

Report of the Trustees and Consolidated Financial Statements

Year Ended 31 March 2024

Dame Hannah Rogers Trust 2019 Limited

Registered Charity No. 1194836

Registered Company No. 11878746



Contents

Report of the Trustees3

 Introduction.....3

 Directors & Trustees – Dame Hannah Rogers Trust 2019 Limited4

 Officers and Key Employees of Dame Hannah Rogers Trust 2019 Limited.....4

Structure, Governance and Management5

 Appointment of Directors to the Board5

 Organisation5

Our history...5

Trading Companies8

Risk Management8

Public Benefit.....9

Core values9

 The need.....9

 Mission9

 Services.....10

 Our Residents10

 Our Staff Team.....12

 Charity Shops and Fundraising14

Our current and future plans.....15

Financial overview.....15

 Financial review.....15

 Financial review - Going Concern17

 Reserves policy19

 Pay policy statement20

Trustees’ responsibilities in relation to the financial statements21



Report of the Trustees

Introduction

The Trustee Board is pleased to present the annual report together with the financial statements of the Charitable Company and its group for the year ending 31 March 2024. The group consolidates the accounts of Dame Hannah Rogers Trust 2019 Limited (the Charity), Hannahs (1988) Limited, Hannahs Limited and the dormant Dame Hannah Rogers School charity.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charitable company's Memorandum and Articles of Association, the Companies Act 2006, the Charities Act 2011 and the Statement of Recommended Practice: 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 (FRS102) (effective 1 January 2019).

As you read the following financial information, the Trustee Board hopes you will also sense the courage, determination and vitality of our truly inspirational adults with disabilities and those closest to them.

Company number	11878746
Charity number	1194836
Registered Office	Woodland Road Ivybridge Devon PL21 9HQ
Auditor	PKF Francis Clark Chartered Accountants Melville Buildings East Unit 18, 23 Royal William Yard Plymouth PL1 3GW
Solicitors	Tozers Solicitors LLP Broadwalk House Southernhay West Exeter Devon EX1 1UA
Insurance advisors	Marsh Commercial Melville Building Royal William Yard Plymouth PL1 3RP
Charity Website	www.discoverhannahs.org

Directors & Trustees – Dame Hannah Rogers Trust 2019 Limited

The following persons were Directors & Trustees during the whole of the year ended 31 March 2024, unless otherwise stated:

Professor David Coslett	Chair
Paul Boys	Director
Simon Morris	Director
Tony Lumb	Director
Nigel Godefroy	Director
Katie Jones	Director (Appointed 17 th April 2024)
Nikki Henderson	Director (Appointed 17 th April 2024)
Nicola Kelly	Director (Appointed 16h July 2024)

Officers and Key Employees of Dame Hannah Rogers Trust 2019 Limited

James Derrick	Director of Finance & Company Secretary
Wayne Fulton	Director of Care Services
Samantha Bryant	Clinical Lead
Cassandra Short	Registered Manager (Hannahwood Transitions & Hannahwood Mews)
Kim Bindon	Registered Manager (Arthur Care Home)
Daniel Burke	Head of Fundraising & Retail
Chris Alphey	Head of IT

Structure, Governance and Management

Dame Hannah Rogers Trust 2019 Limited ("the Charity") is a charitable company limited by guarantee, registered in England and Wales, with company number 11878746. It was registered as a charity on 17 June 2021 with charity number 1194836. It is governed by its Memorandum and Articles of Association as incorporated on 13 March 2019 as amended by special resolutions dated 26 November 2020 and 20 April 2021.

The Charity is also the sole corporate trustee of Dame Hannah Rogers School (an unincorporated charity registered with number 306948) ("the unincorporated Charity"). The unincorporated Charity is governed by a Charity Commission Scheme dated 3 May 2021.

On 31 July 2021 all of the assets and liabilities of the unincorporated Charity were transferred to the Charity in order to provide the organisation with a modernised and incorporated legal structure. Following the transfer, the unincorporated Charity remains in existence as a dormant entity, with the Charity continuing to act as its sole corporate trustee. Dame Hannah Rogers Trust 2019 Limited continues to provide the highly valued charitable care services provided previously through the unincorporated Charity.

The group consolidates the accounts of Dame Hannah Rogers Trust 2019 Limited (the Charity), Hannahs (1988) Limited, Hannahs Limited and the dormant Dame Hannah Rogers School charity.

Appointment of Directors to the Board

Directors are recruited via open public advert as well as being nominated by existing Directors, taking into consideration the broad skills base required for effective governance. The shortlisted Directors are then interviewed by the Chair who will make their recommendation to the full Board of Directors. All Directors receive an induction which consists of an orientation covering a tour of the organisation, a 'Trustee Induction Pack' containing the business plan, regulatory reports, operational reports, annual accounts, code of conduct, financial information summary, sign up details for the NCVO, etc. Directors are asked to sign a contract and are encouraged to engage in training events which will facilitate good practice and understanding when undertaking their role.

Organisation

The Board of Directors administers the Charity and the number of meetings per year is a minimum of four.

Members of the Board have a range of specialist knowledge and access to expertise in areas relevant to the Charity e.g. Financial, Land & Property, Commissioning, Healthcare, Social Care, Fundraising, Legal, Retail, Human Resources and Partnerships.

The Executive team with close Board oversight leads the operations of the Charity with delegated authority for the finance, care and other operational matters.

The Charity operates its charitable care and support services from two sites in Ivybridge.

Our history...

Dame Hannahs was founded over 250 years ago and is one of the oldest charities in the UK. Throughout the proud history of the Charity, the aim has always been simple: to help enrich and empower the lives of children and adults in need. Today the legacy is now helping and improving the lives of young adults from all over the South West and further afield.

1718 Dame Hannah was born and then brought up in Cornwall

1742 She moved to Devon when she married John Rogers, who later became Sir John Rogers MP. They never had children but Hannah had a passion for working with and helping children

1766 Hannah died on 18 April leaving £10,000 in her Last Will and Testament

1767 Her legacy was invested in the founding of the Dame Hannah Rogers Trust

1787 The first school was established. The aim of the Dame Hannah Rogers Trust, also known as Dame Hannahs, was to help the poor and unfortunate children of Plymouth and this vital work continued for many years

Dame Hannahs

1887 Lord Blachford (Hannah's descendant) presented Blachford Manor to the Trust

1925 Dame Hannahs opened one of the UK's first orthopedic hospitals/schools in Ivybridge



1949 The school welcomed 27 children with Cerebral Palsy

1958 Dame Hannahs was the first to open a school for children with Cerebral Palsy. We started with 50 children and went on to enable and enrich the lives of hundreds of disabled children and their families

1959 HM The Queen Mother officially opened the school

1989 Gilleys bungalow was opened by HRH Princess Anne. It was the first of five bungalows providing onsite accommodation for the children

1994 The hydrotherapy pool opened enabling much needed hydrotherapy sessions for the children as part of their physiotherapy programme.



