforce, having competent well-trained staff, to provide good quality care/services for children, young people, and their families.

In shaping our objectives for the year and planning our future activities, the Directors/Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

Our Vision

Dudley Lodge will be the preferred provider of a range of independent high-quality children's safeguarding services for local authorities, guardians, and advocates.

We will enhance our reputation for excellence and innovation by demonstrating skills in dealing with the most complex cases regarding vulnerable children and families.

Our Mission:

To provide the courts and other relevant parties concerned with safeguarding children, with a range of high-quality independent assessments, interventions, and services regarding referred parents/carers' abilities to keep children safe; and to assess their capacity and potential for promoting children's continuing wellbeing.

Our Values:

- We believe that all children have the right to have their safety and welfare needs met.
- We believe that all adults have a responsibility to respond to concerns, worries, and doubts regarding the safety and wellbeing of children wherever they may be.
- We believe that it is people who make the difference in any enterprise, and to give of their best they must be treated with dignity and respect.

Equality & Diversity Statement

Dudley Lodge will place diversity at the heart of all activities. Our charity values the diverse nature of its Staff, Board Members and of those using our services. We will ensure that this is reflected in all our practices, policies, and services.

Promoting equality and diversity is a duty our charity takes very seriously and is a responsibility shared by all Staff and Board Members.

Dudley Lodge's commitment to equality involves much more than positive action to promote equal opportunities and eradicate discrimination. It means that we are actively committed to encouraging and promoting the richness brought to the charity by the diverse nature of our Staff, Board Members, and Service Users.

Fundraising Standards Information:

The charity contracts with a third party to assist in sourcing potential funders and helping with funding applications. The charity does employ a fundraising officer who initiates campaigns and makes approaches to other charities or those who have given explicit consent to receive such contact under the General Data Protection Regulation (GDPR). We have received no fundraising complaints in the year.

Objectives for 2023/2024 and our Achievements:

1. **Expand our core Residential Assessment Services by launching our 3rd Centre, enabling us to reach 20% more families.**

After months of refurbishment, planning, recruitment and training we finally opened the doors of Saxon House to new families on 7th February 2024. Our new centre, with 5 self-contained flats has been positively received by our staff, professionals and our families. We are now able to offer residential assessments for up to 27 families at any one time across our three centres.

We succeeded in embedding our new centre and extended our staff team, replicating the positive culture we have across the organisation and maintaining good practice. We have received positive staff surveys, and our 'customer' evaluations demonstrate a positive experience for the referring Local Authorities.

2. **Hurdle to continue to meet the requirements of the Lottery funding, whilst working towards longer term funding strategies.**

All required outcomes for our third year of Lottery funding were successfully met. Our mid-way evaluation, completed by Charity Fundraising LTD, demonstrated positive service outcomes and was accepted by the Lottery in June 2024.

We continue to work with Charity Fundraising LTD to strengthen our data analysis for the final evaluation, due for completion in June 2026, which will include a cost-benefit analysis to ensure our results are relevant to both funders and Local Authority commissioners.

In addition, we are midway through a PhD study being completed in partnership with Phoenix Psychology, examining the impact of Hurdle's model on helping to facilitate change in what would be considered the hardest to reach service users, who are at high risk of repeating cycles of trauma, and having children removed. Expected to complete in May 2025, this research will provide valuable insights into the effectiveness of our approach and support future grant applications and local authority funding bids.

We are actively working in line with our fundraising strategy to develop relationships with charitable funders and already have one post-lottery funder pledged and are in the process of submitting further bids to secure long-term funding.

3. **To develop a project outline for Parent/Child Fostering Assessments, working with at least one Local Authority to carry out a pilot.**

In line with our timing to launch a pilot project within the 2024 financial year, we completed the preparatory work to enter discussions with Local Authorities. We approached our regional Local Authorities in the hope that a pilot could be undertaken in partnership with them; however, we have so far been unable to secure any commitment for this. We are now considering an alternative model of working with a private fostering agency to develop this service and will move forward with these plans in the new financial year.

4. **To maintain a strong financial position, receiving a high level of referrals from authorities across a wide geographical range in respect of Family Assessments, along with attracting new authorities to our 3rd Centre**.

We developed and implemented a marketing and digital strategy and set actions to attract business from new areas. In conjunction with this we undertook an active marketing exercise for Saxon House, sharing material with Commissioning Teams and arranging visits to the Centre. Our website and social media posts saw a positive response to the news of our expansion, and since opening we have received an increased interest from more northern Local Authorities.

Referral levels were strong throughout the year. Despite a major water leak at our Coventry Centre, which resulted in five flats being out of use in March and April 2024, we generated a healthy surplus to continue developing our services whilst remaining financially stable.

As we move forward into the new financial year, we face the ongoing the challenge of Local Authorities working within tighter funding constraints and driving prices down. We are also seeing new family assessment centres opening across the country competing for placements. We remain committed to carrying our quality assessments and working with Local Authorities to offer effective, value for money services.

5. **To further develop our Staff Succession Planning and Talent Acquisition processes to ensure high quality, committed teams that can ensure a seamless turnover of staffing.**

We have a rolling Succession Action Plan in place for the organisation, with progress made on the delivery of the plan reported to the People & Governance Committee annually. Work is underway to facilitate overall succession planning. We continued work to implement an Improve Talent Profile and develop a 'live' talent audit that provides a 'moment in time' analysis on the entire team. The Talent Audit has been successfully kept up to date and we have reviewed our performance review process and implemented revised Talent Profiling methods. We are also working to establish a robust action plan to strengthen our capacity to expand, diversify and experiment.

We continue to develop more flexible ways of working to attract and retain employees in a competitive era. Some of this work includes implementing compressed hours, job share, and hybrid working. We have continued to attend the Residential Family Centre Forum quarterly and research the jobs market to compare and gain ideas from others. We continue to approach recruitment creatively, but we recognise residential working is becoming an increasingly difficult area of work to attract potential employees into, with unsociable hours being the biggest hurdle.

Plans for Future Periods

2023-2026 Strategic Priorities

- We aim to expand our core services by launching our 3rd Residential Family Assessment Centre in the Midlands, to provide more bespoke, expert Assessments every year.
- We aim to secure reliable, longer-term funding for Hurdle, increasing reach & ever diversifying our Support Services according to need.
- We aim to provide innovative, cost saving solutions for safeguarding agencies.
- We aim to offer new support services residentially and have continuous research in place to identify and address gaps/ challenges for Local Authorities.

The objectives for 2024/25 are:

1. Pilot new assessment models.
2. Hurdle to continue to meet the requirements of the Lottery funding; and working in line with our Fundraising Strategy.
3. Address workforce challenges and have a positive reputation as an employer, providing good salaries, benefits and opportunities.
4. Maintain a strong financial position, receiving a high level of referrals from authorities across a wide geographical range in respect of Family Assessments, along with attracting new authorities to our third Centre.
5. Stay committed to assessing our use of energy and proactively seek to reduce our carbon footprint and make long term savings for the charity, along with improving all of our facilities.

Financial Review and Results for the Year

During the year, we received total income of £5,270k to deliver our services (2023: £4,669k); an increase of 13% on the previous year. Despite increasing financial constraints for Local Authorities demand for residential assessments remained strong throughout the year, and we were able to manage our centres to exceed revised budgeted income levels and generate £4,703k of assessment income (2023: £4,133k). Income from other services, including surveillance income, fell slightly to £415k (2023: £425k) but overall, there continues to be a need for high level surveillance for the families being assessed.

Our Hurdle support service received a further £83k from the National Lottery Community Fund. This was the 3rd year of a 5-year funding award from the Lottery to support this vital work. A total of £23k in donations was received during the year to fund the work of Hurdle, (see detail in note 1 of the accounts), including a £12k grant from the Eveson Trust to fund the salary costs of one of our Project Workers. We would like to thank all our donors who have supported the ongoing costs and continued development of our Hurdle service.

We received a donation of £15k from the Wooden Spoon Society to upgrade the children's playground at our Coventry centre. We also received an increased amount of investment income in the year totalling £32k (2023: £5k) due to increases in bank deposit rates.

Resources expended on charitable activities during the year totalled £5,066k (2023: £4,239k), reflecting the level of assessments and support work undertaken. Direct costs totalled £4,195k (2023: £3,449k), and support costs totalled £871k (2023: £790k). Staff costs increased by 17.5% over the year from £3,370 in 2023 to £3,960k, with the average number of employees increasing from 117 to 133 as staff were recruited for our new centre. We also undertook our annual pay review to ensure that the charity's salary and pension provision remains competitive, and that all our staff are fairly, remunerated and rewarded.

The charity spent £175k on fixed asset additions in the year, including £118k on the final conversion and refurbishment costs relating to our new centre property.

A defined pension contribution 'money purchase' scheme is in operation, under the government's automatic enrolment initiative; employer contributions of £137k (2023: £117k) were made in the year.

At 31 March 2024 total funds were £4,289k (2023: £4,085k). Restricted funds totalled £38k, and Special Trust funds totalled £152k. Unrestricted funds increased by £192k in the year from £3,907k to £4,099k; of this £2,690k is designated leaving £1,409k as free funds, see reserves policy below.

Reserves Policy

Reserves are required to meet the working capital requirements of the charity to safeguard the provision of services should income generating activities be curtailed or delayed. The Directors/Trustees have reviewed the charity's needs for reserves in line with guidance issued by the Charity Commission and the requirements of Ofsted and consider that the level of free reserves needed as of 31 March 2024 would be £1,501k.

After allowing for funds set aside for functional/operational tangible fixed assets, and Hurdle support services (see detail in note 15 of the accounts) free reserves totalled £1,409k as of 31st March 2024. This is a £92k shortfall in the reserves requirement and the Trustees have set a surplus budget for the new financial year to ensure this is met.

Principal Funding Sources

Local Authorities continue to represent the principal source of funding for the charity.

Investment Policy

The Directors/Trustees are empowered by the Memorandum and Articles to invest the charity's funds as they see fit. The investment policy requires that surplus funds that are not required for working capital purposes should be invested to provide maximum return at a measured risk to the organisation.

All funds considered to be surplus from time to time are primarily invested on a short term or medium-term fixed interest basis to ensure that the capital value is secure and readily available. To minimise the risk to funds, investments are deposited with several banking institutions who are regulated by the Financial Services Authority and are members of the Financial Services Compensation Scheme. A smaller amount continues to be invested in Income Units with the Charities Official Investment Fund.

The charity's Investment Policy is reviewed on an annual basis.

Risk Management

The Directors/Trustees have a risk management strategy that comprises:

1) The operation of a risk register and an annual review of the risks the charity may face;
2) The establishment of systems and procedures to mitigate those risks identified on the register;
3) The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise. Procedures are in place to ensure compliance with health and safety of staff, families and visitors to both Centres. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity and;
4) The adoption of a risk-based approach to managing bribery risks. Procedures have been put in place in line with our commitment to zero tolerance to bribery based on the guidance in the Bribery Act.

Structure, Governance and Management

Governing Document

Dudley Lodge is a charitable company limited by guarantee incorporated on 10th March 1999. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. The Directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as Board of Directors. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

There are three standing committees:

- A People and Governance committee meeting quarterly
- A Finance and Audit Committee meeting quarterly
- A Remuneration Committee meeting annually

A Business Development and Project Group also meets on a quarterly basis.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive supported by other members of the Executive Team.

Director/Trustee Induction and Training

Directors/Trustees are recruited via internet job sites, advertisements placed in Birmingham and Coventry newspapers and via Voluntary Action Coventry who support the voluntary and community sector in the city.

The Director/Trustee appointment process includes a detailed introduction to the work of the charity by the Executive Team, Centre Managers and the Senior Management team; the role and responsibilities of a Director/Trustee are explained by the Chair of the Board.

During this process the context within which the charity operates is described with particular reference to the Articles of Association, the Governing Rules and the role of Ofsted in relation to regulation inspection. Following this, interested applicants are invited to tour the facilities and attend committee and Board meetings before making a commitment to join. New Directors/Trustees appreciate this process and are able to contribute to the work of the charity quickly and positively.

Pay policy for senior staff

The Trustees consider the Executive Team comprise the key management personnel of the Charity in charge of directing, running and operating the charity on a day-to-day basis. The pay of the executive staff is reviewed annually by the remuneration committee and is based on performance and average earning across the sector. The remuneration ratio (highest paid versus the median salary) is 3.57 (2022/23 - 3.29). The ratio increase was due to more less experienced new starters being recruited on lower scale points. We do not pay less than the UK Living Wage.

Statement as to Disclosure of Information to Auditors

Members of the Board of Trustees who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 9.

In accordance with company law, as the company's Directors/Trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the company's auditors are unaware;

and;

- As to the Directors/Trustees of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2024

Reference and Administrative Details

Dudley Lodge

Charity registration number

1078207

Company registration number

03729909

Registered Office and Operational address

143 Warwick Road,
Coventry,
Warwickshire
CV3 6AT

President

The Lord Bishop of Coventry
The Right Reverend Dr Christopher Cocksworth – Resigned 22 November 2023

Vice-Presidents

Mr R Quinn
Mr P Tudor

Auditors

Dafferns LLP,
One Eastwood,
Harry Weston Road,
Binley Business Park,
Coventry
CV3 2UB

Solicitors

Band Hatton Button Solicitors, 53-55 Butts Road, Coventry CV1 3BH

Brindley Twist Tafft & James Solicitors, Lowick Gate, Siskin Drive, Coventry CV3 4FJ

Bankers

Lloyds Bank, 30 High Street, Coventry CV1 5RA

Management Board of Directors/Trustees

Mr P Roach - Chair
Mrs J Sullivan – Vice Chair
Dr A Adefila
Ms Z Bailey
Mr D Beck - appointed 11th May 2023
Ms J Flynn
Mr P Maddock
Mr G Nuttall
Dr S Raistrick
Dr C Wilson
Mr D Churchill – resigned 02nd July 2023
Mr K Scrivens – resigned 20th June 2024

Executive team members to whom day-to-day management of the charity is delegated by the Board of Directors/Trustees

Mrs C Davis – Chief Executive
Miss K Moore – Operations Manager
Mrs H Roebuck – Head of Finance
Mrs R White – Operations Manager

Company Secretary

Mrs H Roebuck

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2024

Directors/Trustees' Responsibilities in the Preparation of Financial Statements

The Directors/Trustees are responsible for preparing the Management Board of Directors/Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors/Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors/Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures 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 in operation.

The Directors/Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors/Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors/Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The company has taken advantage of the small companies' exemption in preparing the report above.

The Directors/Trustees declare that they have approved the Trustees' report (including Directors report) above.

Signed on behalf of the charity's Directors/Trustees

Mr P Roach
Chair

Dated: 7 November 2024

DUDLEY LODGE
(a company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Opinion

We have audited the financial statements of Dudley Lodge (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, 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 (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its 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 Charities Act 2011.

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 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

In auditing the financial statements, we concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the 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.

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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters in relation to which Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or

- the charitable company has not kept adequate accounting records; or

- the financial statements are not in agreement with the accounting records and returns; 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 10, 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 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 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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. This 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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company'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 Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Geoffrey Cox BA FCA (Senior Statutory Auditor)
for and on behalf of Dafferns LLP
Chartered Accountants
Statutory Auditor
One Eastwood
Harry Weston Road
Binley Business Park
Coventry
CV3 2UB

Date: 7 November 2024

Dafferns LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2024

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2024 £	Total 2023 £ (see page 14)
Income from:						
Donations and legacies	1	-	25,746	-	25,746	21,764
Investments	2	31,562	-	-	31,562	5,271
Charitable activities	3	5,117,783	95,107	-	5,212,890	4,641,813
Total income		5,149,345	120,853	-	5,270,198	4,668,848
Expenditure on:						
Raising funds	4	-	-	-	-	-
Charitable activities	5	4,973,050	93,370	-	5,066,420	4,238,914
Total expenditure		4,973,050	93,370	-	5,066,420	4,238,914
Net income/(expenditure) before net gains		176,295	27,483	-	203,778	429,934
Net gains/(losses) on investments	11	384	-	-	384	(167)
Net income/(expenditure)	8	176,679	27,483	-	204,162	429,767
Transfers between funds	15	15,000	(15,000)	-	-	-
Net movement in funds		191,679	12,483	-	204,162	429,767
Reconciliation of funds						
Total funds brought forward		3,907,242	25,325	152,150	4,084,717	3,654,950
Total funds carried forward		4,098,921	37,808	152,150	4,288,879	4,084,717

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 19 to 31 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2023

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2023 £
Income from:					
Donations and legacies	1	21,764	-	-	21,764
Investments	2	5,271	-	-	5,271
Charitable activities	3	4,558,090	83,723	-	4,641,813
Total income		4,585,125	83,723	-	4,668,848
Expenditure on:					
Raising funds	4	-	-	-	-
Charitable activities	5	4,161,564	77,350	-	4,238,914
Total expenditure		4,161,564	77,350	-	4,238,914
Net income/(expenditure) before net gains		423,561	6,373	-	429,934
Net gains/(losses) on investments	11	(167)	-	-	(167)
Net income/(expenditure)	8	423,394	6,373	-	429,767
Transfers between funds	15	-	-	-	-
Net movement in funds		423,394	6,373	-	429,767
Reconciliation of funds					
Total funds brought forward		3,483,848	18,952	152,150	3,654,950
Total funds carried forward		3,907,242	25,325	152,150	4,084,717

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 19 to 31 form part of these accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed Assets					
Tangible assets	10		2,460,885		2,374,522
Investments	11		4,637		4,253
			2,465,522		2,378,775
Current assets					
Debtors	12	760,409		812,786	
Cash at bank and in hand		2,180,286		2,096,943	
		2,940,695		2,909,729	
Creditors: amounts falling due within one year	13	(454,126)		(515,287)	
Net current assets			2,486,569		2,394,442
Total assets less current liabilities			4,952,091		4,773,217
Creditors: amounts falling due after more than one year	14		(663,212)		(688,500)
Net assets			4,288,879		4,084,717
Funds of the charity:					
Unrestricted funds					
General fund	15	1,453,200		1,233,157	
Designated funds	15	2,618,077		2,672,090	
Revaluation reserve	15	2,379		1,995	
Total Unrestricted Funds			4,073,656		3,907,242
Restricted funds	15		63,073		25,325
Special trust	15		152,150		152,150
			4,288,879		4,084,717

For the year ended 31 March 2024 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors'/Trustees' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with Section 476;
- The Directors/Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2024

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Directors'/Trustees' and authorised for issue on 7 November 2024 and signed on its behalf by:

Mr P Roach - Chair

The notes on pages 19 to 31 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

CASH FLOW STATEMENT
As at 31 March 2024

		2024 £	2023 £
Cash flow from operating activities	**19**	282,748	442,631
Interest paid		(46,658)	(35,714)
Net cash flow from operating activities		236,090	406,917
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(160,333)	(1,159,421)
Interest received		31,438	5,147
Net cash flow from investing activities		(128,895)	(1,154,274)
Cash flow from financing activities			
Repayment of long-term loans		(23,852)	(20,027)
Receipt of long-term Loan		-	659,750
Net cash flow from financing activities		(23,852)	639,723
Net increase in cash and cash equivalents		83,343	(107,634)
Cash and cash equivalents at 1 April 2023		2,096,943	2,204,577
Cash and cash equivalents at 31 March 2024		2,180,286	2,096,943
Cash and cash equivalents consist of:			
Cash at bank and in hand		2,180,286	2,096,943
Cash and cash equivalents at 31 March 2024		2,180,286	2,096,943

The notes on pages 19 to 31 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2024

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charitable company's accounts.

