

HEALTHWATCH OXFORDSHIRE

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Charity Number
1172554 (England and Wales)
Company Number 08758793

HEALTHWATCH OXFORDSHIRE

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 MARCH 2023

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HEALTHWATCH OXFORDSHIRE

GENERAL INFORMATION

Registered charity name	Healthwatch Oxfordshire
Charity number	1172554
Company Number	08758793
Principal & registered office address	Office 1 Cypher House Bampton Business Centre South Weald Oxfordshire OX18 2AN
Trustees	Sylvia Buckingham Don O'Neal Claire Gray Martin Tarran-Jones (resigned 1 April 2023) Alyssa Chase (resigned 24 May 2022) Philip Baker (appointed 25 August 2022) Christiana Roberts (appointed 22 August 2022)
Accountants	SPX Oxford Ltd Peace House 19 Paradise Street Oxford OX1 1LD
Independent examiner	Caroline Webster FCA UHY-Ross Brooke Ltd Windrush Court Abingdon Business Park Abingdon OX14 1SY
Bankers	Unity Trust Bank Nationwide Building Society

HEALTHWATCH OXFORDSHIRE

Trustees' Annual Report for the period 1st Apr 2022 to 31 Mar 2023

Section A: Reference and administration details

Charity name

Healthwatch Oxfordshire.

Other names charity is known by

Registered charity number (if any)

1172554.

Charity's principal address

Office 1, Cypher House, Bampton Business Centre South

Weald

Oxfordshire, OX18 2AN

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Sylvia Buckingham	Chair		Healthwatch Board
2	Claire Gray			Ditto
3	Don O'Neal			Ditto
4	Martin Tarran-Jones	Treasurer		Ditto
5	Philip Baker		From 25.8.23	Ditto
6	Christiana Roberts		From 22.8.23	Ditto
7	Alyssa Chase		From 1.4.22-24.5.22	Ditto

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address
Accountants	SPX Oxford Ltd	SPX Oxford Ltd, Peace House, 19 Paradise Street, Oxford, OX1 1LD
Independent Examiner	Caroline Webster	Ross Brooke Ltd, Windrush Court, Abingdon Business Park, Abingdon, OX14 1SY

Name of chief executive or names of senior staff members (Optional information)

Executive Director: Dr Veronica Barry.

Business Manager: Carol Ball

Section B Structure, governance, and management

Description of the charity's trusts

Type of governing document (eg. trust deed, constitution)	Articles of Association
How the charity is constituted (eg. trust, association, company)	Company, Limited by Guarantee.
Trustee selection methods (eg. appointed by, elected by)	Healthwatch, Oxfordshire uses local advertising and networking methods to attract Trustee candidates. A newly developed <u>trustee information</u> pack was used to recruit new trustees in March 2023. Candidates apply using an application specification and guide on the job requirements and skills issued by the Board. All suitable candidates are interviewed by a panel of Healthwatch Oxfordshire Trustees. Those recommended for appointment are voted upon by the full Trustee Board.

Additional governance issues (Optional information)

You may choose to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

Healthwatch, Oxfordshire's organisational structure:

The charity is run by an elected Board of Trustees. Its officers are: Chair, and Treasurer.

The Trustee Board meets in February, May, September, and November, when the public is invited to attend for a public presentation of our HWO activity in the relevant quarter of the financial year. Two meetings are normally held face to face and two meetings are held online usually November and February. At a special Public Meeting in July, HWO presents its annual report. More detailed information on Our Structure and Governance can be found on our website by clicking [here](#).

The Operational Team is managed by an Executive Director, supported by a Business Manager. There were seven salaried members of HWO staff.

The Executive Director reports directly to the Trustee Board.

The Business Manager acts as Secretary to the Trustee Board.

The Board appoints a sub-group with focus on Governance and Finance which does not have delegated authority.