2006 The Respite Centre and Children's Home were opened by the entertainer Bobby Davro. These buildings enabled Dame Hannahs to offer short term breaks and respite to children with disabilities.



2008 Hannahwood, our Young Adult Provision, was opened by the actress Maggie Steed. We saw a desperate need for young adults with disabilities aged 19 upwards. Hannahwood provides education, work and training opportunities and a range of activities and experiences while supporting the young adults to live independently in specially adapted, bright and modern bungalows.

2009 Dame Hannahs purchased a 90-acre site at Seale-Hayne near Newton Abbot. We were eager to expand our reach again and recognised the lack of opportunities for adults of all ages with disabilities.

2010 Hannahs at Seale-Hayne was officially opened by HRH Princess Anne. The site was a centre where people with disabilities could train, learn, work and have fun participating in art,

music, outdoor pursuits and horticulture and even run their own radio station. The site was open to the public with facilities such as arts, live music, recording studio, shops, farm, bistro, health and wellbeing centre and family events. There were also over 50 tenants including a wide range of businesses, artists and other charities.

Dame Hannahs

2013 Arthur in Park Street, Ivybridge opened as a house for young adults from Hannahwood to enable them to join in community living.

2015 Hannahwood Mews opened as a specialist adult residential care home offering accommodation support from short breaks up to 52 weeks a year.

2019 Hannahs at Seale-Hayne closed and the site was sold with the majority of tenants remaining.

2019 Dame Hannahs entered into a partnership with the Edward Gostling Foundation (EGF) which provides grants to other charities that support people of all ages living on low incomes who have a physical and/or learning disability or long-term illness. EGF purchased the Ivybridge site in April 2019 with Dame Hannahs as leaseholders and operating with the full support of EGF.



2020 The growth of services for children with profound learning needs in mainstream schools and special schools led to a steady decrease in children's placements at Dame Hannahs. Dame Hannahs decided to withdraw from its children's services and concentrate its focus on services for young adults.

2021 On 31 July 2021 all of the assets and liabilities of Dame Hannah Rogers School (Charity 306948) were transferred to Dame Hannah Rogers Trust 2019 Limited (Charity number 1194836 and Company number 11878746) in order to provide the Charity with a modernised, incorporated legal structure. Following the transfer the old Unincorporated Charity (Charity number 306948) remains in existence as a dormant entity under the sole corporate trusteeship of the Charity. Dame Hannah Rogers Trust 2019 Limited continues to provide the highly valued services provided previously through the unincorporated Charity.

2022 Dame Hannahs continues to welcome newcomers, delivering first-class care and learning services for adults enabling them to live life to the full.



2023 Our onsite bungalow refurbishment campaign was launched and the pace of the planned refurbishments continues to increase. Phase 1 completed in July and phase 2 is in progress. Arthur, our community living bungalow, underwent its 10 year refurbishment project. The grounds have been upgraded with new wooden fencing, new external LED lighting and new tarmac was laid on the driveways and car parks. Planning commenced for the Hannahwood Mews improvement works and sensory equipment. We have also welcomed a host of new support workers from home and abroad.

2024 Dame Hannahs buys back the freehold of its Ivybridge site. Development plans include the continuation of the Hannahwood Mews works, the completion of the phase 2 refurbishments works and the funding dependent phase 3 of our bungalow refurbishment campaign. These works, alongside steps taken to continue to increase the number of support workers, will enable new residential placements to join Dame Hannahs during 2024/25.

Trading Companies

The Charity has two wholly owned trading subsidiary companies as follows:

Hannahs (1988) Ltd which runs the charity shops and donates its surpluses. We are extremely fortunate in that all shops have significant numbers of volunteers who willingly and generously give their time.

Hannahs Ltd which used to operate self-catering holidays for people with disabilities and is currently dormant.

Risk Management

The Trustee Board has assessed the major risks to which the Charity is exposed, in particular those related to its care operation and finances. The Trustee Board has established, and continues to review, systems to mitigate the Charity's exposure to these major risks. These are developed and monitored by the Trustee Board and Executive Team. There is regular review of the risks that the Charity may face.

In addition, the Charity has a comprehensive emergency plan, robust strategic planning, budgeting and management accounting, established organisational structure, written policies and procedures, clear authorisation levels and thorough vetting procedures.

The **recruitment and retention** of care and medical staff remains a key ongoing risk that has previously been identified. We know there is a shortage of such staff and the current labour market favours those looking for employment. Having appropriate numbers of well-trained carers and medical staff is essential from both a regulatory and financial performance perspective. As a result, from the 1st January 2023 we initiated a new pay strategy for these staff to best ensure that we pay staff competitively compared to the local market. We have also followed government guidelines alongside using external professional support in order to commence an international staff recruitment drive, with the benefits of the work put into this now being seen. The impact of these ongoing measures has been positive, with significant recruitment and retention improvements being seen from June 2023 onwards. As at March 2024 and since April 2023 care support staff have seen in excess of 19 FTE added to the team which means that the service is as close as possible to being fully staffed as it has been for a number of years, with reducing reliance on external agency staff and overtime (care staff agency has actually not been used since the beginning of January 2024). The Charity remains positive in relation to this area but as we grow our services all are aware that it is likely for some staffing challenges to continue.

Inflationary increases remain a key risk as nearly all costs are a concern for the charity, especially in the key areas of staffing, utilities and food. For 2023/24 the funding authorities were on the whole supportive with an average inflationary fee increase of 10%. For 2024/25 inflation has decreased but the minimum wage increase creates increased pressures on budgets, the funding authorities inflationary fee increase are not being set to fund the significant increase in the minimum wage. Inflationary cost pressures look set to reduce but continue for the foreseeable future and as a result continued support from our funding authorities, utility usage reduction and improving fundraising support will all be required to best ensure the long term future sustainability of the charity. See financial review for further information and commentary.