General information and basis of preparation
Dudley Lodge is a charity incorporated and limited by guarantee in England / Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £20 per member of the charity. The address of the registered office is given in the charity information on page 9 of these financial statements. The nature of the charity's operations and principal activities are to provide accommodation to vulnerable children, young people and their parents for the purpose of assessment and support.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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) issued in October 2019 , the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted.

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 presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:

- the charity has legal entitlement to the funds;
- any performance conditions attached to the item of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of:

- the date on which the charity is aware that probate has been granted;
- the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made; or
- when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

ACCOUNTING POLICIES
For the year ended 31 March 2024

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 direct costs of fundraising activities;
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them; 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.

Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Funds

Unrestricted Funds

Comprises those funds which the Directors/Trustees are free to use for any purpose in furtherance of the charitable objects.

Designated Funds

Unrestricted funds include designated funds where the Directors/Trustees, at their discretion, have created a fund for a specific purpose.

Restricted Funds

Restricted funds comprise those funds where the donor has attached restrictions to its application.

Special Trust Funds

In October 2007, the Dunsmoor charity was wound up and all assets were transferred to Dudley Lodge with prior approval from the Charity Commission.

Based upon the restrictions identified in the Dunsmoor charity accounts prior to transfer, the monies received were set up as a Special Trust and restricted funds in Dudley Lodge.

On 19th August 2010, Dudley Lodge were granted permission by the Charity Commission to use the monies received from the Dunsmoor Charity to contribute to the purchase and refurbishment of a new residential family centre. The Special Trust monies were ordered to be set aside each year for ten years, which Dudley Lodge must invest as a permanent endowment.

Further details of each fund are disclosed in note 15.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2024

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

All assets costing more than £1,000 are capitalised. Depreciation of fixed assets is charged by equal instalments commencing with the year of acquisition at rates estimated to write off their cost less any residual value over the expected useful lives as follows:

Freehold land	Nil
Freehold buildings	50 years
Leasehold land and buildings	Over the remaining term of the lease
Fixtures and fittings	5 to 10 years
Computer equipment	3 years

Investments
Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Operating leases
Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Pensions
Employees of the charity are eligible for automatic enrolment in the company's defined contribution pension scheme. The contributions charged to the Statement of Financial Activities are disclosed in note 6 to the accounts. There were outstanding contributions of £nil included within other creditors at the year end.

Going concern
The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Financial instruments

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price.

Other financial assets, including investments in equity instruments and which are not subsidiaries, associates or joint ventures, are initially measured at fair value which is normally transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit and loss.

Financial liabilities

Basic financial liabilities, including trade and other payables, and bank loans that are classified as debt are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2024

1 Donations and legacies

	2024 £	2023 £
Donations	25,746	21,764

Below is a list of donations received that are classified within restricted income during the financial year:

	2024 £
29th May 1961 Charitable Trust	5,000
Baron Davenport's Charity	155
Lillie Johnson Charitable Trust	1,000
Other Donations	216
Queens Road Baptist Church	425
St. Barbaras Church	400
The Squire Patton Bogg Charitable Trust	250
Alchemy Charitable Trust	1,000
The W E Dunn Trust	300
William A Cadbury Charitable Trust	1,000
Gowling WLG (UK) Charitable Trust	1,000
Wooden Spoon Society	15,000
	25,746

2 Investment income

	2024 £	2023 £
Listed investments	124	124
Other interest receivable	31,438	5,147
	31,562	5,271

3 Income from charitable activities

	2024 £	2023 £
Residential assessment charges	4,702,805	4,132,843
Other services	414,978	425,247
National Lottery Community Fund grant	83,107	83,723
The Eveson Trust grant	12,000	
	5,212,890	4,641,813

4	**Expenditure on raising funds**	**2024** £	**2023** £
	Fundraising costs	-	-

5	**Charitable activities - family care, assessment and support**	**2024** £	**2023** £
	Costs directly allocated to activities		
	Staff costs (including ancillary costs)	3,426,132	2,838,141
	Staff training	67,542	62,786
	Premises costs	500,265	339,848
	Security	1,910	5,082
	Household expenses	73,009	105,213
	Loan interest	46,658	35,714
	Depreciation	79,772	62,430
		4,195,288	3,449,214
	Support costs		
	Staff costs (including ancillary costs)	534,018	531,620
	Office costs	72,904	56,417
	Other expenses	237,729	179,100
	Depreciation	9,198	7,233
	Audit and accountancy	11,387	8,610
	Other governance costs – Director/Trustee training etc	5,896	6,720
		871,132	789,700
		5,066,420	4,238,914

		2024	2023
		£	£
6	**Staff costs**		
	Wages and salaries	3,315,530	2,802,302
	Social security costs	306,530	268,349
	Pension costs	136,917	116,647
	Other employee benefits	201,173	182,463
		3,960,150	3,369,761

The number of higher paid employees was:	Number	Number
Taxable emoluments band £60,001 - £70,000	3	-
Taxable emoluments band £70,001 - £80,000	1	1
Taxable emoluments band £80,001 - £90,000	1	1
Taxable emoluments band £100,001 - £110,000	1	1
The average number of employees analysed by function was: -		
Provision of family care and assessment	118	102
Support	15	15
	133	117
Full time equivalent	98	89

Key Management Personnel (Senior management) remuneration
There are three members of the senior management team (2023: three) and their aggregated remuneration in respect of qualifying services was:

	2024	2023
	£	£
Remuneration and benefits including employers NIC	294,211	212,577
Pension	13,104	7,214
	307,135	219,791

7 **Directors'/Trustees' remuneration**
No Directors/Trustees received any remuneration for the current or preceding year, however £528 was paid to 5 Directors/Trustees as expenses (2023: £270 paid to 4 Directors/Trustees).

		2024	2023
		£	£
8	**Net incoming / (outgoing) resources**		
	This is stated after charging:		
	Auditors remuneration - audit	8,500	8,250
	Auditors remuneration - other services	20,170	17,502
	Depreciation	88,970	69,663

9 Taxation

As a charitable company, Dudley Lodge is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or S256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charitable company.

10 Fixed assets

	Freehold premises £	Leasehold premises £	Computers, fixtures and fittings £	Total £
Cost				
1 April 2023	1,958,063	505,896	599,630	3,063,589
Additions	95,051	-	80,282	175,333
Disposals	-	-	-	-
31 March 2024	2,053,114	505,896	679,912	3,238,922
Depreciation				
1 April 2023	207,591	108,550	372,926	689,067
Charge for year	9,647	38,861	40,462	88,970
Eliminated on disposal	-	-	-	-
31 March 2024	217,238	147,411	413,388	778,037
Net book value				
31 March 2024	1,835,876	358,485	266,524	2,460,885
31 March 2023	1,750,472	397,346	226,704	2,374,522

Included in freehold premises is land valued at £86,120 which is not depreciated.

Leasehold premises were acquired on 3 March 2010 and comprised a 54-year occupational lease of Bonner House, this lease was extended on 27 January 2017 to a 125-year lease from that date.

11 Fixed asset investments

	£
1 April 2023	4,253
Net gains / (losses) on revaluation at 31 March 2024	384
Market value at 31 March 2024	4,637
Historical cost at 31 March 2024	2,258
Investments consist of:	
Charities Official Investment Fund	4,637

		2024 £	2023 £
12	**Debtors**		
	Debtors - accommodation charges	627,679	665,613
	Prepayments and accrued income	132,730	147,173
		760,409	812,786

		2024 £	2023 £
13	**Creditors:** amounts falling due within one year		
	Bank loan (see note 14)	26,174	24,738
	Trade creditors	126,555	244,851
	Accruals	115,472	132,241
	Tax and social security	158,497	84,018
	Other creditors	27,428	29,439
		454,126	515,287

		2024 £	2023 £
14	**Creditors:** Amounts falling due after more than one year		
	Bank loan	663,212	688,500

The bank loan for Bonner House, is secured by a legal charge over freehold property, and is repayable by monthly instalments. Interest is being charged at 3.26% over Lloyds Bank plc Base Rate.

In the current year a bank loan was obtained for the purchase of 96 Tettenhall Road, this is secured by a legal charge over freehold property, and is repayable by monthly instalments. Interest is being charged at 6.51% over Lloyds Bank plc Base Rate.

Amounts falling due on the bank loan are as follows:

	2024 £	2023 £
In one year or less (note 13)	26,174	24,738
Between one and two years	27,426	26,174
Between two and five years	90,652	86,372
Over five years	545,134	575,954
	689,386	713,238

15 Analysis of charitable funds

	Balance 31 March 2023 £	Incoming Resources £	Resources Expended £	Transfers £	Gains/ (Losses) £	Balance 31 March 2024 £
Unrestricted fund	1,233,157	5,149,345	(4,858,591)	(115,190)	-	1,408,721
Designated funds:						
Fixed Asset Fund	2,374,522	-	-	86,363	-	2,460,885
Capital Building Fund	115,173	-	-	(71,173)	-	44,000
Hurdle Support Services: (Inc. The Paul Tudor Fund)	182,395	-	(114,459)	115,000	-	182,936
Revaluation Reserve	1,995	-	-	-	384	2,379
Restricted funds:						
National Lottery Community Fund – RC Midlands Region	25,325	83,107	(79,624)	-	-	28,808
Hurdle Support Services: (Inc. The Paul Tudor Fund)	-	22,746	(13,746)	-	-	9,000
Wooden Spoon Society	-	15,000	-	(15,000)	-	-
Special Trust Fund	152,150	-	-	-	-	152,150
	4,084,717	5,270,198	(5,066,420)	-	384	4,288,879

Unrestricted Funds

The "free reserves" which are available to be spent on the purposes of the charity.

Designated funds

Fixed Asset Fund is the value of unrestricted funds represented by the tangible fixed assets owned by the charity. These are used for operational purposes and have been excluded from 'free reserves' under Charity Commission guidelines.

Capital Building Fund represents the amount set aside by the Directors/Trustees to create additional space and to expand operational facilities.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Service which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

Revaluation Reserve Fund is required by the Companies Act and represents the amount by which investments exceed their historical cost.

Restricted funds

The Restricted Fund represents monies received from The National Lottery Community Fund - RC Midlands Region programme. These funds will assist with the provision of the Hurdle community support service.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Service which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

15 Analysis of charitable funds (Continued)

In the previous year a £15,000 grant received from The Eveson Trust, and subsequent expenditure was accidentally presented as unrestricted funds instead of restricted funds. Due to the income and expenditure both occurring in the previous financial year, the net effect was £nil.

Special Trust Fund - Dunsmoor Fund

On 19 August 2010, Dudley Lodge were granted permission by the Charity Commission to use permanent endowment monies, received from the Dunsmoor Charity in October 2007, to contribute to the purchase and refurbishment of a new residential family centre. Under the Charity Commission recoupment order made at that time, £15,215 had to be repaid to the fund each year for the next ten years to replace the money used. Interest received, which is below £500, has been recorded in unrestricted funds and was fully spent on family activities.

16 Analysis of net assets between funds

	Unrestricted	Restricted	Special Trust	Total
	£	£	£	£
Fund balances at 31 March 2024 are represented by:				
Tangible fixed assets	2,460,885	-	-	2,460,885
Investments	4,637	-	-	4,637
Cash at bank and in hand	1,990,329	37,807	152,150	2,180,286
Other net assets	(356,929)	-	-	(356,929)
	4,098,922	37,807	152,150	4,288,879

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

Land and Buildings	**2024**	**2023**
	£	£
Within one year	7,500	7,500
One to five years	30,000	30,000
More than five years	2,364,482	2,371,982

Office Equipment	**2024**	**2023**
	£	£
Within one year	2,554	1,709
One to five years	2,319	2,759

18 Capital commitments

	2024	2023
	£	£
Contracted but not provided for in the financial statements	-	-

19 Cash flow from operating activities

	2024 £	2023 £
Net movement in funds	189,162	429,767
Depreciation	88,970	69,663
Interest payable	46,658	35,714
Interest receivable	(31,438)	(5,147)
Losses/(gains) in investments	(384)	167
Decrease/(increase) in debtors	52,377	(325,636)
Increase/(decrease) in creditors	(62,597)	238,103
	282,748	442,631

20 Ultimate controlling party

The Charity is under the control of its Board of Directors/Trustees throughout the current and preceding year.

21 Related party transactions

There are no related party transactions during the period (2023: £nil).

22 Pensions and other post-retirement benefits

Defined contribution pension plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £136,917 (2023: £116,617).

The defined contribution liability is allocated to unrestricted funds.

23 Financial instruments

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

	2024 £	2023 £
Financial assets		
Measured at fair value through net income / expenditure:		
Fixed asset listed investments (note 11)	4,637	4,253
Debt instruments measured at amortised cost:		
Debtors – accommodation charges (note 12)	627,679	665,613
Financial liabilities		
Measured at amortised cost		
Bank loans (notes 14)	(689,386)	(713,238)
Trade creditors (notes 13)	(126,555)	(244,851)
Other creditors (notes 13)	(27,428)	(29,439)

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

Net gains and losses (including changes in fair value)		
Financial assets measured at fair value through net income / expenditure	384	(167)
Financial liabilities measured at amortised cost through net income / expenditure	(46,658)	(35,714)

DUDLEY LODGE

England & Wales - Charity number 1078207

Accounts

Dudley Lodge

safeguarding children services

DUDLEY LODGE

143 Warwick Road, Coventry, CV3 6AT
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Company No: 03729909
Charity No: 1078207

DUDLEY LODGE
(a company limited by guarantee)

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DUDLEY LODGE
(a company limited by guarantee)

THE CHAIR'S REPORT
for the year ended 31 March 2023

This is the fourth time I have had the privilege of writing an Introduction to our Annual Report and Financial Statements, having been appointed Chair at the AGM in 2019.

I would again like to start by paying tribute to our wonderful staff who remain so committed to the services we provide, meeting the needs of the vulnerable families we serve and in particular ensuring the safety and wellbeing of young children. Our commitment to professional and personal development continues, as does our commitment to regular surveys of staff morale which help to underpin our reputation as a good employer. We have strengthened our Executive Team this year following the retirement of Jim Evans who was one of our two job-share chief executives. Carly Davis (Chief Executive) and Helen Roebuck (Head of Finance) have been joined on the Executive Team by two Operations Managers, Rachael White and Kelly Moore, both of whom have considerable experience with Dudley Lodge. I pay tribute to the way in which the whole Team lead and inspire the organisation and the way in which they work with the Board based on mutual trust and respect.

These are exciting times for Dudley Lodge as we seek to get our third Centre in the Midlands up and running. We have invested significant resources in acquiring, refurbishing and converting a property which, subject to Ofsted registration, is ready to open as soon as possible. The staff team can't wait to get going and this will add about 25% to the number of residential places we can offer at a time of continuing high demand.

Our support work across the wider community comes under the title of "HURDLE", which currently enjoys the financial support of the Lottery and generous grants from a number of other charities. We are grateful for that support and we have developed a strategy which aims to demonstrate that a range of community-based services to vulnerable families outside our Centres can make a huge difference, whether that be in post assessment support or preventative work. We hope and believe that HURDLE can evolve into a range of services which command mainstream funding based on better value for money for commissioning bodies. This support work has moved into its third year now, and meeting all its targets.

The year ended March 2023 has been another successful one for Dudley Lodge. A healthy financial surplus has been recorded and that enables us to plough money back into the charity, including our community support work through HURDLE.

I am delighted to welcome Graham Nuttall and David Beck to our Board. They were appointed in November 2022 and May 2023 respectively. Graham brings a wealth of experience from his work in the property and estates field whilst David brings significant expertise in the field of IT. We are undoubtedly blessed with a diverse board which is very committed to the continuing success of our organisation as we respond to the ongoing high demand for our services. On the other side of the coin we were sorry to lose the services of David Churchill in July 2023 to spend more time in retirement with family. We wish David and his family every success and thank him for the four years he spent serving Dudley Lodge. We remain blessed with a diverse board of 11 Directors/Trustees who are committed to the continuing success of our organisation as we respond to the ongoing high demand for our services.

Finally, a thank you and mark of respect for Bishop Christopher Cocksworth, our outgoing President, who is leaving Coventry to take up the post of Dean of Windsor. Bishop Christopher always took a keen interest in the work of Dudley Lodge and has chaired our AGM's for several years. We wish him well as he moves on to pastures new.

I hope all those who have an interest in our work find the following Report and Financial Statements of some value and that it furthers your understanding of the work we do.

Peter Roach

Chair

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2023

The trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ending 31 March 2023 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) published in October 2019.

Objects and principal activities of the charity

The charity is established to promote the physical and mental health welfare and safety of children, young people and adults, by developing childcare knowledge and by providing parenting assessments, practical support and assistance, education, advice and counselling, whether in accommodation provided by the charity or in the wider community.

Principal activities of the charity

The principal activity of the charity is to provide accommodation to vulnerable children, young people, and their parents for the purpose of assessment and support.

At our Centres, Dudley Lodge in Coventry, and Bonner House in Birmingham, we provide a wide variety and a combination of various assessment arrangements in order to meet the needs of children and their families and to provide detailed information for decision making purposes. For example, we offer bespoke residential assessments, a range of parenting risk assessments in the community, day assessments, viability, and PAMS assessments. The Parenting Assessment Manual (PAMS) is a wide-ranging functional and multi-dimensional evidenced-based parenting assessment aimed at vulnerable families particularly those with learning difficulties, their children, and their needs.