Section C

Objectives and activities

Summary of the objects of the charity set out in its governing document

NB: As required by the Charity Commission (CC) it is confirmed that the Healthwatch Oxfordshire Trustees have had regard to the guidance issued by the CC on public benefit.

Healthwatch Oxfordshire (HWO) exists to provide local Healthwatch services within Oxfordshire, through the following objects:

- ❖ Providing information and advice to the public about local health and social care (H&SC) services.
- ❖ Making the views and experiences of the public known to H&SC providers.
- ❖ Enabling local people to have a voice in the development, delivery, and equality of access to local H&SC services and facilities.
- ❖ Providing training and development of skills for volunteers and the wider community in: understanding, scrutinising, reviewing, and monitoring local H&SC facilities.

The principal activities in support of these objects are described below, with each example supporting one or more of HWO's Objects. This is not intended to be a total picture of HWO's activities during the year, but rather to give a flavour of what we are achieving.

Our outreach program "on the ground," was gradually built up following the lifting of Covid restrictions. Also, by use of technology, the website, and social media we have continued to reach out to those members of the public who for personal reasons like to engage online. We have held webinars enabling the public to engage with us and share their experiences as well as learning about changes in health provision in the county.

Summary of the main activities undertaken for the public benefit in relation to these objects (Include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

- ❖ During the year HWO heard from 13,355 members of the public through a combination of: Website feedback centre, "Tell us" Forms, Enter and View. This is an increase on the Signposting, Voluntary Sector, Surveys, and social media. This represents an increase on the previous year.
- ❖ We helped 335 people to find information and advice
- ❖ We continued to circulate its bi-weekly news briefing giving a rundown on recent Health and Care related news.
- ❖ During the year We published the following research-based reports, based upon either trends in issues raised by patients and/or listening to the seldom heard communities.
 - Outreach at University Oxford Hospitals
 - Men in Carterton

Section C

Objectives and activities

- Leaving hospital with medicine
- Getting your prescriptions.

People's experienced of visiting care homes in Oxfordshire since COVID-19 guidelines.

In each case, after research and report publication, HWO organises contact with relevant service providers and service users to discuss findings and agree steps to make improvements.

- ❖ HWO attends key meetings organised by Service Providers and commissioners to ensure that the public voice is heard. For example:

- It is a voting member of the Oxfordshire Health and Wellbeing Board.
- It reports to Oxfordshire's Joint Health Overview and Scrutiny Committee.
- The Executive Director attends meetings of the Buckinghamshire, Oxfordshire, West Berkshire Integrated Care Board (BOB ICB) Quality meetings, Continuing Healthcare Transformation, Population Health and Inequalities and Patients Experience.
- The Executive Director also meets regularly with Oxfordshire Place based partnership, the Oxford University Hospital NHS Foundation Trust, and the Oxford Health NHS Foundation Trust.

Our aim at these meetings is to ensure that the public voice is always heard and to influence providers and commissioners of Health and Care services.

- ❖ HWO has continued work on improving the usefulness of its website and helping people to find it. The public feedback centre on the HWO website allows people to comment on Health and Care services received. HWO now helps to facilitate patient outcomes by sending posts direct to service providers and brokering contacts between providers and their service users. This year 327 people engaged with us via our feedback centre demonstrating the growing importance of this service to patients.
- ❖ HWO continued with its work to provide support and leadership to Patient Participation Groups (PPGs), Primary Care networks and the wider Oxfordshire public via its work with the BOB ICB. A designated member of HWO staff leads this work and has attended several PPG meetings and webinars that were held online.