The site required necessary **improvements to and investments in its residential accommodation** during 2023/24. To support the invest to grow strategy (additional residential placements) for 2023/24 the investments budget was increased to £500k (focused on necessary improvements to the residential areas). Already received designated legacy receipts have been used alongside much appreciated grant and community fundraising support (£250,928 of designated funding has been spent on the residential accommodation during 2023/24, with the balance coming from reserves). Being able to make these necessary property improvements has significantly benefited both our existing and new residential placements, who are now set to arrive during 2024/25. Such expenditure is regularly reviewed and carefully controlled to budget by the Executive team reporting to Trustees on a regular basis.

Dame Hannahs has and continues to monitor and respond as necessary to the ongoing **Coronavirus (COVID-19) situation**. The health and protection of all our staff and those we care for continues to be more important to us than ever. We would again like to take this opportunity to express sincere appreciation to our staff for their continuing support and hard work throughout the pandemic and beyond. Their efforts and dedication has not gone unnoticed and each and every staff member should be extremely proud of how they have enabled our Adults to remain safe and well during such a difficult and trying time. It has been an extremely challenging period for everyone, and all those in care, like our Adults, have been acutely affected by the pandemic. We have managed to return to a full service provision throughout the financial year, this further ensures that we can now continue to enable our Young Adults to live their lives in as independent and fulfilled a way as possible.

Public Benefit

The Trustee Board has completed a Public Benefit review and concluded that we satisfy the requirements of identifiable benefit to the public or section of the public.

Core values

Our charitable objects are...

- a) the relief of people in need by reason of disability, by the inclusive provision of care, advocacy, integration, learning, training and other support services with a preference given to those who are, or whose parents or guardians are, resident in Devon or Cornwall;
- b) to advance education and understanding relating to the care, training and development of persons with disabilities and their integration into wider society, in particular by:
 - (i) the provision of training and learning opportunities for the families, carers and associated professionals of people with disabilities supported by the Charity in order to help develop their individual capabilities, competencies, and skills; and
 - (ii) the provision of information, support and learning opportunities to the public including promoting research and disseminating the useful results

The need

Of the UK's population, 19% of working age adults live with a disability. The challenges for people living with disabilities are considerable, particularly in childhood but the focus placed on the opportunities and the development needs of children does ensure a greater level of commitment to beneficial outcomes. However serious challenges remain for adults with disabilities. As children transition to adulthood, funding and care protocols dramatically change. This leaves many in the sometimes traumatic position of navigating what is – for all young adults – a naturally difficult time, without the stability of vital care and support.

Today's economic climate poses a further challenge with funding being extremely difficult. Young adults with physical and learning disabilities need extra support and local social services are often stretched. It is critical therefore that support is available both professionally and within peer groups as many need to reach out for help.

Mission

Our mission is to empower, advocate and enrich the lives of adults with a range of disabilities.

The Charity has a tradition of innovation, meaning that it is constantly working to be at the cutting edge of providing services and support for people in need. Staying true to the spirit of its founder, the Charity always looks at how people are supported in today's society and exactly what is needed to enable everyone to thrive and live life to the full; whether that be care, advice, support, development and therapies, or simply a sense of belonging. We have, and always will be, their champions and their families' champions.

Services

The Charity provides residential and day placement opportunities for adults aged 18 plus with a variety of complex and profound needs. Hannahwood focuses on the transition from adolescence to adulthood, both in terms of learning, development and care. Our adult space is vibrant and what any young person would want and expect with the meticulous care and standards of Dame Hannahs. Aimed at helping young people to live as independently as possible in their community. On site therapy is accessed through our existing therapists here at Ivybridge.

Here at Hannahwood we have an extensive range of activities available for everybody to enjoy.

We have excellent facilities including a Music and Activities room, Arts and Crafts room, a bar and lounge area complete with ping pong table, sofas and vast collection of games and DVDs to relax with. We also have a computer suite which our young adults can access with their support staff when they want to so they are able to produce posters, their bi-annual newsletter or for any other reason. There are many different tools available to do this.

Our Music and Activities room has an extensive collection of different instruments for everyone to enjoy as well as equipment that gives people the opportunity to control the music and lights in the room. We also have a collection of fun inflatable games, music and lighting equipment, switch-activated games and more!

We have a multi-sensory room which everybody gets the opportunity to use whenever they want! This room is great for the users to make choices about what they would like to control as well as providing a relaxing environment – particularly useful after a long day!

Working in collaboration with our friends in other organisations we also access a range of activities in our local communities! As well as having sessions with external organisations each month there is opportunity to attend numerous local events. Some of the events we attend are the Funky Llama Festival, food and drink events, classic car shows and club nights.

As well as attending local events we take every opportunity to take trips out. Whether it be visits to the theatre, Exeter racecourse, shopping, cinema, bowling, laser tag, Gala Bingo, the aquarium, meals out or to the pub! Whatever people want to do we do our very best to go and do it.

Our Residents



Rachel joined Dame Hannahs School in 2017 aged 17 where she spent two years before moving onto our Adult Services Provision. She has a rare genetic condition called KAT6B and profound and multiple learning disabilities. Now aged 23, Rachel lives in Gilleys bungalow with a close-knit group of friends. Before she started at Dame Hannahs she attended Trengweth School in Plymouth until it closed. She consequently went to Woodlands School where she stayed until she was 16.

Rachel is a very friendly and sociable person. She loves people and therefore living in a bungalow with friends really suits her. There are certain friends like James and Michelle whom she particularly likes and frequently reacts to them with big smiles. She has also built up good relationships with key members of the care staff.

She really enjoys exercise such as hydrotherapy and rebound and she loves music. She also loves going out and about whether it is on the main City Bus or the Dame Hannahs minibus.

She loves going to Plymouth to watch the boats coming and going or to the Aquarium, or just walking in to Ivybridge. As her family home is in the middle of Bodmin Moor she loves the contrast of being in a busy town and being surrounded by people.

She also enjoys her routine of going to ROC College twice a week and is now in her second year. On Monday she goes to the college in Totnes for interactive sessions in Drama and Music while on Wednesday the tutor comes to Ivybridge to do community activities with her.

Rachel's parents are about to move to Ivybridge so that they can spend time with Rachel more easily. She has two brothers who live in Eastbourne and Callington.