The Directors/Trustees and the Executive Team demonstrate a strong commitment to continuous improvement in relation to assessment, support, services, accommodation, and facilities. They are committed to the principle of providing a quality workforce, having competent well-trained staff, to provide good quality care/services for children, young people, and their families.

In shaping our objectives for the year and planning our future activities, the Directors/Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

Our Vision

Dudley Lodge will be the preferred provider of a range of independent high-quality children's safeguarding services for local authorities, guardians, and advocates.

We will enhance our reputation for excellence and innovation by demonstrating skills in dealing with the most complex cases regarding vulnerable children and families.

Our Mission:

To provide the courts and other relevant parties concerned with safeguarding children, with a range of high-quality independent assessments, interventions, and services regarding referred parents/carers' abilities to keep children safe; and to assess their capacity and potential for promoting children's continuing wellbeing.

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2023

Our Values:

- We believe that all children have the right to have their safety and welfare needs met.
- We believe that all adults have a responsibility to respond to concerns, worries, and doubts regarding the safety and wellbeing of children wherever they may be.
- We believe that it is people who make the difference in any enterprise, and to give of their best they must be treated with dignity and respect.

Equality & Diversity Statement

Dudley Lodge will place diversity at the heart of all activities. Our charity values the diverse nature of its Staff, Board Members and of those using our services. We will ensure that this is reflected in all our practices, policies, and services.

Promoting equality and diversity is a duty our charity takes very seriously and is a responsibility shared by all Staff and Board Members.

Dudley Lodge's commitment to equality involves much more than positive action to promote equal opportunities and eradicate discrimination. It means that we are actively committed to encouraging and promoting the richness brought to the charity by the diverse nature of our Staff, Board Members, and Service Users.

Fundraising Standards Information:

The charity contracts with a third party to assist in sourcing potential funders and helping with funding applications. The charity does employ a fundraising officer who initiates campaigns and makes approaches to other charities or those who have given explicit consent to receive such contact under the General Data Protection Regulation (GDPR). We have received no fundraising complaints in the year.

Objectives for 2022/2023 and our Achievements:

1. To ensure high quality project management of the new Centre refurb and building works, alongside meeting all the necessary requirements of Ofsted to ensure approval to open the Centre by the beginning of our next financial year.

After acquiring the property for our third centre development, we appointed external professionals who could provide us with expert guidance and could manage the refurbishment project. After a robust tendering process, preferred contractors were appointed and despite minor delays due to unforeseen issues, the renovation completed in April 2023. Although we faced recruitment challenges delaying the new centre's opening, we have offset this setback by being able to increase assessment capacity at our other centres in the next financial year. We've appointed a Registered Manager for the third centre and are currently awaiting Ofsted approval. Comprehensive market research has been done, resulting in an updated Competitor Analysis Report, and we have prepared for the third Centre's launch with a strategic marketing plan.

2. To ensure Hurdle continues to garner positive feedback and good news stories from our service users and that all the expectations of the Lottery are met. Data collation and analysis continues to remain of high importance, with preparation made for building a case for future funding.

Strategic tasks were set specifically for Hurdle to guide the priorities for our support services and fundraising. Hurdle maintained positive feedback throughout the year, and continues to meet the expectations of the Lottery. Emphasis was placed on data collection and analysis to inform our work and preparation for future funding needs. Hurdle's strategic tasks guided our support and fundraising, with quarterly updates given to the Business Development Group based on the Strategic Aims Document. While most areas met their objectives, The Parenting Project's therapy services faced setbacks due to a dip in their fundraising. We plan to collaborate with another provider, Relate, with whom we have established ties in our residential work.

3. To ensure the organisation maintains high morale across the staff team to promote strong levels of commitment, motivation, and good psychological well-being within the company.

We continued to strive for high morale, commitment, and well-being within the organisation, by analysing staff turnover, developing retention planning, and documenting reasons for departures. The national recruitment and retention challenge in the workforce is evident, thus, Dudley Lodge endeavors to become a preferred employer that rewards, develops, and supports its staff. While some staff leave for a better work-life balance, many are returning. We aim for swift recruitment to maintain morale, and despite challenges, we enhanced our recruitment strategies, added additional training for our HR staff and revisited our Staff Introduction Scheme. Agency support is still useful for hard to recruit roles but has become less effective and costlier.

We continued to conduct biannual Staff Happiness Surveys, achieving an 80% satisfaction rate. Feedback has informed improvements made, and enhancements to salaries and benefits following a pay review undertaken in the year boosted morale. We now offer clinical supervision to our managers through Phoenix Psychological Services. We continued to follow the Well Being Strategy devised in 2021 to support and promote staff psychological well-being, and are now providing staff with wellbeing assessments on a continuous basis. We remain committed to Equality, Diversity, and Inclusion, incorporating ongoing action plans based on staff feedback and EDI initiatives.

4. To invest in the staff team with training and coaching, developing them according to their talent management findings, and growing our future managers/leaders.

During the year we continued to invest in the staff team, ensuring proactive talent management was carried out within the organisation. We enabled all staff to continue professional and personal development according to their talent management findings. We prepared up-to-date information documenting key positions in the organisation and our contingency plans for replacement. We developed succession plans for loss of key staff and continued the programme of coaching and training for senior management and upwards. This ensures that the Charity can utilise other team members to deputise in an emergency (short notice/extended absence), along with the potential to be a long-term replacement should key people leave the organisation.

5. We aim to reduce our carbon footprint when developing our 3rd Centre, striving to achieve the greenest and most efficient use of energy for the long term when making decisions on the refurb and building work.

Minimising the carbon footprint for our 3rd Centre's development has been a priority this year, achieved by sustainable and energy-efficient choices where appropriate. During the tendering process for the new site, we stipulated using eco-friendly building materials and solutions like solar panels and car charging points. Additionally, we've conducted thorough surveys of Dudley Lodge and Bonner House, establishing maintenance programmes that enhance energy efficiency for our existing centres.

Plans for Future Periods

<u>2023-2026 Strategic Priorities</u>

- We aim to expand our core services by launching our 3rd Residential Family Assessment Centre in the Midlands, to provide more bespoke, expert Assessments every year.
- We aim to secure reliable, longer-term funding for Hurdle, increasing reach & ever diversifying our Support Services according to need.
- We aim to provide innovative, cost saving solutions for safeguarding agencies.
- We aim to offer new support services residentially and have continuous research in place to identify and address gaps/ challenges for Local Authorities.

The objectives for 2023/24 are:

1. Expand our core Residential Assessment Services by launching our 3rd Centre, enabling us to reach 20% more families.

2. Hurdle to continue to meet the requirements of the Lottery funding, whilst working towards longer term funding strategies.

3. To develop a project outline for Parent/Child Fostering Assessments, working with at least one Local Authority to carry out a pilot.

4. To maintain a strong financial position, receiving a high level of referrals from authorities across a wide geographical range in respect of Family Assessments, along with attracting new authorities to our 3rd Centre.

5. To further develop our Staff Succession Planning and Talent Acquisition processes to ensure high quality, committed teams that can ensure a seamless turnover of staffing.

Financial Review and Results for the Year

During the year, the charity received total income of £4,669k (2022: £4,384k). This was an increase of 6.5% on the previous year. Demand for residential assessments remained strong, and we were able to manage our centres to exceed revised budgeted income levels and generate £4,133k income for the year (2022: £3,964k). Income from other services increased to £425k (2022: £321k) reflecting the need for high level surveillance in the families assessed. We received a further £84k from the National Lottery Community Fund in the year for the second year of a 5-year funding award for our Hurdle support services. The charity received a further £22k in donations to support the development of Hurdle support services and £5.3k of investment income and bank interest.

Resources expended on charitable activities during the year totalled £4,239k (2022: £3,770k), reflecting the level of assessments and support work undertaken. Direct costs totalled £3,449k (2022: £3,059k), and support costs totalled £790k (2022: £711k). A pay review was undertaken during the year to ensure that the charity's salary and pension provision remains competitive, and all staff are fairly remunerated and rewarded. Staff costs subsequently increased by 10.5% overall in the year up to £3,370k (2022:£3,049k). The charity spent £1,159k on fixed asset additions including £1,019k on the purchase of a new property and its conversion into a third family assessment centre. A defined pension contribution 'money purchase' scheme is in operation, under the government's automatic enrolment initiative; employer contributions of £117k were made in the year.

At 31 March 2023 total funds were £4,085k (2022: £3,655k). Restricted funds totalled £25k, and Special Trust funds totalled £152k. Unrestricted funds increased by £424k in the year from £3,484k to £3,908k; of this £2,675k is designated leaving £1,233k as free funds, see reserves policy below.

Reserves Policy

Reserves are required to meet the working capital requirements of the charity to safeguard the provision of services should income generating activities be curtailed or delayed. The Directors/Trustees have reviewed the charity's needs for reserves in line with guidance issued by the Charity Commission and the requirements of Ofsted and consider that the level of free reserves needed as of 31 March 2023 would be £1,212k.

After allowing for funds set aside for functional/operational tangible fixed assets, and Hurdle support services (see detail in note 15 of the accounts) free reserves totalled £1,233k as of 31st March 2023. The reserves requirement is therefore met.

Principal Funding Sources

Local Authorities continue to represent the principal source of funding for the charity.

Investment Policy

The Directors/Trustees are empowered by the Memorandum and Articles to invest the charity's funds as they see fit. The investment policy requires that surplus funds that are not required for working capital purposes should be invested to provide maximum return at a measured risk to the organisation.

All funds considered to be surplus from time to time are primarily invested on a short term or medium-term fixed interest basis to ensure that the capital value is secure and readily available. To minimise the risk to funds, investments are deposited with several banking institutions who are regulated by the Financial Services Authority and are members of the Financial Services Compensation Scheme. A smaller amount continues to be invested in Income Units with the Charities Official Investment Fund.

The charity's Investment Policy is reviewed on an annual basis.

Risk Management

The Directors/Trustees have a risk management strategy that comprises:

1) The operation of a risk register and an annual review of the risks the charity may face;
2) The establishment of systems and procedures to mitigate those risks identified on the register;
3) The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise. Procedures are in place to ensure compliance with health and safety of staff, families and visitors to both Centres. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity and;
4) The adoption of a risk-based approach to managing bribery risks. Procedures have been put in place in line with our commitment to zero tolerance to bribery based on the guidance in the Bribery Act.

Structure, Governance and Management

Governing Document

Dudley Lodge is a charitable company limited by guarantee incorporated on 10th March 1999. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as Board of Directors. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

There are three standing committees:

- A People and Governance committee meeting quarterly
- A Finance and Audit Committee meeting quarterly
- A Remuneration Committee meeting annually

A Business Development and Project Group also meets on a quarterly basis.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive supported by other members of the Executive Team.

Director/Trustee Induction and Training

Directors/Trustees are recruited via internet job sites, advertisements placed in Birmingham and Coventry newspapers and via Voluntary Action Coventry who support the voluntary and community sector in the city.

The Director/Trustee appointment process includes a detailed introduction to the work of the charity by the Executive Team, Centre Managers and the Senior Management team; the role and responsibilities of a Director/Trustee are explained by the Chair of the Board.

During this process the context within which the charity operates is described with particular reference to the Articles of Association, the Governing Rules and the role of Ofsted in relation to regulation inspection. Following this, interested applicants are invited to tour the facilities and attend committee and Board meetings before making a commitment to join. New Directors/Trustees appreciate this process and are able to contribute to the work of the charity quickly and positively.

Pay policy for senior staff

The Trustees consider the Executive Team comprise the key management personnel of the Charity in charge of directing, running and operating the charity on a day-to-day basis. The pay of the executive staff is reviewed annually by the remuneration committee and is based on performance and average earning across the sector. The remuneration ratio (highest paid versus the median salary) is 3.29 (2021/22 - 3.01). The ratio increase was due to more less experienced new starters being recruited on lower scale points. We do not pay less than the UK Living Wage.

Statement as to Disclosure of Information to Auditors

Members of the Board of Trustees who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 8.

In accordance with company law, as the company's Directors/Trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the company's auditors are unaware;

and;

- As to the Directors/Trustees of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2023

Reference and Administrative Details

Dudley Lodge

Charity registration number

1078207

Company registration number

03729909

Registered Office and Operational address

143 Warwick Road,
Coventry,
Warwickshire
CV3 6AT

President

The Lord Bishop of Coventry
The Right Reverend Dr Christopher Cocksworth – Resigned 22 November 2023

Vice-Presidents

Mr R Quinn
Mr P Tudor

Auditors

Dafferns LLP,
One Eastwood,
Harry Weston Road,
Binley Business Park,
Coventry
CV3 2UB

Solicitors

Brindley Twist Tafft & James Solicitors, Lowick Gate, Siskin Drive, Coventry CV3 4FJ

Band Hatton Button Solicitors, 53-55 Butts Road, Coventry CV1 3BH

Bankers

Lloyds Bank, 30 High Street, Coventry CV1 5RA

Management Board of Directors/Trustees

Mr P Roach - Chair
Mrs J Sullivan – Vice Chair
Mr K Scrivens
Mr P Maddock
Dr C Wilson
Ms J Flynn
Ms Z Bailey
Dr A Adefila
Dr S Raistrick – appointed 23 June 2022
Mr G Nuttall – appointed 30 November 2022
Mr D Beck – appointed 11 May 2023
Mr D Churchill – resigned 02 July 2023
Mrs F Asghar – resigned 21 October 2022

Executive team members to whom day-to-day management of the charity is delegated by the Board of Directors/Trustees

Mrs C Davis – Chief Executive (Job Share)
Mr J Evans - Chief Executive (Job Share) – Retired in year
Mrs H Roebuck – HR & Finance Manager
Mrs R White – Operations Manager – Joined in year
Miss K Moore – Operations Manager – Joined in year

Company Secretary

Mrs H Roebuck

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2023

Directors/Trustees' Responsibilities in the Preparation of Financial Statements

The Directors/Trustees are responsible for preparing the Management Board of Directors/Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors/Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors/Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures 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 in operation.

The Directors/Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors/Trustees are aware:

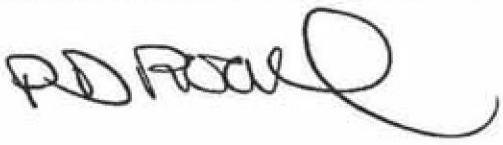
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors/Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The company has taken advantage of the small companies' exemption in preparing the report above.

The Directors/Trustees declare that they have approved the trustees' report (including directors report) above.

Signed on behalf of the charity's Directors/Trustees



Mr P Roach
Chair

Dated: 9 November 2023

DUDLEY LODGE
(a company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Opinion

We have audited the financial statements of Dudley Lodge (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet, 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 (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its 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 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

In auditing the financial statements, we concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the 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.

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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters in relation to which Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or

- the charitable company has not kept adequate accounting records; or

- the financial statements are not in agreement with the accounting records and returns; 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 eleven, 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 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 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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. This 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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

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. This description forms part of our auditor's report.

Use of our report
This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company'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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Geoffrey Cox BA FCA (Senior Statutory Auditor)
for and on behalf of Dafferns LLP
Chartered Accountants
Statutory Auditor
One Eastwood
Harry Weston Road
Binley Business Park
Coventry
CV3 2UB

Date: 9 November 2023

Dafferns LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2023

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2023 £	Total 2022 £ (see page 16)
Income from:						
Donations and legacies	1	21,764	-	-	21,764	24,149
Investments	2	5,271	-	-	5,271	643
Charitable activities	3	4,558,090	83,723	-	4,641,813	4,359,292
Total income		4,585,125	83,723	-	4,668,848	4,384,084
Expenditure on:						
Raising funds	4	-	-	-	-	371
Charitable activities	5	4,161,564	77,350	-	4,238,914	3,770,003
Total expenditure		4,161,564	77,350	-	4,238,914	3,770,374
Net income/(expenditure) before net gains		423,561	6,373	-	429,934	613,710
Net gains/(losses) on investments	11	(167)	-	-	(167)	351
Net income/(expenditure)	8	423,394	6,373	-	429,767	614,061
Transfers between funds	15	-	-	-	-	-
Net movement in funds		423,394	6,373	-	429,767	614,061
Reconciliation of funds						
Total funds brought forward		3,483,848	18,952	152,150	3,654,950	3,040,889
Total funds carried forward		3,907,242	25,325	152,150	4,084,717	3,654,950

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 18 to 29 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2022

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2022 £
Income from:					
Donations and legacies	1	24,149	-	-	24,149
Investments	2	643	-	-	643
Charitable activities	3	4,285,468	73,824	-	4,359,292
Total income		4,310,260	73,824	-	4,384,084
Expenditure on:					
Raising funds	4	371	-	-	371
Charitable activities	5	3,710,078	59,925	-	3,770,003
Total expenditure		3,710,449	59,925	-	3,770,374
Net income before net gains/(losses)		599,811	13,899	-	613,710
Net gains/(losses) on investments	11	351	-	-	351
Net income / (expenditure)	8	600,162	13,899	-	614,061
Transfers between funds	15	-	-	-	-
Net movement in funds		600,162	13,899	-	614,061
Reconciliation of funds					
Total funds brought forward		2,883,686	5,053	152,150	3,040,889
Total funds carried forward		3,483,848	18,952	152,150	3,654,950

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 18 to 29 form part of these accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed Assets					
Tangible assets	10		2,374,522		1,284,764
Investments	11		4,253		4,420
			2,378,775		1,289,184
Current assets					
Debtors	12	812,786		487,150	
Cash at bank and in hand		2,096,943		2,204,577	
		2,909,729		2,691,727	
Creditors: amounts falling due within one year	13	(515,287)		(259,946)	
Net current assets			2,394,442		2,431,781
Total assets less current liabilities			4,773,217		3,720,965
Creditors: amounts falling due after more than one year	14		(688,500)		(66,015)
Net assets			4,084,717		3,654,950
Funds of the charity:					
Unrestricted funds					
General fund	15	1,233,157		1,205,679	
Designated funds	15	2,672,090		2,276,007	
Revaluation reserve	15	1,995		2,162	
Total Unrestricted Funds			3,907,242		3,483,848
Restricted funds	15		25,325		18,952
Special trust	15		152,150		152,150
			4,084,717		3,654,950

For the year ended 31 March 2023 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors'/Trustees' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with Section 476;
- The Directors/Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2023

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Directors'/Trustees' and authorised for issue on 9 November 2023 and signed on its behalf by:

Mr P Roach - Chair

The notes on pages 18 to 29 form part of these accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

CASH FLOW STATEMENT
As at 31 March 2023

		2023 £	2022 £
Cash flow from operating activities	**19**	442,631	668,806
Interest paid		(35,714)	(2,695)
Net cash flow from operating activities		406,917	666,111
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(1,159,421)	(370,372)
Interest received		5,147	496
Net cash flow from investing activities		(1,154,274)	(369,876)
Cash flow from financing activities			
Repayment of long-term loans		(20,027)	(7,842)
Receipt of long-term Loan		659,750	-
Net cash flow from financing activities		639,723	(7,842)
Net increase in cash and cash equivalents		(107,634)	288,393
Cash and cash equivalents at 1 April 2022		2,204,577	1,916,184
Cash and cash equivalents at 31 March 2023		2,096,943	2,204,577
Cash and cash equivalents consist of:			
Cash at bank and in hand		2,096,943	2,204,577
Cash and cash equivalents at 31 March 2023		2,096,943	2,204,577

The notes on pages 18 to 29 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2023

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charitable company's accounts.