Section C

Objectives and activities

- ❖ Groups with which HWO has worked with or met over 42 groups during the year, some of them were:
 - Banbury Mosque
 - Oxford Community Action
 - Oxfordshire Men's Health Partnership
 - Asylum Welcome
 - Carterton warm space – St Johns Church
 - Oxfordshire Parent Carers Forum- Better Together SEND event
 - Oxfordshire Council of Voluntary Associations (OCVA)

Additional details of objectives and activities (Optional Information)

Section D

Main achievements

Summary of the main achievements of the charity during the year

1. Learning and wider impact from our innovative work with **community researchers developing our new approach to reaching communities** over the last year:
 - ❖ Created a film to showcase the work with three inspiring community researchers. Watch [here](#).
 - ❖ Community researchers featured in an exhibition at the Old Fire Station on the power of storytelling and features on the website [here](#).
 - ❖ Presented about community researchers at the Oxfordshire Marmalade festival an event that promotes social change.
 - ❖ Developed a model of engagement and theory of change, access [here](#).
 - ❖ Contributed to the launch of Oxfordshire County Council **Community Research Steering Group** in March 2023 presentation on approach and lesson learned.
 - ❖ Successful application to **Health Education England (HEE)** for Community Participatory Action Researchers Phase 2 (CPAR2) Scheme to support two community researchers from Black and minority ethnic communities to undertake training, mentoring and research from May 2023- May 2024.
2. **Working in partnership** with Oxfordshire Youth to hear young people's views on health and care. First two of three podcasts have been released listen [here](#). Created by young people themselves on topics of importance to them.

3. Increase in HWO's interface with the public has been a good demonstration of how its performance has improved, year on year.
4. **Bucks, Oxfordshire, Berkshire West Integrated Care Board (BOB ICB)** and its integrated care partnership was formally established in 2022, along with the place-based partnerships in the three counties. HWO delivered a Patient Webinar on March 31st on changes to health services with the new Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board - presented by Dan Leveson, Oxfordshire Place Based Director. We are continuing to provide information based on feedback on useful topics via patient webinars e.g next topic South Central Ambulance service (SCAS).

Section E

Financial review

Brief statement of the charity's policy on reserves

£24,068 had been agreed by the Trustees to be set aside in a Nationwide deposit bank account to provide for wind-down costs, should the current Grant-in-Aid program not be renewed on 1st April 2023. As HWO now contracted to deliver the local Healthwatch function for Oxfordshire for the next five years the trustees will review the reserves on an annual basis.

Details of any funds materially in deficit

None.

Further financial review details (Optional information)

You may choose to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

Healthwatch organisations have Statutory Duties under the 2012 H&SC Act and are funded by Government, via their Local Authorities, in this case the Oxfordshire County Council (OCC). As such, HWO has not attempted to raise charitable funds from either the Public or Organisations during this year.

Since its inception in 2013/14, HWO has been funded by grant-in-aid programs from the OCC and 2021/22 was the third of a 3-year grant in aid agreement with the OCC. An extension to fund the year 2022/23 was successfully negotiated by October 2021.

Oxfordshire County Council awarded a 5-years' contract for local Healthwatch services from April 1st 2023 – March 2028 following an open tendering process.

HWO does not make financial investments, using all its resources to provide Local Healthwatch Services.

The Directors/Trustees have satisfied themselves that HWO has adequate funding for the next five financial years covering 2023-28

Section F Other optional information

On the 1st April 2023 our treasurer stood down after 6 years and we have actively sought to recruit a new treasurer. Sylvia Buckingham stood down as our chair on 23rd May 2023 and remains as a trustee. Don O'Neal was duly elected by the trustees as the new chair from 23 May 2023.

Section G Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees:

Signature: D. O'Neal

Full Name: DON O'NEAL

Position: CHAIR OF BOARD OF TRUSTEES

Date: 19.11.23

RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also the directors of Healthwatch Oxfordshire for the purposes of Company Law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company Law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the income and expenditure of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP
- make judgements 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 trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The annual report has been prepared taking advantage of the exemptions available to small companies in the Companies Act 2006.

INDEPENDENT EXAMINATION

The nominated independent examiner will be considered by trustees for re-appointment for the ensuing year.

