



# 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**  
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**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**  
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**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.



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**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.

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

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 3<sup>rd</sup> 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 3<sup>rd</sup> 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**

**2023-2026 Strategic Priorities**

- We aim to expand our core services by launching our 3<sup>rd</sup> 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.

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

The objectives for 2023/24 are:

1. Expand our core Residential Assessment Services by launching our 3<sup>rd</sup> 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 3<sup>rd</sup> 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.

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

**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<sup>th</sup> 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.

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

**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:

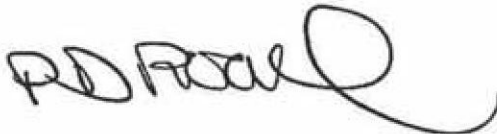
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors/Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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.



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**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.

**DUDLEY LODGE**  
**(a company limited by guarantee)**

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

**Use of our report**

This report is made solely to the charitable company's 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)
<b>Income from:</b>						
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
<b>Total income</b>		<u>4,585,125</u>	<u>83,723</u>	<u>-</u>	<u>4,668,848</u>	<u>4,384,084</u>
<b>Expenditure on:</b>						
Raising funds	4	-	-	-	-	371
Charitable activities	5	4,161,564	77,350	-	4,238,914	3,770,003
<b>Total expenditure</b>		<u>4,161,564</u>	<u>77,350</u>	<u>-</u>	<u>4,238,914</u>	<u>3,770,374</u>
<b>Net income/(expenditure)</b>						
<b>before net gains</b>		423,561	6,373	-	429,934	613,710
Net gains/(losses) on investments	11	(167)	-	-	(167)	351
<b>Net income/(expenditure)</b>	8	<u>423,394</u>	<u>6,373</u>	<u>-</u>	<u>429,767</u>	<u>614,061</u>
<b>Transfers between funds</b>	15	-	-	-	-	-
<b>Net movement in funds</b>		<u>423,394</u>	<u>6,373</u>	<u>-</u>	<u>429,767</u>	<u>614,061</u>
<b>Reconciliation of funds</b>						
Total funds brought forward		3,483,848	18,952	152,150	3,654,950	3,040,889
<b>Total funds carried forward</b>		<u><u>3,907,242</u></u>	<u><u>25,325</u></u>	<u><u>152,150</u></u>	<u><u>4,084,717</u></u>	<u><u>3,654,950</u></u>

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

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)

**BALANCE SHEET**  
As at 31 March 2023

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

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.

**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:

A handwritten signature in black ink, appearing to read 'P. Roach', with a long horizontal flourish extending to the right.

Mr P Roach - Chair

**DUDLEY LODGE**  
(a company limited by guarantee)

**CASH FLOW STATEMENT**  
As at 31 March 2023

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

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.



**DUDLEY LODGE**  
(a company limited by guarantee)

**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.

**DUDLEY LODGE**  
(a company limited by guarantee)

**ACCOUNTING POLICIES**  
For the year ended 31 March 2023

**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.

**DUDLEY LODGE**  
(a company limited by guarantee)

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

<b>1</b>	<b>Donations and legacies</b>	<b>2023</b> £	<b>2022</b> £
	Donations	21,764	24,149
<b>2</b>	<b>Investment income</b>	<b>2023</b> £	<b>2022</b> £
	Listed investments	124	147
	Other interest receivable	5,147	496
		5,271	643
<b>3</b>	<b>Income from charitable activities</b>	<b>2023</b> £	<b>2022</b> £
	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
<b>4</b>	<b>Expenditure on raising funds</b>	<b>2023</b> £	<b>2022</b> £
	Fundraising costs	-	371
<b>5</b>	<b>Charitable activities - family care, assessment and support</b>	<b>2023</b> £	<b>2022</b> £
	<b>Costs directly allocated to activities</b>		
	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
	<b>Support costs</b>		
	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

**DUDLEY LODGE**  
(a company limited by guarantee)

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

	2023 £	2022 £
<b>6 Staff costs</b>		
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
	<u>3,369,761</u>	<u>3,048,969</u>

The number of higher paid employees was:

	Number	Number
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
	<u>3</u>	<u>3</u>

The average number of employees analysed by function was: -

Provision of family care and assessment	102	98
Support	15	15
	<u>117</u>	<u>113</u>

Full time equivalent

89	86
<u>89</u>	<u>86</u>

**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
	<u>219,791</u>	<u>189,118</u>

**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 £
<b>8 Net incoming / (outgoing) resources</b>		
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
	<u>85,415</u>	<u>78,846</u>

**DUDLEY LODGE**  
(a company limited by guarantee)

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

**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 £
<b>Cost</b>				
1 April 2022	869,203	505,896	529,069	1,904,168
Additions	1,088,860	-	70,561	1,159,421
Disposals	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
31 March 2023	1,958,063	505,896	599,630	3,063,589
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Depreciation</b>				
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	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
31 March 2023	207,591	108,550	372,926	689,067
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Net book value</b>				
31 March 2023	<u>1,750,472</u>	<u>397,346</u>	<u>226,704</u>	<u>2,374,522</u>
31 March 2022	<u>690,013</u>	<u>406,993</u>	<u>187,758</u>	<u>1,284,764</u>

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.

	£
<b>11 Fixed asset investments</b>	
1 April 2022	4,420
Net gains / (losses) on revaluation at 31 March 2023	(167)
	<u>          </u>
Market value at 31 March 2023	4,253
	<u>          </u>
Historical cost at 31 March 2023	2,258
	<u>          </u>
Investments consist of:	
Charities Official Investment Fund	<u>4,253</u>

**DUDLEY LODGE**  
(a company limited by guarantee)

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

	2023 £	2022 £
<b>12 Debtors</b>		
Debtors - accommodation charges	665,613	429,175
Prepayments and accrued income	147,173	57,975
	<u>812,786</u>	<u>487,150</u>
	2023 £	2022 £
<b>13 Creditors: amounts falling due within one year</b>		
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
	<u>515,287</u>	<u>259,946</u>
	2023 £	2022 £
<b>14 Creditors: Amounts falling due after more than one year</b>		
Bank loan	<u>688,500</u>	<u>66,015</u>

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
	<u>713,238</u>	<u>73,515</u>

**DUDLEY LODGE**  
(a company limited by guarantee)

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

**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
	<u>3,654,950</u>	<u>4,668,848</u>	<u>(4,238,914)</u>	<u>-</u>	<u>(167)</u>	<u>4,084,717</u>

**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.



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**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)
	<u>3,907,242</u>	<u>25,325</u>	<u>152,150</u>	<u>4,084,717</u>

**17 Operating lease commitments**

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

	2023 £	2022 £
<b>Land and Buildings</b>		
Within one year	7,500	7,500
One to five years	30,000	30,000
More than five years	<u>2,371,982</u>	<u>2,379,482</u>
<b>Office Equipment</b>		
Within one year	1,709	-
One to five years	<u>2,759</u>	<u>-</u>

**18 Capital commitments**

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

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**19 Cash flow from operating activities**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
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
	<u>442,631</u>	<u>668,806</u>

**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.

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**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)