General information and basis of preparation
Dudley Lodge is a charity incorporated and limited by guarantee in England / Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £20 per member of the charity. The address of the registered office is given in the charity information on page 10 of these financial statements. The nature of the charity's operations and principal activities are to provide accommodation to vulnerable children, young people and their parents for the purpose of assessment and support.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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) issued in October 2019 , the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted.

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 presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:

- the charity has legal entitlement to the funds;
- any performance conditions attached to the item of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of:

- the date on which the charity is aware that probate has been granted;
- the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made; or
- when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

ACCOUNTING POLICIES
For the year ended 31 March 2023

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 direct costs of fundraising activities;
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them; 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.

Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Funds

Unrestricted Funds
Comprises those funds which the Directors/Trustees are free to use for any purpose in furtherance of the charitable objects.

Designated Funds
Unrestricted funds include designated funds where the Directors/Trustees, at their discretion, have created a fund for a specific purpose.

Restricted Funds
Restricted funds comprise those funds where the donor has attached restrictions to its application.

Special Trust Funds
In October 2007, the Dunsmoor charity was wound up and all assets were transferred to Dudley Lodge with prior approval from the Charity Commission.

Based upon the restrictions identified in the Dunsmoor charity accounts prior to transfer, the monies received were set up as a Special Trust and restricted funds in Dudley Lodge.

On 19th August 2010, Dudley Lodge were granted permission by the Charity Commission to use the monies received from the Dunsmoor Charity to contribute to the purchase and refurbishment of a new residential family centre. The Special Trust monies were ordered to be set aside each year for ten years, which Dudley Lodge must invest as a permanent endowment.

Further details of each fund are disclosed in note 15.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2023

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

All assets costing more than £1,000 are capitalised. Depreciation of fixed assets is charged by equal instalments commencing with the year of acquisition at rates estimated to write off their cost less any residual value over the expected useful lives as follows:

Freehold land	Nil
Freehold buildings	50 years
Leasehold land and buildings	Over the remaining term of the lease
Fixtures and fittings	5 to 10 years
Computer equipment	3 years

Investments
Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Operating leases
Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Pensions
Employees of the charity are eligible for automatic enrolment in the company's defined contribution pension scheme. The contributions charged to the Statement of Financial Activities are disclosed in note 6 to the accounts. There were outstanding contributions of £nil included within other creditors at the year end.

Going concern
The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Financial instruments

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price.

Other financial assets, including investments in equity instruments and which are not subsidiaries, associates or joint ventures, are initially measured at fair value which is normally transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit and loss.

Financial liabilities

Basic financial liabilities, including trade and other payables, and bank loans that are classified as debt are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2023

1 Donations and legacies

	2023 £	2022 £
Donations	21,764	24,149

2 Investment income

	2023 £	2022 £
Listed investments	124	147
Other interest receivable	5,147	496
	5,271	643

3 Income from charitable activities

	2023 £	2022 £
Residential assessment charges	4,132,843	3,964,044
Other services	425,247	321,424
National Lottery Community Fund grant	83,723	73,824
	4,641,813	4,359,292

4 Expenditure on raising funds

	2023 £	2022 £
Fundraising costs	-	371

5 Charitable activities - family care, assessment and support

	2023 £	2022 £
Costs directly allocated to activities		
Staff costs (including ancillary costs)	2,838,141	2,581,398
Staff training	62,786	40,642
Premises costs	339,848	303,975
Security	5,082	8,628
Household expenses	105,213	79,162
Loan interest	35,714	2,695
Depreciation	62,430	42,164
	3,449,214	3,058,664
Support costs		
Staff costs (including ancillary costs)	531,620	467,571
Office costs	56,417	50,292
Other expenses	179,100	168,146
Depreciation	7,233	8,379
Audit and accountancy	8,610	8,040
Other governance costs – Director/Trustee training etc	6,720	8,911
	789,700	711,339
	4,238,914	3,770,003

		2023	2022
		£	£
6	**Staff costs**		
	Wages and salaries	2,802,302	2,549,735
	Social security costs	268,349	226,631
	Pension costs	116,647	102,013
	Other employee benefits	182,463	170,590
		3,369,761	3,048,969

		Number	Number
	The number of higher paid employees was:		
	Taxable emoluments band £70,001 - £80,000	1	3
	Taxable emoluments band £80,001 - £90,000	1	0
	Taxable emoluments band £90,001 - £100,000	1	0
	The average number of employees analysed by function was: -		
	Provision of family care and assessment	102	98
	Support	15	15
		117	113
	Full time equivalent	89	86

Key Management Personnel (Senior management) remuneration
There are three members of the senior management team and their aggregated remuneration in respect of qualifying services was:

	2023	2022
	£	£
Remuneration and benefits including employers NIC	212,577	183,368
Pension	7,214	5,750
	219,791	189,118

7 **Directors'/Trustees' remuneration**
No Directors/Trustees received any remuneration for the current or preceding year, however £270 was paid to 4 Directors/Trustees as expenses (2022: £132 paid to 2 Directors/Trustees).

		2023	2022
		£	£
8	**Net incoming / (outgoing) resources**		
	This is stated after charging:		
	Auditors remuneration - audit	8,250	7,500
	Auditors remuneration - other services	17,502	20,803
	Depreciation	69,663	50,543

9 Taxation

As a charitable company, Dudley Lodge is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or S256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charitable company.

10 Fixed assets

	Freehold premises £	Leasehold premises £	Computers, fixtures and fittings £	Total £
Cost				
1 April 2022	869,203	505,896	529,069	1,904,168
Additions	1,088,860	-	70,561	1,159,421
Disposals	-	-	-	-
31 March 2023	1,958,063	505,896	599,630	3,063,589
Depreciation				
1 April 2022	179,190	98,903	341,311	619,404
Charge for year	28,401	9,647	31,615	69,663
Eliminated on disposal	-	-	-	-
31 March 2023	207,591	108,550	372,926	689,067
Net book value				
31 March 2023	1,750,472	397,346	226,704	2,374,522
31 March 2022	690,013	406,993	187,758	1,284,764

Included in freehold premises is land valued at £86,120 which is not depreciated.

Leasehold premises were acquired on 3 March 2010 and comprised a 54-year occupational lease of Bonner House, this lease was extended on 27 January 2017 to a 125-year lease from that date.

11 Fixed asset investments

	£
1 April 2022	4,420
Net gains / (losses) on revaluation at 31 March 2023	(167)
Market value at 31 March 2023	4,253
Historical cost at 31 March 2023	2,258
Investments consist of:	
Charities Official Investment Fund	4,253

		2023 £	2022 £
12	**Debtors**		
	Debtors - accommodation charges	665,613	429,175
	Prepayments and accrued income	147,173	57,975
		812,786	487,150

		2023 £	2022 £
13	**Creditors:** amounts falling due within one year		
	Bank loan (see note 14)	24,738	7,500
	Trade creditors	244,851	96,625
	Accruals	132,241	88,350
	Tax and social security	84,018	58,036
	Other creditors	29,439	9,435
		515,287	259,946

		2023 £	2022 £
14	**Creditors:** Amounts falling due after more than one year		
	Bank loan	688,500	66,015

The bank loan for Bonner House, is secured by a legal charge over freehold property, and is repayable by monthly instalments. Interest is being charged at 3.26% over Lloyds Bank plc Base Rate.

In the current year a bank loan was obtained for the purchase of 96 Tettenhall Road, this is secured by a legal charge over freehold property, and is repayable by monthly instalments. Interest is being charged at 6.51% over Lloyds Bank plc Base Rate.

Amounts falling due on the bank loan are as follows:

	2023 £	2022 £
In one year or less (note 13)	24,738	7,500
Between one and two years	26,174	7,500
Between two and five years	86,372	22,500
Over five years	575,954	36,015
	713,238	73,515

15 Analysis of charitable funds

	Balance 31 March 2022 £	Incoming Resources £	Resources Expended £	Transfers £	Gains/ (Losses) £	Balance 31 March 2023 £
Unrestricted fund	1,205,679	4,585,125	(4,134,008)	(423,639)	-	1,233,157
Designated funds:						
Fixed Asset Fund	1,284,763	-	-	1,089,759	-	2,374,522
Capital Building Fund	865,293	-	-	(750,120)	-	115,173
Hurdle Support Services: (Inc. The Paul Tudor Fund)	125,951	-	(27,556)	84,000	-	182,395
Revaluation Reserve	2,162	-	-	-	(167)	1,995
Restricted funds:						
National Lottery Community Fund – RC Midlands Region	18,952	83,723	(77,350)	-	-	25,325
Other	-	-	-	-	-	-
Special Trust Fund	152,150	-	-	-	-	152,150
	3,654,950	4,668,848	(4,238,914)	-	(167)	4,084,717

Unrestricted Funds

The "free reserves" which are available to be spent on the purposes of the charity.

Designated funds

Fixed Asset Fund is the value of unrestricted funds represented by the tangible fixed assets owned by the charity. These are used for operational purposes and have been excluded from 'free reserves' under Charity Commission guidelines.

Capital Building Fund represents the amount set aside by the Directors/Trustees to create additional space and to expand operational facilities.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Service which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

Revaluation Reserve Fund is required by the Companies Act and represents the amount by which investments exceed their historical cost.

Restricted funds

The Restricted Fund represents monies received from The National Lottery Community Fund - RC Midlands Region programme. These funds will assist with the provision of the Hurdle community support service.

The Restricted Fund also represents 'Other' monies received from The National Lottery Community Fund - Awards for All programme and Tesco PLC, towards the "Know to say No" project. This project was designed to help young people develop the resilience and support networks they need to prevent them from being exploited and experiencing the trauma and subsequent impacts on their attainment, safety, physical and mental health, transition to adulthood.

15 Analysis of charitable funds (Continued)

Special Trust Fund - Dunsmoor Fund

On 19 August 2010, Dudley Lodge were granted permission by the Charity Commission to use permanent endowment monies, received from the Dunsmoor Charity in October 2007, to contribute to the purchase and refurbishment of a new residential family centre. Under the Charity Commission recoupment order made at that time, £15,215 had to be repaid to the fund each year for the next ten years to replace the money used. Interest received, which is below £500, has been recorded in unrestricted funds and was fully spent on family activities.

16 Analysis of net assets between funds

	Unrestricted £	Restricted £	Special Trust £	Total £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	2,374,522	-	-	2,374,522
Investments	4,253	-	-	4,253
Cash at bank and in hand	1,919,468	25,325	152,150	2,096,943
Other net assets	(391,001)	-	-	(391,001)
	3,907,242	25,325	152,150	4,084,717

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

Land and Buildings	2023 £	2022 £
Within one year	7,500	7,500
One to five years	30,000	30,000
More than five years	2,371,982	2,379,482

Office Equipment	2023 £	2022 £
Within one year	1,709	-
One to five years	2,759	-

18 Capital commitments

	2023 £	2022 £
Contracted but not provided for in the financial statements	-	650,000

19 Cash flow from operating activities

	2023 £	2022 £
Net movement in funds	429,767	614,061
Depreciation	69,663	50,543
Interest payable	35,714	2,695
Interest receivable	(5,147)	(496)
Losses/(gains) in investments	167	(351)
Decrease/(increase) in debtors	(325,636)	(4,729)
Increase/(decrease) in creditors	238,103	7,083
	442,631	668,806

20 Ultimate controlling party

The Charity is under the control of its Board of Directors/Trustees throughout the current and preceding year.

21 Related party transactions

There are no related party transactions during the period (2022: £ nil).

22 Pensions and other post-retirement benefits

Defined contribution pension plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £116,617 (2022: £102,013).

The defined contribution liability is allocated to unrestricted funds.

23 Financial instruments

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

	2023 £	2022 £
Financial assets		
Measured at fair value through net income / expenditure:		
Fixed asset listed investments (note 11)	4,253	4,420
Debt instruments measured at amortised cost:		
Debtors – accommodation charges (note 12)	665,613	429,175
Financial liabilities		
Measured at amortised cost		
Bank loans (notes 14)	(713,238)	(73,515)
Trade creditors (notes 13)	(244,851)	(96,625)
Other creditors (notes 13)	(29,439)	(9,435)

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

Net gains and losses (including changes in fair value)		
Financial assets measured at fair value through net income / expenditure	(167)	351
Financial liabilities measured at amortised cost through net income / expenditure	(35,714)	(2,695)

DUDLEY LODGE

England & Wales - Charity number 1078207

Accounts

Dudley Lodge

safeguarding children services

DUDLEY LODGE

143 Warwick Road, Coventry, CV3 6AT
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Company No: 03729909
Charity No: 1078207

DUDLEY LODGE
(a company limited by guarantee)

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DUDLEY LODGE
(a company limited by guarantee)

FOREWORD

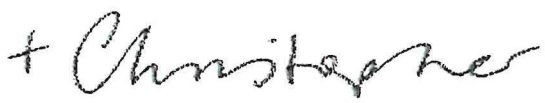
Dudley Lodge provides support to vulnerable families, parents, and children. According to Christian analysis, such work is of ultimate significance. The Bible tells us that 'Jesus put a child in their midst' and said, 'Whoever welcomes one such child in my name welcomes me; and whoever welcomes me welcomes not me but the one who sent me'. That's a big vision! In providing a welcoming environment that places the needs of children – and the families who have responsibility for them – at the centre of its activity, God's own presence is being received. In seeking not only to protect those at risk but to provide support for their families to reset their lives, grow in parental confidence and give their children the sort of life that they deserve, Dudley Lodge is sharing in the work of Jesus who also said, 'I have come that you may have life in its fulness'.

This work relies on many people working together for a common end, always with 'the child in the midst'. With the Chair, I too am grateful for Jim Evans' many years of service as Chief Executive; and I rejoice in the continuing leadership of Carly Davis who brings so much experience from her time sharing the Chief Executive role with Jim to her present full-time role as our sole CEO.

The staff team and the Board are to be congratulated on the acquisition of a third 'Family Assessment Centre'. As well as being a bold response to the level of need, it is also testament to the good work Dudley Lodge has been doing through its present two centres in Coventry and Birmingham, as well as to the reputation it has built up with Local Authorities in the region and well-beyond.

The work of Dudley Lodge extends much further than its residential activity, and I am delighted too that Hurdle is developing in such an impactful way, providing welcoming environments in the community and opportunities for children with their families to grow into a fuller and better experience of life.

There is much more in this report to warm the heart in these days when there are so many chill winds blowing across our country and world that make life even harder for people, especially those whose lives are already vulnerable, often because of factors over which they have little control. So, I am glad not only to commend this report to you but also to celebrate the past year of Dudley Lodge's work – work that I have described as of ultimate value – and to look forward to the next year of dedicated care with confidence.



The Right Reverend Dr. Christopher Cocksworth

Bishop of Coventry

DUDLEY LODGE
(a company limited by guarantee)

THE CHAIR'S REPORT
for the year ended 31 March 2022

This is the third time I have had the privilege of writing an Introduction to our Annual Report and Financial Statements, having been appointed Chair at the AGM in 2019.

I would again like to start by paying tribute to our wonderful staff who remain so committed to the services we provide, meeting the needs of the vulnerable families we serve and in particular ensuring the safety and wellbeing of young children. Our commitment to professional and personal development continues, as does our commitment to regular surveys of staff morale which help to underpin our reputation as a good employer. This year I would like to pay a special tribute to Jim Evans who has served Dudley Lodge for the last 20 years as our Chief Executive, the last few of which have been on a job share basis with Carly Davis. Jim has led the organisation with distinction over the last 20 years which has seen significant and positive change in so many respects. He is taking a well- earned retirement and everybody at Dudley Lodge extends their best wishes for a long and happy retirement as Jim hands over the reins to Carly on a full- time basis.

Our work across the wider community comes under the title of "HURDLE" which enjoys the financial support of the National Lottery Community Fund and generous grants also from a number of other charities. We are grateful for that support, and we have developed a strategy which aims to demonstrate that a range of community- based services to vulnerable families outside our Centres can make a huge difference, whether that be in post assessment support or preventative work. We hope and believe that HURDLE can evolve into a range of services which command mainstream funding based on better value for money for commissioning bodies.

We have been aware for a long time that the demand for our services is well in excess of the support we can offer, and on that basis, we were delighted earlier this year to complete the acquisition of a property which will become our third Centre. Once this third Centre is operational it will sit alongside our other two Centres in Coventry and Birmingham, and we are aiming to achieve that by April 2023.

I am pleased that the Board has added a new Strategic Aim for the future, namely a commitment to reduce our use of energy and our carbon footprint. It is important that all of us do what we can to tackle environmental sustainability, whether we are individuals, businesses or indeed governments. Our acquisition of a third Centre represents a particular opportunity, but we shall also be looking across the business to reduce our carbon footprint where we can.

The year ended 31 March 2022 has been another successful one for Dudley Lodge. A healthy financial surplus has been recorded and that enables us to plough money back into the charity, including our community support work through HURDLE.

I am delighted to welcome Dr Sarah Raistrick to our Board. Sarah was appointed as a Director/Trustee in June 2022 and brings a wealth of experience from her work as a GP and also her work across the wider health community. This appointment further strengthens the Board given that I was able to welcome Arinola Adefila, Farzana Asghar and Zara Reid to the Board in my previous Chair's Report. Sarah's appointment brings the number of board members up to 11 and we are undoubtedly blessed with a diverse board which is very committed to the continuing success of our organisation as we respond to the ongoing high demand for our services.