Mum Liz said: "Since Rachel has been living at Dame Hannahs full time we no longer take her home to stay overnight, but we visit her at least once a week. We can take her out for the day and enjoy our family time together without having to worry about her care and medical needs. We are looking forward to being more involved with Dame Hannahs once we move".

Dame Hannahs



James joined Dame Hannahs in 2002. He attended our school from the age of 14 to 19 and then moved away before returning in 2017 to Hannahwood, our Adult Services Provision. He is tetraplegic with curvature of the spine and mild learning difficulties.

Before starting at Dame Hannahs James lived in Manchester with his mother and attended a school for children with PMLD (profound and multiple learning disabilities) and behavioural difficulties. Both James and his mother realised it was not the right environment for him as it was very disruptive and they both felt that he could do more at school. He needed the right equipment to facilitate his learning and a wider range of activities and opportunities.

When he became a teenager his mother started looking for a new placement and, although it was located far from home in Manchester, Dame Hannahs was easily the best option. As soon as he visited the place and met head teachers Bill and Ruth Evans he knew immediately that he wanted to be there. He started in the September term and spent several happy years in school.

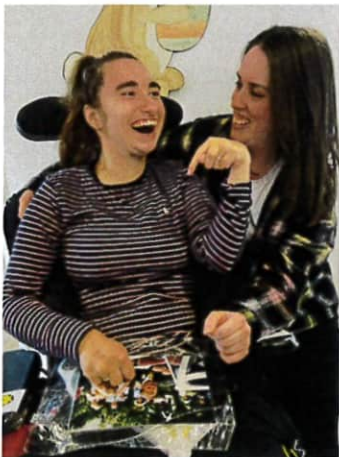
After leaving Dame Hannahs school James attended two colleges and was cared for by

Dame Hannahs support worker George Atkinson in his own home. He then moved away to a nursing home in Northamptonshire but the communication support was very limited which affected James relationship with his mother. James became unhappy so George approached Dame Hannahs about the possibility of James returning. He was assessed and fortunately was able to start back at Dame Hannahs quite quickly.

James is very happy living in Gilleys bungalow and enjoys a wide range of activities. He particularly enjoys getting out and about such as shopping trips. He also really enjoys watching police dramas and he always enjoys celebrating special occasions such as Christmas and Valentine's Day.

Mother Julie said "Dame Hannahs really changed the lives of both myself and James. When James returned to Dame Hannahs in 2017 he got his independence, voice and life back. Previously he had so many limitations as they never went out and communications were very limited. The staff are always so welcoming at Dame Hannahs and the level of onsite therapy has always been excellent. The wonderful help James has received with his communication has really helped revive our relationship. There are also so many opportunities and activities on offer.

Julie is a continuing healthcare nurse assessor working for an NHS ICB (integrated care board). She moved from Manchester to Somerset shortly after James first started at Dame Hannahs so that she could be nearer to him.



Millie joined Dame Hannahs in February 2024 and lives in Marchesi bungalow. She is 22 years old and has Cerebral Palsy.

Before joining Dame Hannahs Millie went to Vance House school in Exeter until the age of 12 and then on to Bidwell Brook where she thrived. Aged 19 she started attending Hollacombe Day Centre in Paignton five days a week but more recently it became apparent that she would really benefit from a residential place.

She has always lived at home with her mum Gina supported by an excellent care team. However for the last two years Gina has been encouraged by her family to look for a residential place for Millie. Gina wanted to keep Millie home as long as possible and when looking elsewhere could only find old people's homes. Last summer she reached out to her care team and the care manager told her there was a place at Dame Hannahs. Millie settled in very quickly and very well. Gina knew Daisy, who has been at Dame Hannahs for many years, and her mum Rosie and felt reassured by them that Millie was in the right place.

Gina lives locally in Blackawton so she is able to visit Millie three times a week. She loves chatting to all the staff and making a fuss of all the young adults in Marchesi and sometimes she takes Millie out for a walk or a drive.

Millie is a very happy, bright and sociable person with a wicked sense of humour. She is very loving and always wants a hug. She loves to go on walks and outings as well as drawing and colouring. She has a favourite storybook in which she loves watching her mum fill in her name in the story. She also loves listening to and watching music videos and enjoys music sessions and cinema nights at Dame Hannahs.

Mum Gina said:

Dame Hannahs

"It is really reassuring to know that Millie is happy and settled in case anything should happen to me. Until recently she was a real Mummy's girl but she has now grown more independent and is happy to try anything. There is now a big gap in my life and I am trying to work out what work to do. For the past 20 years I have worked as a nursery assistant in the local village school and before having children I worked in the Civil Service. My 24 year old son Josh lives with me and has an amazing relationship with Millie. He has always been a huge help to me and Millie idolises him."



Oliver joined Dame Hannahs School in 2011 aged 13 before moving on to our Adult Services when he turned 18. He has a complex medical condition including quadriplegic Cerebral Palsy, epilepsy, gastric problems and visual impairment. Oliver lives in the Mews with other adults with high dependency medical needs, including Zach, whom he knew at his previous school.

Before starting at Dame Hannahs, Oliver attended the West of England School but his medical needs were extensive. He was then home schooled for four years until he was able to start at Dame Hannahs. His parents were always aware of Dame Hannahs, but it was too far away from Devon to their home in Somerset and harder for Oliver to attend the school by day. When he started at Dame Hannahs the head teacher was very helpful and flexible enabling Oliver to cope with a shorter school day.

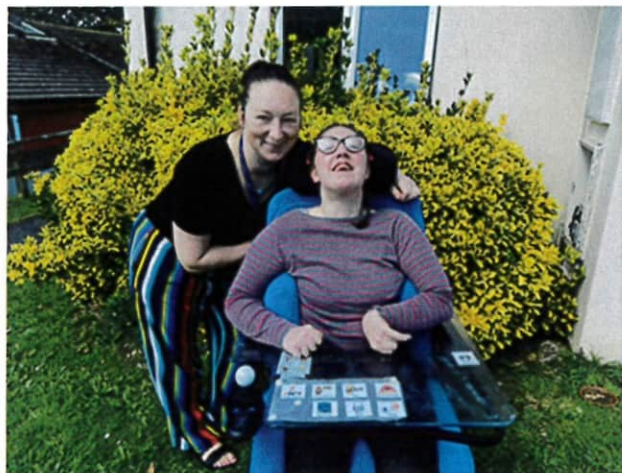
Oliver loves spending time outdoors. He is happy spending time in the Mews garden as well as being part of the actual gardening. He also loves sailing. It is very therapeutic for him to be outside as he can feel the wind and listen to the noises and more often than not he lifts his head which is very rare. He can only manage short trips out in the minibus, but he loves walks into Ivybridge and experiencing the outside elements.