Signed on behalf of the trustees



Date 19.11.23

HEALTHWATCH OXFORDSHIRE

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF HEALTHWATCH OXFORDSHIRE FOR THE YEAR ENDED 31 MARCH 2023

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2023 which are set out on pages 12 to 17.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

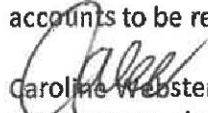
Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.


Caroline Webster FCA

UHY Ross Brooke Ltd

Windrush Court

Abingdon Business Park

Abingdon

OX14 1SY

..... 14/12/..... 2023

HEALTHWATCH OXFORDSHIRE
STATEMENT OF FINANCIAL ACTIVITIES and INCOME AND EXPENDITURE ACCOUNT.
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Income from:							
Donations and legacies		-	-	-	-	-	-
Charitable activities	3	340,464	-	340,464	304,709	-	304,709
Investments		137	-	137	18	-	18
Total income		340,601	-	340,601	304,727	-	304,727
Expenditure on:							
Charitable activities	4-6	331,727	-	331,727	329,847	-	329,847
Total expenditure		331,727	-	331,727	329,847	-	329,847
Net income / -expenditure		8,874	-	8,874	-25,120	-	-25,120
Transfers between funds		-	-	-	-	-	-
Net movement in funds		8,874	-	8,874	-25,120	-	-25,120
Reconciliation of funds:							
Total funds brought forwards		50,854	-	50,854	75,974	-	75,974
Total funds carried forward		59,728	-	59,728	50,854	-	50,854

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 14 to 17 form part of these financial statements.

HEALTHWATCH OXFORDSHIRE

BALANCE SHEET AS AT 31 MARCH 2023
COMPANY NUMBER 08758793

		2023		2022	
		£	£	£	£
	Notes				
CURRENT ASSETS					
Debtors	7	9,619		11,119	
Cash at bank		65,854		76,830	
		<u>75,473</u>		<u>87,949</u>	
CREDITORS: Amounts falling due within one year	8	15,745		37,095	
		<u></u>		<u></u>	
NET CURRENT ASSETS			59,728		50,854
NET ASSETS			<u>59,728</u>		<u>50,854</u>
FUNDS					
INCOME FUNDS					
Unrestricted income funds	10		59,728		50,854
Restricted income funds	11		-		-
			<u></u>		<u></u>
TOTAL INCOME FUNDS			<u>59,728</u>		<u>50,854</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.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

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

These accounts were approved by the Board of Directors on 26/9/2023 and are signed on behalf of the board by:

D. O'Neal
 Trustee

1. COMPANY STATUS

Healthwatch Oxfordshire is a company limited by guarantee.

The liability of each member is limited to £1 on a winding up of the company.

2. ACCOUNTING POLICIES**Basis of accounting**

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) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Healthwatch Oxfordshire meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Going Concern

Including consideration of Covid 19 the trustees believe that there are no material uncertainties about the Charity's ability to continue as a going concern over the next 12 months.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Income

All income is included in the statement of financial activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure represents amounts invoiced, including value added tax.

Fixed assets

Fixed assets (excluding investments) would be stated at cost less accumulated depreciation. The costs of minor additions or those costing below £1,000 are not capitalised.

Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Office equipment – 25% straight line

Computer equipment – 33% straight line

HEALTHWATCH OXFORDSHIRE

NOTES TO THE ACCOUNTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

Creditors

Creditors are recognised when the goods or service have been received and payment is crystallised. They are valued at the amount invoiced, or expected to be invoiced, including value added tax.

Pensions

Healthwatch Oxfordshire operates a defined contribution pension scheme. Contributions payable for the year are charged in the statement of financial activities. Liabilities at the end of the reporting period are amounts due to the pension scheme from past earnings periods.