I hope all those who have an interest in our work find the following Report and Financial Statements of some value and that it furthers your understanding of the work we do.

Mr P Roach

Chair

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2022

The trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ending 31 March 2022 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) published in October 2019.

Objects and principal activities of the charity

The charity is established to promote the physical and mental health welfare and safety of children, young people and adults, by developing childcare knowledge and by providing parenting assessments, practical support and assistance, education, advice and counselling, whether in accommodation provided by the charity or in the wider community.

Principal activities of the charity

The principal activity of the charity is to provide accommodation to vulnerable children, young people, and their parents for the purpose of assessment and support.

At our Centres, Dudley Lodge in Coventry, and Bonner House in Birmingham, we provide a wide variety and a combination of various assessment arrangements in order to meet the needs of children and their families and to provide detailed information for decision making purposes. For example, we offer bespoke residential assessments, a range of parenting risk assessments in the community, day assessments, viability, and PAMS assessments. The Parenting Assessment Manual (PAMS) is a wide-ranging functional and multi-dimensional evidenced-based parenting assessment aimed at vulnerable families particularly those with learning difficulties, their children, and their needs.

The Directors/Trustees and the Executive Team demonstrate a strong commitment to continuous improvement in relation to assessment, support, services, accommodation, and facilities. They are committed to the principle of providing a quality workforce, having competent well-trained staff, to provide good quality care/services for children, young people, and their families.

In shaping our objectives for the year and planning our future activities, the Directors/Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

Our Vision

Dudley Lodge will be the preferred provider of a range of independent high-quality children's safeguarding services for local authorities, guardians, and advocates.

We will enhance our reputation for excellence and innovation by demonstrating skills in dealing with the most complex cases regarding vulnerable children and families.

Our Mission:

To provide the courts and other relevant parties concerned with safeguarding children, with a range of high-quality independent assessments, interventions, and services regarding referred parents/carers' abilities to keep children safe; and to assess their capacity and potential for promoting children's continuing wellbeing.

Our Values:

- We believe that all children have the right to have their safety and welfare needs met.
- We believe that all adults have a responsibility to respond to concerns, worries, and doubts regarding the safety and wellbeing of children wherever they may be.
- We believe that it is people who make the difference in any enterprise, and to give of their best they must be treated with dignity and respect.

Equality & Diversity Statement

Dudley Lodge will place diversity at the heart of all activities. Our charity values the diverse nature of its Staff, Board Members and of those using our services. We will ensure that this is reflected in all our practices, policies, and services.

Promoting equality and diversity is a duty our charity takes very seriously and is a responsibility shared by all Staff and Board Members.

Dudley Lodge's commitment to equality involves much more than positive action to promote equal opportunities and eradicate discrimination. It means that we are actively committed to encouraging and promoting the richness brought to the charity by the diverse nature of our Staff, Board Members, and Service Users.

Fundraising Standards Information:

The charity contracts with a third party to assist in sourcing potential funders and helping with funding applications. The charity does employ a fundraising officer who initiates campaigns and makes approaches to other charities or those who have given explicit consent to receive such contact under the General Data Protection Regulation (GDPR). We have received no fundraising complaints in the year.

Objectives for 2021/2022 and our Achievements:

1. To ensure the charity maintains high morale across the staff team to promote strong levels of commitment and motivation within the company, actively seeking feedback from staff and including them in continuous improvement plans.

We continue to boost and maintain high levels of morale across the organisation, in a bid to retain good quality staff. We continue to implement Staff Happiness Surveys 6 monthly (4 targeted questions), maintaining a level of 80% satisfied staff (agree or strongly agree to the four positive statements). Where suggestions have been made within the surveys to improve happiness, actions are considered for the Improvement Plan.

We continue to gather insights into staff turnover to identify 'was there anything we could have done to retain you? We have a Retention Plan in place that provides a clear record of 'reasons for leaving', with a 'live', continuous improvement plan in place. This enables us to identify common themes, and dissatisfactions, along with issues out of our control.

Exit interviews are attempted with all leavers. We have a very good uptake on these interviews and feedback has been generally positive with all those completing the interview, stating they would recommend the company as an employer. We prioritise low job vacancy times, with efficient on-boarding to avoid periods of being short staffed, which leads to low morale.

We have developed a Talent Management system to aid with staff profiling to notice and invest in 'rising stars' and identify 'at risk' roles. We are also continuing to provide our staff with opportunities to continue professional and personal development. We will continue to utilise this system further and analyse and exploit the data to its full potential.

A bespoke management and training programme is underway for our management teams including coaching and training for senior management. This will ensure the charity can utilise other team members to deputise for staff in key roles and provide potential for longer-term replacement should they leave the organisation.

We continue to support and promote staff well-being and recognise that there will be a long-term impact on people's psychological health following the pandemic.

During the year we developed an Employee Health and Well-Being Strategy that covers:

- Creating a safe and healthy working environment
- Improving physical and emotional wellbeing
- Encouraging and supporting employees to develop and maintain a healthy lifestyle
- Improving staff satisfaction, recruitment, and retention

We are utilising supervision sessions with staff to identify areas of support they require. We have formed good partnership working, accessing free support sessions for our staff in relation to all kinds of aspects of self-care, including diet and sleep routines. We continued to offer a good package of benefits which includes our Employee Assistance Programme. This can provide staff with virtual and face to face counselling sessions and feedback from staff has been positive. We also developed psychological training in conjunction with our external trainer and therapeutic provider, to assist staff in managing the emotional elements of their role. The training provides techniques for dealing with extreme behaviours of service users in crisis, supporting our staff to cope with the ongoing pressures this work brings. We also provided psychological support to staff who had more unique therapeutic needs to not only assist them during times of crisis, but also to help the Charity to successfully enable staff to come back to work.

2. To meet the requirements of the National Lottery Community Fund grant funding for our support work 'Hurdle' and build relationships with other support providers.

We have developed a three-year strategy for Hurdle with an annual action plan and KPIs that includes post assessment support and tracking, preventative work (support during pregnancy via 'Planting Seeds' – joint project with 'The Parenting Project') and specialist therapeutic support. The Hurdle support work has continued to flourish, meeting the Lottery outcomes, and experiences continuously high demand. The team is now well experienced and stable with clarity on our targets going forward. A clearly defined team/supervision structure is in place that will allow us to continue to expand as funding allows.

We continue to develop strong working partnerships with local organisations that complement our work and from services from further afield that we could learn from and maintain supportive forums. We have developed links to prominent researchers involved in National research regarding Cyclical Removals and will make longer term links by joining their support forums.

3. To expand to a 3rd site to enable the Charity to help more families and be in a position to offer Place of Safety Assessments again.

The search for the right property has been long and challenging but we have now acquired a suitable property to expand our services. This will enable us to increase our service provision to meet the demand for urgent placements and to offer Place of Safety placements again. Renovation and conversion work on the property will commence in November 2022. We have developed a 'Resource Plan' in relation to staffing the 3rd site, that takes account of internal talent, opportunity for new/external talent and a timeline for recruitment, induction, and training. This enables a prompt opening of business once the building is prepared and ensures that the culture and expertise of our current centres is successfully replicated.

4. To meet our Commitment Statement in relation to Equality, Diversity, and Inclusion (EDI) matters. Providing our staff with support forums, educational resources and working collaboratively with our staff team to develop a continuous improvement plan at each site.

We are maintaining rolling action plans for both Centres that ensure continuous improvement in all EDI matters. We now have EDI Champions at both sites, and our regular EDI workshops and BAME support groups continue. We take full account of the feedback from staff through these groups, and from staff surveys and supervisions. All staff are now completing mandatory EDI training. We commissioned an EDI audit during the year, utilising an external resource, with positive feedback and recommendations for further improvement.

Plans for Future Periods

Strategic Aims

- We aim to successfully launch a 3rd Family Assessment Centre to enable us to meet high demand for our residential assessment services, alongside maintaining high quality support services via Hurdle.
- We aim to attract, develop, value, reward and retain high performing staff from diverse backgrounds in order to deliver high quality services.
- We aim to maintain a diverse & sustainable funding base that enables us to ensure value for money, long-term financial stability and achieve our strategic aims.
- We will strive to ensure that all of our work with children and families is to the highest quality with the protection of vulnerable children our firm priority.
- We are committed to assessing our use of energy and will proactively seek to reduce our carbon footprint and make long term savings for the Charity innovate and develop a diverse range of support & intervention services and expand our services to increase the number of children, young people and parents we work with and support.

Objectives for 2022 – 2023

The objectives for 2022/23 are:

1. To ensure high quality project management of the new Centre refurb and building works, alongside meeting all the necessary requirements of Ofsted to ensure approval to open the Centre by the beginning of our next financial year.
2. To ensure Hurdle continues to garner positive feedback and good news stories from our service users and that all the expectations of the Lottery are met. Data collation and analysis continues to remain of high importance, with preparation made for building a case for future funding.
3. To ensure the organisation maintains high morale across the staff team to promote strong levels of commitment, motivation, and good psychological well-being within the company.
4. To invest in the staff team with training and coaching, developing them according to their talent management findings, growing our future managers/leaders.
5. We aim to reduce our carbon footprint when developing our 3rd Centre, striving to achieve the greenest and most efficient use of energy for the long term when making decisions on the refurb and building work.

Financial Review and Results for the Year

During the year, the charity received total income of £4,384k (2021: £3,766k). This was an increase of 16% on the previous year as we were able to return the number of assessments to near normal levels in the later stages of the pandemic. Demand for residential assessments remained strong, and we were able to manage our centres to exceed revised budgeted income levels and generate £3,964k income for the year (2021: £3,505k). Income from other services increased to £395k (2021: £191k) as the need for high level surveillance in the families assessed. We were awarded five years of funding from the National Lottery Community Fund for our Hurdle support services and received £74k in stage payments during the year. The charity received a further £24k in donations to support the development of Hurdle support services and £0.6k of investment income from short term deposits.

Resources expended during the year totalled £3,770k (2021: £3,495k) and included £0.5k on fundraising activities for Hurdle. The cost of charitable activities totalled £3,770k (2021: £3,489k) reflecting the level of assessments and support activities, with direct costs totalling £3,059k (2021: £2,784k) for the year, and support costs totalling £711k (2021: £705k). Staff salaries and pension provision increased in line with inflation. The charity spent £370k on fixed asset additions including £313k from the Capital Building Fund to underpin part of the foundations at the Coventry centre, and to re-build and convert an original extension into new and improved office space.

A defined pension contribution 'money purchase' scheme is in operation, under the government's automatic enrolment initiative; employer contributions of £102k were made in the year.

At 31 March 2022 total funds were £3,655k (2021: £3,041k). Restricted funds totalled £19k and Special Trust funds totalled £152k. Unrestricted funds increased by £600k in the year from £2,884k to £3,484k; of this £2,278k is designated leaving £1,206k as free funds, see reserves policy below.

Reserves Policy

Reserves are required to meet the working capital requirements of the charity to safeguard the provision of service should income generating activities be curtailed or delayed. The Directors/Trustees have reviewed the charity's needs for reserves in line with guidance issued by the Charity Commission and the requirements of Ofsted and consider that the level of free reserves needed as of 31 March 2022 would be £1,097k.

After allowing for funds set aside for the conversion and renovation of a 3rd site which is expected to be completed in the next year; reserves set aside for functional/operational tangible fixed assets, and Hurdle support services (see detail in note 15 of the accounts) free reserves totalled £1,206k as of 31st March 2022. The reserves requirement is therefore met.

Principal Funding Sources

Local Authorities continue to represent the principal source of funding for the charity. Some community/day assessment cases are jointly funded by family solicitors and these costs are currently eligible for Legal Aid.

Investment Policy

The Directors/Trustees are empowered by the Memorandum and Articles to invest the charity's funds as they see fit. The investment policy requires that surplus funds that are not required for working capital purposes should be invested to provide maximum return at a measured risk to the organisation.

All funds considered to be surplus from time to time are primarily invested on a short term or medium-term fixed interest basis to ensure that the capital value is secure and readily available. To minimise the risk to funds, investments are deposited with several banking institutions who are regulated by the Financial Services Authority and are members of the Financial Services Compensation Scheme. A smaller amount continues to be invested in Income Units with the Charities Official Investment Fund.

The charity's Investment Policy is reviewed on an annual basis.

Risk Management

The Directors/Trustees have a risk management strategy that comprises:

1) The operation of a risk register and an annual review of the risks the charity may face,
2) The establishment of systems and procedures to mitigate those risks identified on the register and;
3) The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise. Procedures are in place to ensure compliance with health and safety of staff, families and visitors to both Centres. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.
4) The adoption of a risk-based approach to managing bribery risks. Procedures have been put in place in line with our commitment to zero tolerance to bribery based on the guidance in the Bribery Act.

Structure, Governance and Management

Governing Document

Dudley Lodge is a charitable company limited by guarantee incorporated on 10th March 1999. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as Board of Directors. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

There are three standing committees:

- A People and Governance committee meeting quarterly
- A Finance and Audit Committee meeting quarterly
- A Remuneration Committee meeting annually

A Business Development and Project Group also meets on a quarterly basis.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executives supported by other members of the Executive Team.

Director/Trustee Induction and Training

Directors/Trustees are recruited via internet job sites, advertisements placed in Birmingham and Coventry newspapers and via Voluntary Action Coventry who support the voluntary and community sector in the city.

The Director/Trustee appointment process includes a detailed introduction to the work of the charity by the Executive Team, Centre Managers and the Senior Management team; the role and responsibilities of a Director/Trustee are explained by the chair of the Board.

During this process the context within which the charity operates is described with particular reference to the Articles of Association, the Governing Rules and the role of Ofsted in relation to regulation inspection. Following this, interested applicants are invited to tour the facilities and attend committee and Board meetings before making a commitment to join. New Directors/Trustees appreciate this process and are able to contribute to the work of the charity quickly and positively.

Pay policy for senior staff

The Trustees consider the senior management team comprise the key management personnel of the Charity in charge of directing, running and operating the charity on a day-to-day basis. The pay of the senior staff is reviewed annually by the remuneration committee and is based on performance and average earning across the sector. The remuneration ratio (highest paid versus the median salary) is 3.01 (2020/21 - 3.48). The ratio decrease was due to fewer, less experienced new starters being recruited and existing staff receiving increases to scale points. We do not pay less than the UK Living Wage.

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2022

Statement as to Disclosure of Information to Auditors

Members of the Board of Trustees who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 10.

In accordance with company law, as the company's Directors/Trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the company's auditors are unaware;

and;

- As to the Directors/Trustees of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2022

Reference and Administrative Details

Dudley Lodge

Charity registration number

1078207

Company registration number

03729909

Registered Office and Operational address

143 Warwick Road,
Coventry,
Warwickshire
CV3 6AT

President

The Lord Bishop of Coventry
The Right Reverend Dr Christopher Cocksworth

Vice-Presidents

Mr R Quinn
Mr P Tudor

Auditors

Dafferns LLP,
One Eastwood,
Harry Weston Road,
Binley Business Park,
Coventry
CV3 2UB

Solicitors

Brindley Twist Tafft & James Solicitors, Lowick Gate, Siskin Drive, Coventry CV3 4FJ

Band Hatton Button Solicitors, 53-55 Butts Road, Coventry CV1 3BH

Bankers

Lloyds Bank, 30 High Street, Coventry CV1 5RA

Management Board of Directors/Trustees

Mr P Roach - Chair
Mrs J Sullivan – Vice Chair
Ms J Hailey – retired (18 November 2021)
Mr K R Scrivens
Mr P Maddock
Mr D Churchill
Dr C Wilson
Ms J Flynn
Ms Z Bailey – appointed (23 June 2021)
Dr A Adefila – appointed (23 June 2021)
Mrs F Asghar – appointed (30 September 2021)
Dr S Raistrick – appointed (23 June 2022)

Executive team members to whom day-to-day management of the charity is delegated by the Board of Directors/Trustees

Mr J Evans - Chief Executive (Job Share)
Mrs C Davis – Chief Executive (Job Share)
Mrs H Roebuck – HR & Finance Manager

Company Secretary

Mrs H Roebuck

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2022

Directors/Trustees' Responsibilities in the Preparation of Financial Statements

The Directors/Trustees are responsible for preparing the Management Board of Directors/Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors/Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors/Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures 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 in operation.

The Directors/Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors/Trustees are aware:

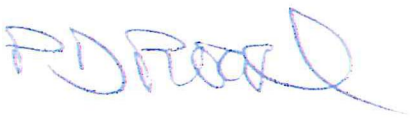
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors/Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The company has taken advantage of the small companies' exemption in preparing the report above.

The Directors/Trustees declare that they have approved the trustees' report (including directors report) above.

Signed on behalf of the charity's Directors/Trustees



Mr P Roach
Chair

Dated: 29 September 2022

DUDLEY LODGE
(a company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Opinion

We have audited the financial statements of Dudley Lodge (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet, 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 (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its 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 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

In auditing the financial statements, we concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the 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.