With his limited eyesight, the other senses are really important. Oliver loves listening to music as he is registered blind but has very good hearing. He loves touching and hearing animals and birds, and is mad about animals as his home is on a farm. And in the cooking sessions he loves the smell and touch of food and doing the tasting.

Oliver really enjoys time out of his wheelchair and the sense of freedom both in the hydrotherapy pool and in the sensory room. During these sessions he requires intensive interaction with someone who understands his needs. Postural management is particularly important for Oliver and he needs regular input from the physiotherapists in order to keep him comfortable, out of pain and out of hospital. In all activities he gets very easily fatigued and needs the appropriate stimulation.

Oliver's mother Anna says: "Dame Hannahs has changed our lives over the past 12 years. Knowing that Oliver is in an environment which offers 24 hour care and nursing input as well as on site therapy. It has allowed us to live a more normal life with our younger son and I have been able to work part-time. It means that when Oliver comes home once a month we are able to fully focus on him and can really enjoy our time with him. I visit him every Saturday so I feel that I can stay close to him and keep up to date with his progress. At Dame Hannahs Oliver is able to access good quality of life possible which is so important to us."

Our Staff Team



Linzi is Deputy Manager of Transitions at Dame Hannahs and has been a key member of the Care team for many years. She is now responsible for managing the teams in the bungalows and liaising between management and the care staff.

Linzi started working at Dame Hannahs in 2009 as a support worker to the young adults in all the bungalows. Six years later she was promoted to Deputy Senior in Gilleys before progressing to Senior in Hayward. She was then promoted to Team Leader in Marchesi where she worked for seven years before taking up her new role in 2023.

"What I have enjoyed most over the years is seeing the adults growing in confidence, achieving their goals and enjoying life. It has been really rewarding to help them think up new ideas about how to

get involved in activities, make their own decisions and take charge of some of their own care. I have got to know some of the adults really well as I have known them since I started.

Dame Hannahs

My new job is very different as it is office based and there is a lot of paperwork but I enjoy working alongside the different departments and the adults know that they can come and visit me anytime. A lot of them like Andrew and Bex book regular meetings with me and, even if it is just for a few minutes, it is a lovely way of keeping in touch. Sometimes I also arrange to have lunch with some of them.

I have always loved the interaction and activities and still want to do things with the adults. The hardest part of my new job is not being with them every day. I try and go to all the weekly get togethers and every morning before I go to the daily debrief meeting, I walk round all the bungalows to check everyone is ok and remind them that I am still there for them. Recently I did Race for Life with Hannah which was very special to me. I also took Bex to visit her Dad and sister to train them in manual handling.

The good thing about my new job is that I can see the jobs from both sides. So I can highlight the areas that need more attention and I can support the care staff that bit better. I always felt I was making a difference on the ground but I can also make changes this side and still be part of it. I feel I am helpful to the other managers as I know everyone's skill sets and know which support workers work best with each adult. I also understand the team leader's roles and try and support them as it can be lonely dealing with their team's problems. I want to help the teams and make sure that they are happy and confident. We can't do our jobs unless they are doing theirs properly.

During her time at Dame Hannahs Linzi has taken several training courses. She has done her NVQ Level 3 in Health and Social Care and Level 5 in Leadership and Management and is currently doing a further Management course. She has also qualified as a Trainer in Manual Handling, First Aid and Person-centred Care. More recently she has been doing webinar training in CQC and Safeguarding which is all new to her. Linzi is really enjoying developing new skills and is excited about her future at Dame Hannahs.



Maya started as a support worker at Dame Hannahs in April 2023 when she moved to England from Kerala in Southern India. She works in The Mews and mainly supports Katy, Daisy and Helen.

Having worked for 13 years as an ICU nurse in India, Maya heard about the job at Dame Hannahs through an agency in England. She applied to work in the care sector but did not know where in England she might end up. Having been interviewed by Dame Hannahs staff online, she was offered the job and was soon boarding a flight to England with a group of other Indian support workers. Maya said: "From the start we were all looked after very well by Allie in HR and Dame Hannahs arranged our accommodation which really helped. I flew over from India with a group of women whom I had never met before but we soon got to know each other and became friends. I had to start working in care rather than continue in nursing as I needed to gain experience in England, improve my English

and pass a language test.

I was very nervous when I first started as it is a very different culture to India but I stayed strong. The young adults I work with are lovely and I have enjoyed getting to know them. I am learning new things every day and working out the best way of communicating with them along with their habits and routine. I enjoy taking the adults out but so far I have mostly spent time walking around the grounds and Ivybridge but I am looking forward to doing more trips further away.



Michelle is our Warehouse Manager and a key member of the Retail Operations team at Dame Hannahs. Having started as a shop volunteer she has worked her way up to being a manager. She is responsible for stock control for the entire retail network ensuring the correct stock and quality are maintained, overseeing the sorting and processing of donations, keeping the warehouse in order and running a team of staff, volunteers and delivery team.

After moving down to Plymouth from Cumbria in 2012 she was a regular customer at the Dame Hannahs Devonport shop and soon started volunteering on a regular basis. Before moving south Michelle had worked for ten years in a ladies clothes shop so had plenty of retail experience. As a shop volunteer Michelle quickly learnt the ropes and was soon offered the job of manager at the St Budeaux shop when it first opened.

Dame Hannahs

While volunteering she also helped set up the new Dame Hannahs shop in Saltash. Two years later she was offered the post of joint manager of our Transit Way site with warehouse focus before moving on to become shop and warehouse manager until its closure in 2023.

About her time at Dame Hannahs Michelle said "I am really thankful for the opportunities I have been given with Dame Hannahs. I have always put in a lot of effort and I have seen it pay off. I love getting to know new members of the team, helping to nurture them and watching them thrive and develop. And I have always tried to help create a friendly and relaxed environment.