Taxation

The Charity is exempt from corporation tax on its charitable activities.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total Funds 2023	Total Funds 2022
	£	£	£	£
Grants received (OCC)	290,833	-	290,833	252,866
Fee income (OCCG)	46,931	-	46,931	41,458
Fee income (Other)	2,700	-	2,700	10,385
	<u>340,464</u>	<u>-</u>	<u>340,464</u>	<u>304,709</u>

4. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total Funds 2023	Total Funds 2022
	£	£	£	£
Staffing costs	252,253	-	252,253	246,757
Premises costs	18,817	-	18,817	17,450
Marketing and communications	15,677	-	15,677	15,796
Project costs	11,257	-	11,257	15,488
Sundry running costs	24,221	-	24,221	25,737
Governance	9,502	-	9,502	8,619
	<u>331,727</u>	<u>-</u>	<u>331,727</u>	<u>329,847</u>
Total charitable activities	<u>331,727</u>	<u>-</u>	<u>331,727</u>	<u>329,847</u>

Staffing costs include staff mileage, training and recruitment, as well as the salaries and benefits disclosed in Note 6

5. GOVERNANCE COSTS

	Unrestricted	Restricted	Total Funds 2023	Total Funds 2022
	£	£	£	£
Independent Examination fee	810	-	810	810
Accountancy fees	7,783	-	7,783	7,809
Other governance costs	781	-	781	-
Trustee expenses	128	-	128	-
	<u>9,502</u>	<u>-</u>	<u>9,502</u>	<u>8,619</u>

6. STAFF COSTS

	2023 £	2022 £
Wages	218,102	215,485
Social security costs	17,782	16,908
Pension contributions	<u>10,727</u>	<u>10,482</u>
	<u>246,611</u>	<u>242,875</u>

The average number of staff employed during the year was 6.4 (2022: 7.25). No employee received pay or benefits in excess of £60,000 in either year.

7. DEBTORS

	2023 £	2022 £
Accounts receivable	-	-
Prepayments	<u>9,619</u>	<u>11,119</u>
	<u>9,619</u>	<u>11,119</u>

Prepayments in 2023 and 2022 relate to rent, rent deposit and web-hosting.

8. CREDITORS

	2023 £	2022 £
Taxation and social security	3,905	5,557
Income received in advance	-	19,577
Other creditors	5,140	8,661
Accruals	<u>6,700</u>	<u>3,300</u>
	<u>15,745</u>	<u>37,095</u>

Other creditors include £1,543 owing to the pension scheme in respect of March 2023 salary costs.

HEALTHWATCH OXFORDSHIRE

NOTES TO THE ACCOUNTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

9. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 22 £	Income £	Expenditure £	Transfers £	Balance at 31 Mar 23 £
Other unrestricted funds	50,854	340,601	- 331,727	-	59,728
	<u>50,854</u>	<u>340,601</u>	<u>- 331,727</u>	<u>-</u>	<u>59,728</u>

Previous year

	Balance at 1 Apr 21 £	Income £	Expenditure £	Transfers £	Balance at 31 Mar 22 £
Other unrestricted funds	75,974	304,727	- 329,847	-	50,854
	<u>75,974</u>	<u>304,727</u>	<u>- 329,847</u>	<u>-</u>	<u>50,854</u>

10. RESTRICTED INCOME FUNDS

There are no restricted income funds

11. TRUSTEE REMUNERATION & RELATED PARTY TRANSACTIONS

No member of the board of trustees received any remuneration during the year.

One trustee was reimbursed £128 for travel expenses (2022 nil)

There were no payments to third parties for trustee costs

There were no other related party transactions.

12. REMUNERATION AND BENEFITS OF KEY MANAGEMENT PERSONNEL

The key management personnel of HWO are the Trustees, the Executive Director and the Business Manager. The Trustees receive no remuneration. The Executive Director and the Business Manager are responsible for the day-to-day management of HWO. Total remuneration in respect of the key management personnel totalled £96,261 in 2022-23 and £95,858 in 2021-22.