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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters in relation to which Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or

- the charitable company has not kept adequate accounting records; or

- the financial statements are not in agreement with the accounting records and returns; 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 eleven, 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 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 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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. This 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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company'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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Geoffrey Cox BA FCA (Senior Statutory Auditor)
for and on behalf of Dafferns LLP
Chartered Accountants
Statutory Auditor
One Eastwood
Harry Weston Road
Binley Business Park
Coventry
CV3 2UB

Date:

Dafferns LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2022

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2022 £	Total 2021 £ (see page 16)
Income from:						
Donations and legacies	1	24,149	-	-	24,149	9,736
Investments	2	643	-	-	643	1,991
Charitable activities	3	4,285,468	73,824	-	4,359,292	3,697,363
Other Income – CJRS Grant		-	-	-	-	56,909
Total income		4,310,260	73,824	-	4,384,084	3,765,999
Expenditure on:						
Raising funds	4	371	-	-	371	5,314
Charitable activities	5	3,710,078	59,925	-	3,770,003	3,489,286
Total expenditure		3,710,449	59,925	-	3,770,374	3,494,600
Net income/(expenditure) before net gains		599,811	13,899	-	613,710	271,399
Net gains/(losses) on investments	11	351	-	-	351	697
Net income/(expenditure)	8	600,162	13,899	-	614,061	272,096
Transfers between funds	15	-	-	-	-	-
Net movement in funds		600,162	13,899	-	614,061	272,096
Reconciliation of funds						
Total funds brought forward		2,883,686	5,053	152,150	3,040,889	2,768,793
Total funds carried forward		3,483,848	18,952	152,150	3,654,950	3,040,889

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 24 to 30 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2021

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2021 £
Income from:					
Donations and legacies	1	9,736	-	-	9,736
Investments	2	1,991	-	-	1,991
Charitable activities	3	3,697,363	-	-	3,697,363
Other Income – CJRS Grant		56,909	-	-	56,909
Total income		3,765,999	-	-	3,765,999
Expenditure on:					
Raising funds	4	5,314	-	-	5,314
Charitable activities	5	3,488,018	1,268	-	3,489,286
Total expenditure		3,493,332	1,268	-	3,494,600
Net income before net gains/(losses)		272,667	(1,268)	-	271,399
Net gains/(losses) on investments	11	697	-	-	697
Net income / (expenditure)	8	273,364	(1,268)	-	272,096
Transfers between funds	15	(15,215)	-	15,215	-
Net movement in funds		258,149	(1,268)	15,215	272,096
Reconciliation of funds					
Total funds brought forward		2,625,537	6,321	136,935	2,768,793
Total funds carried forward		2,883,686	5,053	152,150	3,040,889

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 24 to 30 form part of these accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed Assets					
Tangible assets	10		1,284,764		964,935
Investments	11		4,420		4,069
			1,289,184		969,004
Current assets					
Debtors	12	487,150		482,421	
Cash at bank and in hand		2,204,577		1,916,184	
		2,691,727		2,398,605	
Creditors: amounts falling due within one year	13	(259,946)		(252,863)	
Net current assets			2,431,781		2,145,742
Total assets less current liabilities			3,720,965		3,114,746
Creditors: amounts falling due after more than one year	14		(66,015)		(73,857)
Net assets			3,654,950		3,040,889
Funds of the charity:					
Unrestricted funds					
General fund	15	1,205,679		955,802	
Designated funds	15	2,276,007		1,926,073	
Revaluation reserve	15	2,162		1,811	
Total Unrestricted Funds			3,483,848		2,883,686
Restricted funds	15		18,952		5,053
Special trust	15		152,150		152,150
			3,654,950		3,040,889

For the year ended 31 March 2022 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors'/Trustees' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with Section 476;
- The Directors/Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2022

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Directors'/Trustees' and authorised for issue on 29 September 2022 and signed on its behalf by:

Mr P Roach - Chair

The notes on pages 24 to 30 form part of these accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

CASH FLOW STATEMENT
As at 31 March 2022

		2022 £	2021 £
Cash flow from operating activities	19	668,806	422,167
Interest paid		(2,695)	(2,868)
Net cash flow from operating activities		666,111	419,299
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(370,372)	(103,041)
Interest received		496	1,829
Net cash flow from investing activities		(369,876)	(101,212)
Cash flow from financing activities			
Repayment of long-term loans		(10,537)	(10,489)
Interest paid		2,695	2,868
Net cash flow from financing activities		(7,842)	(7,621)
Net increase in cash and cash equivalents		288,393	310,466
Cash and cash equivalents at 1 April 2021		1,916,184	1,605,718
Cash and cash equivalents at 31 March 2022		2,204,577	1,916,184
Cash and cash equivalents consist of:			
Cash at bank and in hand		2,204,577	1,916,184
Cash and cash equivalents at 31 March 2022		2,204,577	1,916,184

The notes on pages 24 to 30 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2022

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charitable company's accounts.

General information and basis of preparation

Dudley Lodge is a charity incorporated and limited by guarantee in England / Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £20 per member of the charity. The address of the registered office is given in the charity information on page 10 of these financial statements. The nature of the charity's operations and principal activities are to provide accommodation to vulnerable children, young people and their parents for the purpose of assessment and support.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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) issued in October 2019 , the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted.

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 presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The charity has legal entitlement to the funds;
- any performance conditions attached to the item of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of:

- the date on which the charity is aware that probate has been granted;
- the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made; or
- when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2022

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 direct costs of fundraising activities;
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them; 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.

Support costs allocation
Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Funds

Unrestricted Funds
Comprises those funds which the Directors/Trustees are free to use for any purpose in furtherance of the charitable objects.

Designated Funds
Unrestricted funds include designated funds where the Directors/Trustees, at their discretion, have created a fund for a specific purpose.

Restricted Funds
Restricted funds comprise those funds where the donor has attached restrictions to its application.

Special Trust Funds
In October 2007, the Dunsmoor charity was wound up and all assets were transferred to Dudley Lodge with prior approval from the Charity Commission.

Based upon the restrictions identified in the Dunsmoor charity accounts prior to transfer, the monies received were set up as a Special Trust and restricted funds in Dudley Lodge.

On 19th August 2010, Dudley Lodge were granted permission by the Charity Commission to use the monies received from the Dunsmoor Charity to contribute to the purchase and refurbishment of a new residential family centre. The Special Trust monies were ordered to be set aside each year for ten years, which Dudley Lodge must invest as a permanent endowment.

Further details of each fund are disclosed in note 15.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2022

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

All assets costing more than £1,000 are capitalised. Depreciation of fixed assets is charged by equal instalments commencing with the year of acquisition at rates estimated to write off their cost less any residual value over the expected useful lives as follows:

Freehold land	Nil
Freehold buildings	50 years
Leasehold land and buildings	Over the remaining term of the lease
Fixtures and fittings	5 to 10 years
Computer equipment	3 years
Motor vehicle	5 years

Investments
Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Operating leases
Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Pensions
Employees of the charity are eligible for automatic enrolment in the company's defined contribution pension scheme. The contributions charged to the Statement of Financial Activities are disclosed in note 6 to the accounts. There were outstanding contributions of £nil included within other creditors at the year end.

Going concern
The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Financial instruments

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price.

Other financial assets, including investments in equity instruments and which are not subsidiaries, associates or joint ventures, are initially measured at fair value which is normally transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit and loss.

Financial liabilities

Basic financial liabilities, including trade and other payables, and bank loans that are classified as debt are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2022

1 Donations and legacies

	2022	2021
	£	£
Donations	24,149	9,736

2 Investment income

	2022	2021
	£	£
Listed investments	147	162
Other interest receivable	496	1,829
	643	1,991

3 Income from charitable activities

	2022	2021
	£	£
Residential assessment charges	3,964,044	3,505,454
Other services	321,424	191,909
National Lottery Community Fund grant	73,824	-
	4,359,292	3,697,363

4 Expenditure on raising funds

	2022	2021
	£	£
Fundraising costs	371	5,314

5 Charitable activities - family care, assessment and support

	2022	2021
	£	£
Costs directly allocated to activities		
Staff costs (including ancillary costs)	2,581,398	2,413,524
Staff training	40,642	36,990
Premises costs	303,975	231,520
Security	8,628	4,965
Household expenses	79,162	55,358
Loan interest	2,695	2,868
Depreciation	42,164	38,629
	3,058,664	2,783,854
Support costs		
Staff costs (including ancillary costs)	467,571	470,820
Office costs	50,292	55,034
Other expenses	168,146	151,798
Depreciation	8,379	16,076
Audit and accountancy	8,040	6,900
Other governance costs – Director/Trustee training etc	8,911	4,804
	711,339	705,432
	3,770,003	3,489,286

		2022	2021
		£	£
6	**Staff costs**		
	Wages and salaries	2,549,735	2,413,742
	Social security costs	226,631	217,379
	Pension costs	102,013	90,234
	Other employee benefits	170,590	162,988
		3,048,969	2,884,343

The number of higher paid employees was:	Number	Number
Taxable emoluments band £60,001 - £70,000	0	2
Taxable emoluments band £70,001 - £80,000	3	1
The average number of employees analysed by function was: -		
Provision of family care and assessment	98	99
Support	15	13
	113	112
Full time equivalent	86	84

Key Management Personnel (Senior management) remuneration
There are three members of the senior management team and their aggregated remuneration in respect of qualifying services was:

	2022	2021
	£	£
Remuneration and benefits including employers NIC	183,368	171,337
Pension	5,750	5,112
	189,118	176,449

7 **Directors'/Trustees' remuneration**
No Directors/Trustees received any remuneration for the current or preceding year, however £132 was paid to 2 Directors/Trustees as expenses (2021: £36 paid to 1 Directors/Trustees).

		2022	2021
		£	£
8	**Net incoming / (outgoing) resources**		
	This is stated after charging:		
	Auditors remuneration - audit	7,500	6,900
	Auditors remuneration - other services	20,803	19,406
	Depreciation	50,543	54,705

9 Taxation

As a charitable company, Dudley Lodge is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or S256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charitable company.

10 Fixed assets

	Freehold premises £	Leasehold premises £	Computers, fixtures and fittings £	Total £
Cost				
1 April 2021	537,223	505,896	512,224	1,555,343
Additions	331,980	-	38,392	370,372
Disposals	-	-	(21,547)	(21,547)
31 March 2022	869,203	505,896	529,069	1,904,168
Depreciation				
1 April 2021	168,526	89,256	332,626	590,408
Charge for year	10,664	9,647	30,232	50,543
Eliminated on disposal	-	-	(21,547)	(21,547)
31 March 2022	179,190	98,903	341,311	619,404
Net book value				
31 March 2022	690,013	406,993	187,758	1,284,764
31 March 2021	368,697	416,640	179,598	964,935

Included in freehold premises is land valued at £86,120 which is not depreciated.

Leasehold premises were acquired on 3 March 2010 and comprised a 54-year occupational lease of Bonner House, this lease was extended on 27 January 2017 to a 125-year lease from that date.

11 Fixed asset investments

	£
1 April 2021	4,069
Net gains / (losses) on revaluation at 31 March 2022	351
Market value at 31 March 2022	4,420
Historical cost at 31 March 2022	2,258

Investments consist of:

Charities Official Investment Fund	4,420

12 Debtors

	2022 £	2021 £
Debtors - accommodation charges	429,175	398,240
Prepayments and accrued income	57,975	84,181
	487,150	482,421

13 Creditors: amounts falling due within one year

	2022 £	2021 £
Bank loan (see note 14)	7,500	7,500
Trade creditors	96,625	102,262
Accruals	88,350	80,220
Tax and social security	58,036	52,870
Other creditors	9,435	10,011
	259,946	252,863

14 Creditors: Amounts falling due after more than one year

	2022 £	2021 £
Bank loan	66,015	73,857

The bank loan, is secured by a legal charge over freehold property, and is repayable by monthly instalments. Interest is being charged at 3.26% over Lloyds Bank plc Base Rate.

Amounts falling due on the bank loan are as follows:

	2022 £	2021 £
In one year or less (note 13)	7,500	7,500
Between one and two years	7,500	7,500
Between two and five years	22,500	22,500
Over five years	36,015	43,857
	73,515	81,357

15 Analysis of charitable funds

	Balance 31 March 2021 £	Incoming Resources £	Resources Expended £	Transfers £	Gains/ (Losses) £	Balance 31 March 2022 £
Unrestricted fund	955,802	4,310,260	(3,689,262)	(371,121)	-	1,205,679
Designated funds:						
Fixed Asset Fund	964,935	-	-	319,828	-	1,284,763
Capital Building Fund	878,000	-	-	(12,707)	-	865,293
PMPY Project	-	-	-	-	-	-
Hurdle Support Services: (Inc. The Paul Tudor Fund)	83,138	-	(21,187)	64,000	-	125,951
Revaluation Reserve	1,811	-	-	-	351	2,162
Restricted funds:						
National Lottery Community Fund – RC Midlands Region	-	73,824	(54,872)	-	-	18,952
Other	5,053	-	(5,053)	-	-	-
Special Trust Fund	152,150	-	-	-	-	152,150
	3,040,889	4,384,084	(3,770,374)	-	351	3,654,950

Unrestricted Funds

The "free reserves" which are available to be spent on the purposes of the charity.

Designated funds

Fixed Asset Fund is the value of unrestricted funds represented by the tangible fixed assets owned by the charity. These are used for operational purposes and have been excluded from 'free reserves' under Charity Commission guidelines.

Capital Building Fund represents the amount set aside by the Directors/Trustees to create additional space and to expand operational facilities.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Service which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

Revaluation Reserve Fund is required by the Companies Act and represents the amount by which investments exceed their historical cost.

Restricted funds

The Restricted Fund represents monies received from The National Lottery Community Fund - RC Midlands Region programme. These funds will assist with the provision of the Hurdle community support service.

The Restricted Fund also represents 'Other' monies received from The National Lottery Community Fund - Awards for All programme and Tesco PLC, towards the "Know to say No" project. This project was designed to help young people develop the resilience and support networks they need to prevent them from being exploited and experiencing the trauma and subsequent impacts on their attainment, safety, physical and mental health, transition to adulthood.

15 Analysis of charitable funds (Continued)

Special Trust Fund - Dunsmoor Fund

On 19 August 2010, Dudley Lodge were granted permission by the Charity Commission to use permanent endowment monies, received from the Dunsmoor Charity in October 2007, to contribute to the purchase and refurbishment of a new residential family centre. Under the Charity Commission recoupment order made at that time, £15,215 had to be repaid to the fund each year for the next ten years to replace the money used. Interest received, which is below £500, has been recorded in unrestricted funds and was fully spent on family activities.

16 Analysis of net assets between funds

	Unrestricted	Restricted	Special Trust	Total
	£	£	£	£
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	1,284,764	-	-	1,284,764
Investments	4,420	-	-	4,420
Cash at bank and in hand	2,033,475	18,952	152,150	2,204,577
Other net assets	161,189	-	-	161,189
	3,483,848	18,952	152,150	3,654,950

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

Land and Buildings	2022	2021
	£	£
Within one year	7,500	7,500
One to five years	30,000	30,000
More than five years	2,379,482	2,386,982

18 Capital commitments

	2022	2021
	£	£
Contracted but not provided for in the financial statements	650,000	185,506

19 Cash flow from operating activities

	2022	2021
	£	£
Net movement in funds	614,061	272,096
Depreciation	50,543	54,705
Interest payable	2,695	2,868
Interest receivable	(496)	(1,829)
(Losses)/gains in investments	(351)	(697)
Decrease/(increase) in debtors	(4,729)	19,632
Increase/(decrease) in creditors	7,083	75,392
	668,806	422,167

20 Ultimate controlling party

The Charity is under the control of its Board of Directors/Trustees throughout the current and preceding year.

21 Related party transactions

There are no related party transactions during the period (2021: £ nil).

22 Pensions and other post-retirement benefits

Defined contribution pension plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £102,013 (2021: £90,234).

The defined contribution liability is allocated to unrestricted funds.

23 Financial instruments

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

	2022 £	2021 £
Financial assets		
Measured at fair value through net income / expenditure:		
Fixed asset listed investments (note 11)	4,420	4,069
Debt instruments measured at amortised cost:		
Debtors – accommodation charges (note 12)	429,175	398,240
Financial liabilities		
Measured at amortised cost		
Bank loans (notes 14)	(73,515)	(81,357)
Trade creditors (notes 13)	(96,625)	(102,262)
Other creditors (notes 13)	(9,435)	(10,011)

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

Net gains and losses (including changes in fair value)		
Financial assets measured at fair value through net income / expenditure	351	697
Financial liabilities measured at amortised cost through net income / expenditure	(2,695)	(2,868)

DUDLEY LODGE

England & Wales - Charity number 1078207

Accounts

Dudley Lodge

safeguarding children services

DUDLEY LODGE

143 Warwick Road, Coventry, CV3 6AT
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2021

Company No: 03729909
Charity No: 1078207

DUDLEY LODGE
(a company limited by guarantee)

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DUDLEY LODGE
(a company limited by guarantee)

FOREWORD

Something which has struck me over the course of our recent discussions on climate change is the confidence with which people speak of the need to protect our environment for the sake of future generations – for the sake of our children, for our children's children, for people who have not yet been born. That is profoundly encouraging. And yet, we have to recognise that we do not express these ideas to make our ambitions sound loftier or our plans seem grander. We have these intuitions because most of us have relationships with children - as parents, family, carers, teachers, medical staff. But more importantly, each one of us was once a child. Yet we are so impatient to outgrow our childhood, to regard those memories as irrelevant in this context of our adulthood, especially where we have the privilege of knowing that our upbringing was stable and secure.

There are too many people in our society who do not have that privilege - people who spend every day of their lives dealing with the consequences of a childhood full of fear, abuse and neglect, a childhood deprived of care, compassion and loving relationships. To feel vulnerable as children is natural to all of us, and we would all do better for connecting with that sense of vulnerability. But when that raw vulnerability - that vulnerability which isn't quite yet capable of making sense of itself - is deliberately exploited and abused, it leaves the most awful scars.

I give thanks that Dudley Lodge remains so faithfully committed to engaging with severe vulnerability, for giving children the safe and happy upbringing, which is their birthright, and for nurturing successful parental relationships as the bedrock for this. Dudley Lodge has pursued its aims with such admirable courage and determination over the course of the COVID pandemic, keeping both of its centres open, investing in its staff, securing new grants and pressing onwards with its successful Community Support project. I rejoice in the charity's healthy financial situation, and wholeheartedly support its endeavours to find a third centre so that it would be able to transform even more lives.

Although the worst of the pandemic is behind us, we will continue to pick up the pieces for quite some time. Our society has been rocked in ways we do not yet understand. This makes the work of Dudley Lodge with some of our society's most vulnerable even more critical, noble and worthy of encouragement. This report highlights the details, vision, teamwork and leadership which enable such good work to happen, and all of these aspects are in my thoughts and prayers.

Dudley Lodge is a remarkable charity, evidenced by the contents of this report, which I warmly commend to you.

+ Christopher

The Right Reverend Dr. Christopher Cocksworth

Bishop of Coventry

DUDLEY LODGE
(a company limited by guarantee)

THE CHAIRMAN'S REPORT
for the year ended 31 March 2021

This is the second time I have had the privilege of writing an Introduction to our Annual Report and Financial Statements, having been appointed Chairman at the AGM in 2019.

I would again like to start by paying tribute to our wonderful staff who remain so committed to the services we provide, meeting the needs of the vulnerable families we serve and in particular ensuring the safety and wellbeing of young children.