I have learnt a lot about disabilities over the years through some of the people I have worked with and the adults we support in Ivybridge. And it is really rewarding to help raise funds so that our adults can have the same experiences as us. Working in the shops and warehouse can be unpredictable but I always love a challenge. And it has been fascinating to see some of the more unusual donations. Inevitably there have been ups and downs along the way but it is great to see the shops thriving knowing the role that I play. I have had a lot of different roles during my time at Dame Hannahs and for me it is important to be able to work hard but also have fun".

Fundraising practices

Dame Hannah Rogers Trust 2019 Limited is registered with the Fundraising Regulator and adheres fully to the Code of Fundraising Practice. We are registered with the South Hams District Council for the delivery of our raffle and have a remote and non-remote operating licence. Our lottery is run and administered by Sterling Lotteries trading as Unity Lottery and they operate under their own licence.

There have been no reportable incidents or any failures to comply with the required standards. We encourage all of our supporters or beneficiaries to contact us with any comment or complaints in the first instance. Initially those complaints are dealt with within the Fundraising team following our Fundraising complaints procedure. We have had no complaints around any aspect of our fundraising activity over the last year. We monitor comments and complaints through our Fundraising Team meeting, all occurrences are reported to the Senior Leaders of the Charity.

The Charity believes in the highest possible standards for all of our fundraising activity. Each of those activities are compliant with regulatory standards and in line with the intent of those standards.

Charity Shops and Fundraising

Acknowledgements

The Charity would like to thank all of its wonderful volunteers and supporting organisations and Trusts/Foundation, without whom it would not be able to continue its work in supporting young people and adults with disabilities.

These include:

Trusts and Foundations

- The Clothworkers Foundation
- The Clare Milne Trust
- The Edward Gostling Foundation
- Garfield Weston Foundation
- Wolfson Foundation
- Lord Clinton's Charitable Trust
- Matthews Wrightson Charitable Trust

Corporate Supporters

- Methodist Insurance PLC
- Easyfundraising
- 10X Fitness
- Rodda's Cream Tea Society
- MCE (SW) Ltd
- Higgins Engineering
- Morrisons Kingsbridge
- Tesco Extra Stores Ltd Lee Mill
- Slates & Ladders Roofing
- Blue Diamond Garden Centre
- Roper James Solicitors
- Start Point Law
- Woollcombe Yonge

- SW Law

Campaigns and Community Fundraising more than £500:

- Hannahs Summer Raffle 2022
- Hannahs Christmas Raffle 2023
- Backawton WI
- Dame Hannahs Ivybridge Supports Group
- Activities Campaign
- Bungalow Refurbishment Campaign
- Major Donor Fundraising
- Gift In Kind Donations of materials and equipment

Charity Shops

Dame Hannahs Charity Shops performed exceedingly well over the year with buoyant footfall, donations and sales. With the current cost of living crisis, we have seen like for like sales on open trading stores increase by 34% year on year.

Over this period;

- We had on average 87 regular volunteers who continued to give up their valuable time, at no charge, to help the Charity.
- These volunteers gave a total of 26,338 volunteer hours over the year of trading (or £274,442 equivalent value at the £10.42 national minimum wage rate for 2023).
- We signed up 219 new donors.
- We made £37,209 in Gift Aid sales from the sale of 13,648 items with an average ticket value of £2.73.
- Our shops processed 35,552 bags of donations from 18,862 donors throughout this period.

Our current and future plans

Following the recent operational restructures and impact of external conditions the Charity has revised its business plans and strategy to focus on the following key areas:

Charity plans

- To continue to provide and improve our highly valued care based residential and day placement services for adults with a range of disabilities.
- Ensure future financial sustainability.
- Continue to value and invest in our skilled employees.
- To once again invest in and improve our main site in terms of the buildings and environment, with the aim of reacquiring the site at an appropriate point in the future.
- To increase awareness of the Charity in order to improve support and fundraising.

Operational plans

- Expand and evolve our adult services with provision that is focused on meeting the most critical needs of clients and their families.
- To continue to invest in and value our skilled and dedicated employees.
- To maintain and improve our excellent working relationships with commissioners.
- To ensure all our adults are provided with development opportunities that meet their various needs.
- To continue to review the Ivybridge estate and plan to appropriately develop and improve over the next 10 years, with the aim of reacquiring the site at an appropriate point in the future.

Financial overview

The majority of our charitable expenditure is on staff, our employee numbers average 193 (2023: 189). Most of our staff directly support our adults with disabilities, many of whom need intensive, 24 hour support. All donations received go into supporting our much needed services, purchasing equipment and our capital investment program. Donations are critical to our current and future success. We continue to receive highly valued and appreciated support from individuals, community groups, grant-making bodies, staff, and corporate bodies.

During the period to 31 March 2024 the charitable group had net income over expenditure of £120,238 (2023: £416,468).

Financial review

Since the 1st August 2021 Dame Hannah Rogers Trust 2019 Limited (Charity number 1194836 and Company number

Dame Hannahs

11878746) continues to provide the highly valued services provided previously through the unincorporated Dame Hannah Rogers School (Charity number 306948). On the 31 July 2021 all of the assets and liabilities of the unincorporated Charity were transferred to Dame Hannah Rogers Trust 2019 Limited (Charity number 1194836 and Company number 11878746). Following this transfer the unincorporated Charity (Charity number 306948) remains in existence as a dormant entity.

The consolidated balance sheet at the 31st March 2024 showed a positive balance for the year of **£2,329,000** (2023: £2,208,762). There continues to be a challenging but successful turnaround after a number of years of financial difficulties. This has mainly resulted from stronger operational controls, stable service income, well managed costs (during a period of extremely high inflation), increased fundraising and ongoing support to assist with Covid-19. In the year to March 2024 the focus has been on an invest (in staff and residential property improvements) to grow (staff numbers, residential placements and fundraising income).

The year end results are better than budget with higher than budgeted income and costs (other than staff costs) being better than or at the budgeted level, staff costs remain the most significant budgetary challenge. The results are however not as good as the prior year, there has been increased income (supportive inflationary fee increases & increased grant receipts) but against this there are increased staffing, supply and property costs (largely due to well documented significant inflationary cost pressures and the planned investment in our residential accommodation).