It is interesting to refer back to last year's Report in which I described the challenges represented by the Covid-19 pandemic and the success we achieved at that time in keeping both our Centres open in unprecedented times. It is remarkable to note twelve months on that our success in that respect has been maintained and both Centres have remained open throughout the last year. The challenges posed by Covid have certainly not gone away although as a society we do appear to have become more adept at dealing with it and I guess the vaccination programme has played a large part in that.

The year ended March 2021 has been another successful one for Dudley Lodge. A healthy financial surplus has been recorded and that enables us to plough money back into the charity thereby allowing us to meet the needs of even more vulnerable families. In particular, our Community Support project, known as Hurdle, has got off to a very strong start and has attracted significant grant support over 5 years from the Lottery Fund. A range of smaller grants has also been secured and we have set up the Paul Tudor Fund which is also designed to develop and promote our community support services which were very close to the heart of our previous chairman. We have worked with 45 families to date, thereby exceeding the targets we set at launch.

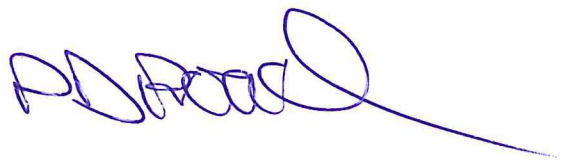
Referrals for our services have remained very high throughout the year and we have exceeded our budgeted occupancy levels at both Centres. Referrals have come from over 30 different local authorities covering a wide geographical area and that is testament to the quality of the services we provide. Feedback from service users and professionals has been consistently positive.

Our investment in our staff team is a particularly important priority for us and I am pleased to report that staff turnover is low compared to the norm for the sector. The training and coaching of staff continues to be an important commitment albeit there has been a switch from external trainers to internal training programmes through the year and many training sessions have been delivered online given the constraints posed by Covid. We have also been focusing on meeting our commitments on Equality, Diversity & Inclusion whether those relate to service users, the staff team or the Board. This will remain a priority going forward and we can never be complacent as we tackle a continuous improvement plan at each Centre.

One of our objectives is to continue the search for a third Centre which would enable us to reach even more vulnerable families. Our search so far has proved somewhat frustrating, not least because the criteria we have set for a suitable property are very tight so we are searching for something which turns out to be quite rare. However, we remain optimistic that we shall find the right property over the months to come.

We have a lot to look forward to and I am delighted to welcome five new board members who have been recruited since our last AGM, namely Caroline Wilson, Jane Flynn, Arinola Adefila, Zara Bailey and Farzana Asghar. I know they will all make a valuable addition to our Board and I look forward to working with them. As we welcome new colleagues, though, we are also saying goodbye to Jennifer Hailey at our forthcoming AGM. Jennie has served as a trustee at Dudley Lodge since 2009 and currently chairs our People & Governance Committee. We are immensely grateful for the support Jennie has provided over the last 12 years and wish her well for the future.

I hope all those who have an interest in our work find the following Report and Financial Statements of some value and that it furthers your understanding of the work we do.



Peter Roach
Chairman

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2021

The trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ending 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) published in October 2019.

Objects and principal activities of the charity

The charity is established to promote the physical and mental health welfare and safety of children, young people and adults, by developing childcare knowledge and by providing parenting assessments, practical support and assistance, education, advice and counselling, whether in accommodation provided by the charity or in the wider community.

Change of Articles of Association

On 12th December 2019, at an Extraordinary General Meeting held at 143 Warwick Road, Coventry CV3 6AT, a special resolution was passed, and new Articles of Association of the Company were approved and formally adopted. Prior written consent had previously been obtained from the Charity Commission.

Principal activities of the charity

The principal activity of the charity is to provide accommodation to vulnerable children, young people and their parents for the purpose of assessment and support.

At our Centres, Dudley Lodge in Coventry and Bonner House in Birmingham, we provide a wide variety and a combination of various assessment arrangements in order to meet the needs of children and their families and to provide detailed information for decision making purposes. For example, we offer bespoke residential assessments, a range of parenting risk assessments in the community, day assessments, viability and PAMS assessments. The Parenting Assessment Manual (PAMS) is a wide-ranging functional and multi-dimensional evidenced-based parenting assessment aimed at vulnerable families particularly those with learning difficulties, their children and their needs.

The Directors/Trustees and the Executive Team demonstrate a strong commitment to continuous improvement in relation to assessment, support, services, accommodation, and facilities. They are committed to the principle of providing a quality workforce, having competent well-trained staff, to provide good quality care/services for children, young people and their families.

In shaping our objectives for the year and planning our future activities, the Directors/Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

Our Vision

Dudley Lodge will be the preferred provider of a range of independent high-quality children's safeguarding services for local authorities, guardians and advocates.

We will enhance our reputation for excellence and innovation by demonstrating skills in dealing with the most complex cases regarding vulnerable children and families.

Our Mission:

To provide the courts and other relevant parties concerned with safeguarding children, with a range of high-quality independent assessments, interventions and services regarding referred parents/carers' abilities to keep children safe; and to assess their capacity and potential for promoting children's continuing wellbeing.

Our Values:

- We believe that all children have the right to have their safety and welfare needs met.
- We believe that all adults have a responsibility to respond to concerns, worries and doubts regarding the safety and wellbeing of children wherever they may be.
- We believe that it is people who make the difference in any enterprise, and to give of their best they must be treated with dignity and respect.

Equality & Diversity Statement

Dudley Lodge will place diversity at the heart of all activities. Our charity values the diverse nature of its Staff, Board Members and of those using our services. We will ensure that this is reflected in all our practices, policies, and services.

Promoting equality and diversity is a duty our charity takes very seriously and is a responsibility shared by all Staff and Board Members.

Dudley Lodge's commitment to equality involves much more than positive action to promote equal opportunities and eradicate discrimination. It means that we are actively committed to encouraging and promoting the richness brought to the charity by the diverse nature of our Staff, Board Members, and Service Users.

Fundraising Standards Information:

The charity contracts with a third party to assist in sourcing potential funders and helping with funding applications. The charity does employ a fundraising officer who initiates campaigns and makes approaches to other charities or those who have given explicit consent to receive such contact under the General Data Protection Regulation (GDPR). We have received no fundraising complaints in the year.

Objectives for 2020/2021 and our Achievements:

1. To operate at a manageable occupancy level, reduced by 10.5% compared with the previous year, due to the coronavirus pandemic.

   The Charity successfully met the revised occupancy level targets and wherever possible exceeded target. A high demand for residential assessments continued throughout the year. Our capacity to manage admissions was constantly reviewed against our Covid-19 risk assessments and Outbreak Response Plan. We were guided by Public Health England and put a plan in place to be able to financially cope during turbulent times of coronavirus outbreaks, essentially minimising risk of extended outbreaks and utilising the benefit of having two sites.

Objectives for 2020/2021 and our Achievements cont:

2. To ensure the charity maintains high morale across the staff team to promote strong levels of commitment and motivation within the company.

   The pandemic has placed significant pressure and challenge on everybody. Dealing with constant uncertainty, fear, restrictions, and changes to the way in which we work, and indeed lead our lives. Whilst we already had a number of supportive features in place for our staff, recognising the potential increase in stress and challenge to mental wellness, we expanded our staff care even further.

   - We have Family Workers trained in 'Mental Health First Aid' at both sites
   - We provide Self-Care workshops (external providers)
   - Four therapy sessions with Phoenix Psychology
   - Employee Assistance Programme
   - 'Buddies' for new starters
   - Quality supervision that includes well-being support
   - BAME Support Group
   - EDI Workshops
   - Access to Occupational Health
   - Utilised the furlough scheme for vulnerable staff
   - Social events (which we continued virtually throughout lockdowns)

   We complete staff 'happiness' surveys and reviews to seek and act upon staff feedback, working collaboratively to develop improvement plans. Survey results have demonstrated good morale amongst the team with positive reference to the Charity's handling of the pandemic and support provided to employees throughout.

   Turnover of staff has been low.

3. To invest in the staff team with training and coaching, developing them accordingly to their talent management findings, growing our future managers/leaders.

   We have supported several employees this year to commence their Social Work Degrees via an apprenticeship scheme with Warwick University. There was much interest for this course, and we hope to extend this to more staff over the next few years.

   Providing our teams with a training programme has been particularly difficult this year, due to challenges in securing venues or external providers. However, we held several workshop days internally, utilising the skill sets of our staff. Feedback was very positive. Our Training Manager embraced the challenges of virtual training and developed her IT skills further to be able to transfer several of her courses to online, ensuring 'breakout' rooms and videos etc to hold everybody's interest.

4. To focus on expanding the community support services, achieving grants/funds to secure the future of our community support project called Hurdle.

   All planned elements of Hurdle's service delivery have been met and targets exceeded since launching. We have recruited and inducted staff/volunteers, offered the Freedom Programme, Protection Group and Parenting Group and piloted our first 16-week Compassion Focused Therapy Group in partnership with Phoenix Psychology. We doubled our initial projected number of beneficiaries for year 1; working with 45 families to date, and currently 75% of live cases were achieved via external referrals.

   Hurdle has achieved a lottery grant of £379,514 for 5-year project funding, in addition to numerous other smaller grants and donations being attained to further develop and expand the service and securing Hurdle's future.

Objectives for 2020/2021 and our Achievements cont:

5. To decide on future expansion to a 3rd site, and the format of such provision (communal/self-contained/mix)

   The Board agreed for the Executive Team to source a property for expansion of assessment services. The preference is for self-contained units with potentially a shared living space to replicate 'The Hub' used at both sites for highly supervised families requiring a lot of support.

   The property search has proved problematic with a narrow criterion to support our preferences, along with concerns regarding planning permissions and competing with developers.

   We hope to purchase a property in 2021/22 as one of the Charity's main priorities.

6. To generate revenue across a wide geographical area for our core activities and through various sources to develop and sustain operations of projects

   We worked with over thirty different local authorities from a wide geographical area during the year and are not dependent on any single local authority for our residential placements. We continue to receive many enquiries from nearby local authorities despite currently not opting into their contract/tender arrangements. Our centres carried out a number of specialist PAMS assessments in the year and we continue to offer one to one supervision and CCTV monitoring which generates additional income to sustain our charitable activities.

Plans for Future Periods

Strategic Aims

We aim to:

- attract, develop, value, reward and retain high performing staff from diverse backgrounds to deliver high-quality services
- innovate and develop a diverse range of support & intervention services and expand our services to increase the number of children, young people and parents we work with and support
- maintain a diverse & sustainable funding base that enables us to ensure value for money, long-term financial stability and achieve our strategic aims

Objectives for 2021 – 2022

The objectives for 2021/22 are:

1. To ensure the charity maintains high morale across the staff team to promote strong levels of commitment and motivation within the company, actively seeking feedback from staff and including them in continuous improvement plans.

2. To provide an individualised approach to supporting our employees' mental health, utliising supervisions to monitor and support well-being.

3. To meet the requirements of the Lottery funding for our support work 'Hurdle' and build relationships with other support providers.

4. To expand to a 3rd site to enable the Charity to help more families and be in a position to offer Place of Safety Assessments again.

Objectives for 2021 – 2022 cont

5. To meet our Commitment Statement in relation to Equality, Diversity and Inclusion matters. Providing our staff with support forums, educational resources and working collaboratively with our staff team to develop a continuous improvement plan at each site.

Financial Review and Results for the Year

During the year, the charity received total income of £3,766k (2020: £3,931k). This was a decrease of 4% on the previous year due to a planned reduction in assessments to manage the business during the pandemic. Demand for residential assessments remained strong however, and we were able to manage our centres to exceed revised budgeted income levels and generate £3,505k for the year (2020: £3,512k). Income from other services decreased to £192k (2020: £411k) due to a reduced need for high level surveillance in the families assessed and no community assessments being carried out. The charity received £10k in donations to support the development of Hurdle support services and £2k of investment income from short term deposits.

Resources expended during the year totalled £3,495k (2020: £3,548k) and included £5k on fundraising activities for Hurdle. The cost of charitable activities totalled £3,489k (2020: £3,542k) reflecting some reduction in the level of assessments and support activities, with direct costs totalling £2,784k (2020: £2,872k) for the year, and support costs totalling £705k (2020: £670k). Staff salaries and pension provision increased in line with inflation and other support costs increased due to specific measures being implemented during the pandemic.

A defined contribution 'money purchase' scheme is in operation, under the government's automatic enrolment initiative; employer contributions of £90k were made in the year.

At 31 March 2021 total funds were £3,041k (2020: £2,769k). Restricted funds totalled £5k and Special Trust funds totalled £152k. Unrestricted funds increased by £258k from £2,626k to £2,884k after net income of £273k less £15k which was transferred to the Dunsmoor Fund; of this £1,928k is designated leaving £956k as free funds, see reserves policy below.

Reserves Policy

Reserves are required to meet the working capital requirements of the charity to safeguard the provision of service should income generating activities be curtailed or delayed. The Directors/Trustees have reviewed the charity's needs for reserves in line with guidance issued by the Charity Commission and the requirements of Ofsted and consider that the level of free reserves needed at 31 March 2021 would be £956k.

After allowing for funds set aside for a future building project to expand our operational facilities and programs of work; which is expected to be completed in the next 2 years; reserves set aside for functional/operational tangible fixed assets, and Hurdle support services (see detail in note 15 of the accounts) free reserves totalled £956k at 31st March 2021. This amount meets our current reserves requirement.

Principal Funding Sources

Local Authorities continue to represent the principal source of funding for the charity. Some community/day assessment cases are jointly funded by family solicitors and these costs are currently eligible for Legal Aid.

Investment Policy

The Directors/Trustees are empowered by the Memorandum and Articles to invest the charity's funds as they see fit. The investment policy requires that surplus funds that are not required for working capital purposes should be invested to provide maximum return at minimum risk to the organisation.

All funds that are considered to be surplus from time to time are invested on a short term or medium-term fixed interest basis. To minimise the risk to funds, investments are deposited with several banking institutions who are regulated by the Financial Services Authority and are members of the Financial Services Compensation Scheme.

The charity's Investment Policy is reviewed on an annual basis.

Risk Management

The Directors/Trustees have a risk management strategy that comprises:

1) The operation of a risk register and an annual review of the risks the charity may face,
2) The establishment of systems and procedures to mitigate those risks identified on the register and;
3) The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise. Procedures are in place to ensure compliance with health and safety of staff, families and visitors to both Centres. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.
4) The adoption of a risk-based approach to managing bribery risks. Procedures have been put in place in line with our commitment to zero tolerance to bribery based on the guidance in the Bribery Act.

Post Balance Sheet Disclosure

During September 2021 our regulator Ofsted carried out an inspection at Bonner House. This followed an incident where a child was found to have sustained an unexplained suspected injury whilst in the care of their mother and under CCTV surveillance. Our internal investigation revealed that whilst we have comprehensive safeguarding procedures and CCTV procedures in place at the centre, on this occasion staff had not followed these fully. Some shortfalls were identified in the monitoring of the family by staff, as well as shortfalls in record-keeping. As a result of these findings, we have developed and implemented an ongoing action plan to improve and strengthen our safeguarding procedures.

This incident has led to an Ofsted inspection judgement for the centre of 'requires improvement to be good" from 'Good' at our last inspection four years ago. The Ofsted report confirms that no serious or widespread failures were found that result in the welfare of children and parents not being safeguarded or promoted, and that our assessments are well balanced, evidence-based and detailed.

Structure, Governance and Management

Governing Document

Dudley Lodge is a charitable company limited by guarantee incorporated on 10th March 1999. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as Board of Directors. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

Organisational Structure

Dudley Lodge has a Board of Directors/Trustees, under company law, who meet quarterly and are responsible for the strategic direction and policy of the charity. There is no limit on Board membership. At present the Board has eleven members from a variety of professional backgrounds relevant to the work of the charity.

During 2020/21 there were two standing committees meeting quarterly:
- Finance and Business Development Committee
- General Purpose Committee which incorporates Risk, Health and Safety, Human Resources and Fabric & Assets

On 23rd June 2021, the Board approved a subcommittee restructure, it was agreed for:
- A People and Governance committee to be formed to meet quarterly
- A Finance and Audit Committee to be formed to meet quarterly
- Business Development and Project Group to be formed to meet quarterly

A Remuneration Committee continues to meet on an annual basis.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executives supported by other members of the Executive Team.

Director/Trustee Induction and Training

Directors/Trustees are recruited via internet job sites, advertisements placed in Birmingham and Coventry newspapers and via Voluntary Action Coventry who support the voluntary and community sector in the city.

The Director/Trustee appointment process includes a detailed introduction to the work of the charity by the Executive Team, Centre Managers and the Senior Management team; the role and responsibilities of a Director/Trustee are explained by the chair of the Board.

During this process the context within which the charity operates is described with particular reference to the Articles of Association, the Governing Rules and the role of Ofsted in relation to regulation inspection. Following this, interested applicants are invited to tour the facilities and attend committee and Board meetings before making a commitment to join. New Directors/Trustees appreciate this process and are able to contribute to the work of the charity quickly and positively.

Pay policy for senior staff

The Trustees consider the senior management team comprise the key management personnel of the Charity in charge of directing, running and operating the charity on a day-to-day basis. The pay of the senior staff is reviewed annually by the remuneration committee and is based on performance and average earning across the sector. The remuneration ratio (highest paid versus the median salary) is 3.48 (2019/20 - 3.61). The ratio decrease was due to fewer, less experienced new starters being recruited and existing staff receiving increases to scale points. We do not pay less than the UK Living Wage.

Statement as to Disclosure of Information to Auditors

Members of the Board of Trustees who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 14.

In accordance with company law, as the company's Directors/Trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the company's auditors are unaware;

and;

- As to the Directors/Trustees of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Reference and Administrative Details

Dudley Lodge

Charity registration number

1078207

Company registration number

03729909

Registered Office and Operational address

143 Warwick Road,
Coventry,
Warwickshire
CV3 6AT

President

The Lord Bishop of Coventry
The Right Reverend Dr Christopher Cocksworth

Vice-Presidents

Mr R Quinn
Mr P Tudor

Auditors

Dafferns LLP,
One Eastwood,
Harry Weston Road,
Binley Business Park,
Coventry
CV3 2UB

Solicitors

Brindley Twist Tafft & James Solicitors, Lowick Gate, Siskin Drive, Coventry CV3 4FJ

Band Hatton Button Solicitors, 53-55 Butts Road, Coventry CV1 3BH

Bankers

Lloyds Bank, 30 High Street, Coventry CV1 5RA

Management Board of Directors/Trustees

Mr P Roach - Chair
Mrs J Sullivan – Vice Chair
Mr D Spafford – retired (10 December 2020)
Ms J Hailey
Dr S Calder – retired (10 December 2020)
Mr K R Scrivens
Mr P Maddock
Mr D Churchill
Dr C Noy Wilson – appointed (10 December 2020)
Ms Z Bailey – appointed (23 June 2021)
Ms J Flynn – appointed (10 December 2020)
Dr A Adefila – appointed (23 June 2021)
Mrs F Asghar – appointed (30 September 2021)

Executive team members to whom day-to-day management of the charity is delegated by the Board of Directors/Trustees

Mr J Evans - Chief Executive (Job Share)
Mrs C Davis – Chief Executive (Job Share)
Mrs H Roebuck – HR & Finance Manager

Company Secretary

Mrs H Roebuck

DUDLEY LODGE
(a company limited by guarantee)

DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2021

Directors/Trustees' Responsibilities in the Preparation of Financial Statements

The Directors/Trustees are responsible for preparing the Management Board of Directors/Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors/Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors/Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures 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 in operation.

The Directors/Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors/Trustees are aware:

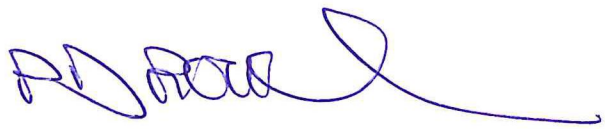
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors/Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The company has taken advantage of the small companies' exemption in preparing the report above.

The Directors/Trustees declare that they have approved the trustees' report (including directors report) above.

Signed on behalf of the charity's Directors/Trustees



Mr P Roach
Chairman

Dated: 9 November 2021

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Opinion

We have audited the financial statements of Dudley Lodge (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, 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 (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its 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 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

In auditing the financial statements, we concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the 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.

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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters in relation to which Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or

- the charitable company has not kept adequate accounting records; or

- the financial statements are not in agreement with the accounting records and returns; 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 eleven, 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 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 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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. This 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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company'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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Martin Gibbs FCCA (Senior Statutory Auditor)
for and on behalf of Dafferns LLP
Chartered Accountants
Statutory Auditor
One Eastwood
Harry Weston Road
Binley Business Park
Coventry
CV3 2UB

Date: 9...November 2021

Dafferns LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2021

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2021 £	Total 2020 £ (see page 16)
Income from:						
Donations and legacies	1	9,736	-	-	9,736	2,820
Investments	2	1,991	-	-	1,991	5,673
Charitable activities	3	3,697,363	-	-	3,697,363	3,922,610
Other Income – CJRS Grant		56,909	-	-	56,909	-
Total income		3,765,999	-	-	3,765,999	3,931,103
Expenditure on:						
Raising funds	4	5,314	-	-	5,314	6,151
Charitable activities	5	3,488,018	1,268	-	3,489,286	3,541,807
Total expenditure		3,493,332	1,268	-	3,494,600	3,547,958
Net income/(expenditure) before net gains		272,667	(1,268)	-	271,399	383,145
Net gains/(losses) on investments	11	697	-	-	697	(110)
Net income/(expenditure)	8	273,364	(1,268)	-	272,096	383,035
Transfers between funds	15	(15,215)	-	15,215	-	-
Net movement in funds		258,149	(1,268)	15,215	272,096	383,035
Reconciliation of funds						
Total funds brought forward		2,625,537	6,321	136,935	2,768,793	2,385,758
Total funds carried forward		2,883,686	5,053	152,150	3,040,889	2,768,793

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 24 to 30 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2020

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2020 £
Income from:					
Donations and legacies	1	2,820	-	-	2,820
Investments	2	5,673	-	-	5,673
Charitable activities	3	3,909,648	12,962	-	3,922,610
Total income		3,918,141	12,962	-	3,931,103
Expenditure on:					
Raising funds	4	6,151	-	-	6,151
Charitable activities	5	3,535,166	6,641	-	3,541,807
Total expenditure		3,541,317	6,641	-	3,547,958
Net income before net gains/(losses)		376,824	6,321	-	383,145
Net gains/(losses) on investments	11	(110)	-	-	(110)
Net income / (expenditure)	8	376,714	6,321	-	383,035
Transfers between funds	15	(15,215)	-	15,215	-
Net movement in funds		361,499	6,321	15,215	383,035
Reconciliation of funds					
Total funds brought forward		2,264,038	-	121,720	2,385,758
Total funds carried forward		2,625,537	6,321	136,935	2,768,793

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 24 to 30 form part of these accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed Assets					
Tangible assets	10		964,935		916,599
Investments	11		4,069		3,372
			969,004		919,971
Current assets					
Debtors	12	482,421		502,053	
Cash at bank and in hand		1,916,184		1,605,718	
		2,398,605		2,107,771	
Creditors: amounts falling due within one year	13	(252,863)		(177,471)	
Net current assets			2,145,742		1,930,300
Total assets less current liabilities			3,114,746		2,850,271
Creditors: amounts falling due after more than one year	14		(73,857)		(81,478)
Net assets			3,040,889		2,768,793
Funds of the charity:					
Unrestricted funds					
General fund	15	955,802		900,491	
Designated funds	15	1,926,073		1,723,932	
Revaluation reserve	15	1,811		1,114	
Total Unrestricted Funds			2,883,686		2,625,537
Restricted funds	15		5,053		6,321
Special trust	15		152,150		136,935
			3,040,889		2,768,793

For the year ended 31 March 2021 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors'/Trustees' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with Section 476;
- The Directors/Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2021

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Directors'/Trustees' and authorised for issue on 9 November 2021 and signed on its behalf by:

Mr. P Roach - Chairman

The notes on pages 24 to 30 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

CASH FLOW STATEMENT
As at 31 March 2021

		2021 £	2020 £
Cash flow from operating activities	19	422,167	399,595
Interest paid		(2,868)	(3,649)
Net cash flow from operating activities		419,299	395,946
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(103,041)	(26,944)
Interest received		1,829	5,495
Net cash flow from investing activities		(101,212)	(21,449)
Cash flow from financing activities			
Repayment of long-term loans		(10,489)	(10,735)
Interest paid		2,868	3,649
Net cash flow from financing activities		(7,621)	(7,086)
Net increase in cash and cash equivalents		310,466	367,411
Cash and cash equivalents at 1 April 2020		1,605,718	1,238,307
Cash and cash equivalents at 31 March 2021		1,916,184	1,605,718
Cash and cash equivalents consist of:			
Cash at bank and in hand		1,916,184	1,605,718
Cash and cash equivalents at 31 March 2021		1,916,184	1,605,718

The notes on pages 24 to 30 form part of these accounts.

ACCOUNTING POLICIES
For the year ended 31 March 2021

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charitable company's accounts.

General information and basis of preparation

Dudley Lodge is a charity incorporated and limited by guarantee in England / Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £20 per member of the charity. The address of the registered office is given in the charity information on page 10 of these financial statements. The nature of the charity's operations and principal activities are to provide accommodation to vulnerable children, young people and their parents for the purpose of assessment and support.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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) issued in October 2019 , the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted.

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 presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The charity has legal entitlement to the funds;
- any performance conditions attached to the item of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of:

- the date on which the charity is aware that probate has been granted;
- the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made; or
- when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

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 direct costs of fundraising activities;
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them; 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.

Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Funds

Unrestricted Funds

Comprises those funds which the Directors/Trustees are free to use for any purpose in furtherance of the charitable objects.

Designated Funds

Unrestricted funds include designated funds where the Directors/Trustees, at their discretion, have created a fund for a specific purpose.

Restricted Funds

Restricted funds comprise those funds where the donor has attached restrictions to its application.

Special Trust Funds

In October 2007, the Dunsmoor charity was wound up and all assets were transferred to Dudley Lodge with prior approval from the Charity Commission.

Based upon the restrictions identified in the Dunsmoor charity accounts prior to transfer, the monies received were set up as a Special Trust and restricted funds in Dudley Lodge.

On 19th August 2010, Dudley Lodge were granted permission by the Charity Commission to use the monies received from the Dunsmoor Charity to contribute to the purchase and refurbishment of a new residential family centre. The Special Trust monies were ordered to be set aside each year for ten years, which Dudley Lodge must invest as a permanent endowment.

Further details of each fund are disclosed in note 15.

ACCOUNTING POLICIES
For the year ended 31 March 2021

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

All assets costing more than £1,000 are capitalised. Depreciation of fixed assets is charged by equal instalments commencing with the year of acquisition at rates estimated to write off their cost less any residual value over the expected useful lives as follows:

Freehold land	Nil
Freehold buildings	50 years
Leasehold land and buildings	Over the remaining term of the lease
Fixtures and fittings	5 to 10 years
Computer equipment	3 years
Motor vehicle	5 years

Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Pensions

Employees of the charity are eligible for automatic enrolment in the company's defined contribution pension scheme. The contributions charged to the Statement of Financial Activities are disclosed in note 6 to the accounts. There were outstanding contributions of £nil included within other creditors at the year end.

Going concern
The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Financial instruments

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price.

Other financial assets, including investments in equity instruments and which are not subsidiaries, associates or joint ventures, are initially measured at fair value which is normally transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit and loss.

Financial liabilities

Basic financial liabilities, including trade and other payables, and bank loans that are classified as debt are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2021

		2021	2020
		£	£
1	**Donations and legacies**		
	Donations	9,736	2,820
		9,736	2,820
2	**Investment income**		
	Listed investments	162	178
	Other interest receivable	1,829	5,495
		1,991	5,673
3	**Income from charitable activities**		
	Residential assessment charges	3,505,454	3,512,080
	Other services	191,909	410,530
		3,697,363	3,922,610
4	**Expenditure on raising funds**		
	Fundraising costs	5,314	6,151
5	**Charitable activities - family care, assessment and support**		
	Costs directly allocated to activities		
	Staff costs (including ancillary costs)	2,413,524	2,449,430
	Staff training	36,990	55,195
	Premises costs	231,520	244,201
	Security	4,965	5,852
	Household expenses	55,358	77,435
	Loan interest	2,868	3,649
	Depreciation	38,629	35,878
		2,783,854	2,871,640
	Support costs		
	Staff costs (including ancillary costs)	470,820	438,825
	Office costs	55,034	66,216
	Other expenses	151,798	137,033
	Depreciation	16,076	18,439
	Audit and accountancy	6,900	6,600
	Other governance costs – Director/Trustee training etc	4,804	3,054
		705,432	670,167
		3,489,286	3,541,807

		2021	2020
		£	£
6	**Staff costs**		
	Wages and salaries	2,413,742	2,402,413
	Social security costs	217,379	211,366
	Pension costs	90,234	87,186
	Other employee benefits	162,988	187,290
		2,884,343	2,888,255

The number of higher paid employees was:	Number	Number
Taxable emoluments band £60,001 - £70,000	2	2
Taxable emoluments band £70,001 - £80,000	1	1
The average number of employees analysed by function was: -		
Provision of family care and assessment	99	98
Support	13	13
	112	111
Full time equivalent	84	83

Key Management Personnel (Senior management) remuneration
There are three members of the senior management team and their aggregated remuneration in respect of qualifying services was:

	2021	2020
	£	£
Remuneration and benefits including employers NIC	171,337	173,012
Pension	5,112	4,933
	176,449	177,945

7 **Directors'/Trustees' remuneration**
No Directors/Trustees received any remuneration for the current or preceding year, however £36 was paid to 1 Directors/Trustees as expenses (2020: £159 paid to 2 Directors/Trustees).

		2021	2020
		£	£
8	**Net incoming / (outgoing) resources**		
	This is stated after charging:		
	Auditors remuneration - audit	6,900	6,600
	Auditors remuneration - other services	19,406	22,213
	Depreciation	54,705	54,317

9 Taxation

As a charitable company, Dudley Lodge is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or S256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charitable company.

10 Fixed assets

	Freehold premises £	Leasehold premises £	Computers, fixtures and fittings £	Total £
Cost				
1 April 2020	537,223	505,896	409,183	1,452,302
Additions	-	-	103,041	103,041
Disposals	-	-	-	-
31 March 2021	537,223	505,896	512,224	1,555,343
Depreciation				
1 April 2020	159,523	79,609	296,571	535,703
Charge for year	9,003	9,647	36,055	54,705
Eliminated on disposal	-	-	-	-
31 March 2021	168,526	89,256	332,626	590,408
Net book value				
31 March 2021	368,697	416,640	179,598	964,935
31 March 2020	377,700	426,287	112,612	916,599

Included in freehold premises is land valued at £86,120 which is not depreciated.

Leasehold premises were acquired on 3 March 2010 and comprised a 54-year occupational lease of Bonner House, this lease was extended on 27 January 2017 to a 125-year lease from that date.

		£
11	**Fixed asset investments**	
	1 April 2020	3,372
	Net gains / (losses) on revaluation at 31 March 2021	697
	Market value at 31 March 2021	4,069
	Historical cost at 31 March 2021	2,258
	Investments consist of:	
	Charities Official Investment Fund	4,069

		2021 £	2020 £
12	**Debtors**		
	Debtors - accommodation charges	398,240	467,267
	Prepayments and accrued income	84,181	34,786
		482,421	502,053

		2021 £	2020 £
13	**Creditors:** amounts falling due within one year		
	Bank loan (see note 14)	7,500	7,500
	Trade creditors	102,262	35,585
	Accruals	80,220	73,655
	Tax and social security	52,870	52,657
	Other creditors	10,011	8,074
		252,863	177,471

		2021 £	2020 £
14	**Creditors:** Amounts falling due after more than one year		
	Bank loan	73,857	81,478

The bank loan, is secured by a legal charge over freehold property, and is repayable by monthly instalments. Interest is being charged at 3.26% over Lloyds Bank plc Base Rate.

Amounts falling due on the bank loan are as follows:

	2021 £	2020 £
In one year or less (note 13)	7,500	7,500
Between one and two years	7,500	7,500
Between two and five years	22,500	22,500
Over five years	43,857	51,478
	81,357	88,978

15 Analysis of charitable funds

	Balance 31 March 2020 £	Incoming Resources £	Resources Expended £	Transfers £	Gains/ (Losses) £	Balance 31 March 2021 £
Unrestricted fund	900,491	3,765,999	(3,478,137)	(232,551)	-	955,802
Designated funds:						
Fixed Asset Fund	916,599	-	-	48,336	-	964,935
Capital Building Fund	747,000	-	-	131,000	-	878,000
PMPY Project	16,333	-	(3,463)	(12,870)	-	-
Hurdle Support Services:						
(Inc. The Paul Tudor Fund)	44,000	-	(11,732)	50,870	-	83,138
Revaluation Reserve	1,114	-	-	-	697	1,811
Restricted fund	6,321	-	(1,268)	-	-	5,053
Special Trust Fund	136,935	-	-	15,215	-	152,150
	2,768,793	3,765,999	(3,494,600)	-	697	3,040,889

Unrestricted Funds

The "free reserves" which are available to be spent on the purposes of the charity.

Designated funds

Fixed Asset Fund is the value of unrestricted funds represented by the tangible fixed assets owned by the charity. These are used for operational purposes and have been excluded from 'free reserves' under Charity Commission guidelines.

Capital Building Fund represents the amount set aside by the Directors/Trustees to create additional space and to expand operational facilities. The expected project costs are likely to be in excess of £878k.

PMPY Project stands for the "Protecting Me, Protecting You" Project which teaches children about staying safe. Funds received from a legacy have been allocated by the Directors/Trustees to this project with the aim to spend the monies developing the programme in the future.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Project which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

Revaluation Reserve Fund is required by the Companies Act and represents the amount by which investments exceed their historical cost.

Restricted fund

The Restricted Fund represents monies received from National Lottery Fund – Awards for All, and Tesco towards the "Know to say No" project. Know to Say No is designed to help young people develop the resilience and support networks they need to prevent them from being exploited and experiencing the trauma and subsequent impacts on their attainment, safety, physical and mental health, transition to adulthood.

Special Trust Fund - Dunsmoor Fund

On 19 August 2010, Dudley Lodge were granted permission by the Charity Commission to use permanent endowment monies, received from the Dunsmoor Charity in October 2007, to contribute to the purchase and refurbishment of a new residential family centre. Under the Charity Commission recoupment order made at that time, £15,215 has to be repaid to the fund each year for the next ten years to replace the money used. Interest received, which is below £500, has been recorded in unrestricted funds and was fully spent on family activities.

16 Analysis of net assets between funds

	Unrestricted	Restricted	Special Trust	Total
	£	£	£	£
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	964,935	-	-	964,935
Investments	4,069	-	-	4,069
Cash at bank and in hand	1,758,981	5,053	152,150	1,916,184
Other net assets	155,701	-	-	155,701
	2,883,686	5,053	152,150	3,040,889

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

Land and Buildings	2021	2020
	£	£
Within one year	7,500	17,025
One to five years	30,000	30,796
More than five years	2,386,982	2,394,482

18 Capital commitments

	2021	2020
	£	£
Contracted but not provided for in the financial statements	185,506	-

19 Cash flow from operating activities

	2021	2020
	£	£
Net movement in funds	272,096	383,035
Depreciation	54,705	54,317
Interest payable	2,868	3,649
Interest receivable	(1,829)	(5,495)
(Losses)/gains in investments	(697)	110
Decrease/(increase) in debtors	19,632	(18,149)
Increase/(decrease) in creditors	75,392	(17,872)
	422,167	399,595

20 Ultimate controlling party

The Charity is under the control of its Board of Directors/Trustees throughout the current and preceding year.

21 Related party transactions

There are no related party transactions during the period (2020: £ nil).

22 Pensions and other post-retirement benefits

Defined contribution pension plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £90,234 (2020: £87,186).

The defined contribution liability is allocated to unrestricted funds.

23 Financial instruments

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

	2021 £	2020 £
Financial assets		
Measured at fair value through net income / expenditure:		
Fixed asset listed investments (note 11)	4,069	3,372
Debt instruments measured at amortised cost:		
Debtors – accommodation charges (note 12)	398,240	467,267
Other debtors (note 12)	-	-
Financial liabilities		
Measured at amortised cost		
Bank loans (notes 14)	(81,357)	(88,978)
Trade creditors (notes 13)	(102,262)	(35,585)
Other creditors (notes 13)	(10,011)	(8,074)

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

Net gains and losses (including changes in fair value)		
Financial assets measured at fair value through net income / expenditure	697	(110)
Financial liabilities measured at amortised cost through net income / expenditure	(2,868)	(3,649)