Highlights in terms of revenue, 2024: **£6,590,147** (2023: £6,517,159):

- The Service Residential & Day placement income is ahead of budget at a monthly average of £490k (2022/23: £450k) due to the organic fee increases (from increased needs assessments) and better than forecast inflationary increases (10% received from nearly all local authorities, 7% budgeted). The Service income is higher than the prior year due organic fee increases (from increased needs assessments) and inflationary increases.
- The Fundraising income is £186k ahead of budget at £288k in total, mainly due to the unbudgeted restricted grant receipts in the year to March 2024 (£205k in total). Fundraising income is slightly behind the prior year due to the significant legacy receipts received. Note that unfortunately during the year our fundraising staffing resource was limited but from September improvements have been seen. Plans to improve operational fundraising (especially grants) significantly are progressing well, note that grant funding is now the main focus of time, effort and investment and the results of this refocus have begun to be seen this year.
- The charity shops have seen a positive variance against budgeted income, being £52k ahead of budget, due to having better than expected footfall and sales within our 7 shops. These stores are open more days/hours and new shops are in the pipeline with a view to increasing income / surplus as much as possible. The charity shops are understandably £431k behind the prior year due to the disappointing but no choice closure of the highly successful Transit Way Charity shop, at the end of March 2023.

Highlights in terms of costs, 2024: **£6,478,605** (2023: £6,100,691):

- Staff costs for March 2024 have been more than what was seen in the prior year. This is due to the January 2023 and January 2024 pay rises, high agency (at the start of the year) and new contracted staff bringing us closer to full employment (towards the end of the year).
- Supply costs have been more than the prior year due to inflationary pressures and activity levels increasing significantly as we are now operating with none of the Covid-19 related restrictions seen in the previous year (such as trips out, activities on site, etc.).
- Premises costs have increased significantly when compared to the previous year. Up until October 2023 we saw the benefit of our lower fixed price energy deals and action taken to reduce gas heating costs, as budgeted these costs have increased since October 2023 as usage increases (seasonal) alongside the higher contracted rates (still good rates in terms of the market as a whole). There has also been a necessary catch-up of investment, maintenance and insurance compliance costs as access to all areas has been possible (following the significant access issues created by Covid). There is a clear focus on the residential areas and necessary works are being carried out by both internal maintenance and external contractors.
- As per the updated fixed assets policy there is a £15k loss on disposal, all items of fixtures and fittings over 15 years old have been written off.

During Covid-19 the Charity has been able to access much needed and welcome financial support from a number of sources, in order to be able to best manage the significant uncertainties created, as part of this support financial debt was incurred.

We are pleased to report that over this financial year the majority of this debt has been repaid in full. The remaining debt has remained on agreed terms, has reduced significantly and payments are all up to date. Debt highlights as follows:

- EGF, our landlord, reduced our rent to £250k per annum from £352k with effect from the 1st July 20. To further assist us during Covid-19, the first year of these reduced payments was also deferred (£250k in total). From the 1st July 21 rent has been paid monthly and the deferral was repaid over 25 months from this date. Full repayment occurred in June 2023.
- The Trust had detailed discussions with Lloyds Bank in relation to access to CBIL support and this was secured in May 2020 with the agreed £200k being received on the 10th June 20. Following advice, to protect against increasing costs from bank base rate increases, the Trustees fixed the loan interest rate at 4.33% (from July 2022 until June 2026, the loan completion date), all payments and repayments are up to date.
- HMRC provided Covid-19 support to the Charity, by allowing part payments of PAYE and National Insurance up to the 30th June 2021. A 24 month time to pay arrangement was agreed for the deferred balance of £822k and payments commenced in July 2021. Repayments commenced as agreed and full repayment occurred in June 2023.
- Finally but still importantly, many of our suppliers have continued to support us with generous and supportive rates and payment terms. We have to thank all these organisations for the support they have provided to us during these difficult times.

With the challenging but overall still positive financial performance presented, the Charity believes that it has a firm base from which it can remain committed to its core charitable purpose, support its increasing number of stakeholders and be ready for the challenges that lie ahead.

Financial review - Going Concern

The main actions in the budget for 2024/25 and beyond are designed to continue what has been achieved during 2023/24 in order to remove all the constraints on growth in placement numbers. This will enable the Charity to cover the increase in costs from inflation (staff, utilities and supply costs) and the costs incurred due to the size and complexity of the site. In our detailed planning, and due to our situation, it has again not been viable to budget on the basis of reducing costs and constraining growth. Our recent experience and evidence now available shows that there is demand for places which we have not been able to meet due to the problems we have had recruiting care staff (a national social care issue). Increasing residential numbers alongside improved fundraising (grants, shops, legacies and community) are all required to ensure that the necessary site improvement costs (especially residential areas) can continue to be covered and staff can continue to be remunerated appropriately for their hard work, responsibility and perseverance.

For 2024/25 there is an ongoing residential property improvement action plan designed to support residential placement growth and then move onto increasing the residential capacity of the main site. Since May 2023 and due to a revised strategy staff retention and recruitment has improved significantly and we currently believe that this will continue, with only a limited need for high cost agency staff throughout 2024/25. We believe that these improvements alongside our close relationships with commissioners will allow us to welcome new residential and day placements during 2024/25 and beyond.

It is the view of the Trustees that the Charity is a going concern, this is on the basis that:

- With inflation remaining a key concern, our fees were increased on average by our budgeted 6% from April 2024 (average of 10% from April 2023), a welcome and much needed step forward over the last couple of years (after years of little and even no % increases). With this precedent future increases are more likely to follow overall inflation levels but this is not guaranteed, in our longer term financial forecasts we have assumed 4% annual increases from financial year 2025/26 and beyond.
- At our financial year end, we had 31 residential placements, this increased to 32 during April 2024 as the planned residential placement growth commenced. Since then we have welcomed a further 3 residential placements, sadly 1 resident passed away and we have a further 4 placements transitioning. This means Dame Hannahs should reach the current operational residential capacity of 38 by the end of the 2024/25 financial year. We have excellent commissioner relationships and a waiting list of potential new placements. We can also increase income organically as the needs of existing placements increase. These two options give us the confidence to believe that the charity can gradually increase to 38 placements by the end of 2024/25 and then remain at least at this number. Works have started on the refurbishment of a currently vacant bungalow that will enable a further 4 residential placements to join during 2025/26. This will enable the Charity to support up to 42 residential placements and be in a significantly

increased operational and financial improved position. We make the assumption that this number, may be reduced by one individual per annum and that it takes between around 3 to 6 months for a new placement to commence. We do not believe that the impact of such an event is significant in terms of future budgets & plans.

- Recruitment and retention of care and medical staff is a reducing but ongoing concern, this impacts the number of placements we can care for and support. There remains a well documented shortage of such staff in the sector and the current labour market favours those looking for employment in other industries. In common with the NHS and other care organisations retention is also an ongoing issue. Having the appropriate number of well-trained carers and medical staff is essential from both a care, regulatory and financial performance perspective. We are constantly monitoring how competitive our rates of pay are, in an effort to ensure our pay and benefits package remains attractive. Improvements in pay and conditions are balanced, as much as possible, with % increases in the fee income we receive. In these challenging times our overall approach to recruitment and retention is under constant review and we are confident our approach does not put us at a competitive disadvantage. From the 1st January 2023 we initiated a further new pay strategy for these staff to best ensure that we pay staff competitively compared to the local market, with regular and consistent increases (at least annually). We have also followed government guidelines alongside using external professional support in order to commence an international staff recruitment drive, with the benefits of the work put into this now being seen. The initial impact of these measures has been positive, with significant recruitment and retention improvements being seen from May 2023 onwards and thus has put the charity in a position to be able to increase residential placements. The Charity remains positive in relation to this area but we do not underestimate the ongoing difficulties we are likely to face in this area of activity.
- The need to vacate our main retail warehouse and charity shop from the 17th April 2023 resulted in a reduction in retail income and surplus when compared to the actual returns seen up to the 31st March 2023. Recovery plans were commenced, a new warehouse was set up, existing stores opened for longer hours and new shops have begun to open. This has led to a gradual recovery of the retail financial performance, especially as our shops are principally located in lower income areas where the current demand is high, something we see continuing given the challenging economic circumstances in the UK. Our prudent budgeting and cash forecasting, together with our risk management processes meant that the actual impact has been manageable. Our actual retail annual surplus for 23/24 was a small surplus and given the extremely challenging circumstances this is an encouraging start. After a year of necessary consolidation and restructuring the retail operations in 23/24 returning to consistent and increasing surplus generation is being forecast for 2024/25 and into the future, with new shops and increasing income / surplus being planned each financial year for the foreseeable future.
- During 2023/24 the new Grant strategy began to be successful with £240k of restricted Grants and Legacies (for our residential accommodation refurbishment project) being received. Building on the successes and new fundraising plans during 2023/24 we expect to see further improvements in Fundraising (Community, Grants, Legacies & Corporates) during 204/25. These activities are expected to further mitigate the loss of income from the charity shops in 2024/25 and beyond and continue to provide much needed funding to support the ongoing improvements to the site and services.
- Inflationary cost pressures:
 - Approximately 75% of the charity's costs now relate to staffing due to the high level of care and support the individuals who live at Dame Hannah's require. This cost is controlled by having set and funded staffing models for our current capacity/services and careful consideration of annual increases using all information available whilst balancing this as much as possible against % increases in our fee income.
 - Up to the 28th February 2023 for gas, and up to 31st October 2023 for electric, the charity was protected from the initial significant increases. Our energy broker supports us to ensure that when renewing, we do this using appropriate advice and at the best prices available at the time, even with this we have seen our energy costs double when compared against our historical fixed rates. Moving into 2024/25 we are seeing decreases in our new fixed rates (as advised we have not signed up for longer than 12 months in most cases) but not to the rates seen in 2022/23.
 - To mitigate the impact of the significant energy cost increases we have implemented plans to reduce our gas usage by approximately 30%. This has been achieved by the more efficient use of our boilers (our main boiler can now be turned off during the summer months with no impact on the Services). We have also taken action to reduce our use of externally purchased electricity (introduction of reactive LED lighting in external and high use areas), this plan is ongoing with significant steps forward being planned for 2024/25. Plans are also being developed to add to our current 3 solar installations on the main site, with a focus on our residential

accommodation. There is a risk that these costs will increase further but our mitigation plan is designed to ensure any cost increase will be manageable at least over the next 12 months.

- Another key premises cost is rent. The lease for our main Ivybridge site has a capped annual increase of 4%, this provides cost protection during this period of high inflation. Plans to eventually reacquire the site will further mitigate against this significant and consistently increasing cost.
- During the previous year the CBIL loan interest rate has been fixed at 4.33% (from July 2022 until June 2026, the loan completion date), this provides cost protection during this period of high inflation.
- There will be further and ongoing inflationary cost pressures that the charity plans to manage through our risk management processes, working closely with our suppliers and by increasing our fundraising activities.
- Property investment budget costs are kept high at £416k in 2024/2025. This is to enable occupancy increases and ongoing improvements following a number of years of low or no investment (due to Covid-19 and before this availability of funds). Without occupancy increases and further grant funding success these planned investments will need to be scaled back as we wait for grant and / or arrange other potential funding sources. Already received designated legacy receipts can be used but more grant, legacy and other fundraising support will be required in order to achieve what is required to make the necessary property improvements that will significantly benefit both our existing and new residential placements. Such expenditure is regularly reviewed and carefully controlled to budget by the Executive team reporting to Trustees on a regular basis. If placement growth plans are slowed down, fundraising does not perform or investment plans change then the 2024/25 investment budget may need to be updated.

With the significant progress made during the period to March 2024 the financial position remains challenging but manageable from a going concern perspective. Cash is budgeted to gradually reduce due to the investment required, staffing and property, to be able to benefit from the longer term stability that increased residential placements will bring. Following this period of property investment the focus is now on increased placements and reduced staff costs (reduced reliance on high cost care agency staff) the forward cash position is budgeted to remain manageable. Our biggest challenge is likely to be centered on staffing, in common with all other organisations in this sector.

Our risk management processes indicate that changes in the external environment may require us to update our operational and strategic assumptions. As a result, the Trustees and the executive regularly review and carefully consider the impacts on our financial performance, and we are confident of being able to put in place further actions if and when required to mitigate their effects.

On the basis of the financial support that has historically been made available and the progress in the agreed invest to grow strategy the Trustees consider that there are no material uncertainties in relation to being a going concern and accordingly the accounts have been prepared on a going concern basis.

Reserves policy

The Trustee Board believes that in order to ensure the continued provision of our services to the Charity's beneficiaries in the event of an unexpected reduction in funding or incurring of unplanned expenditure, the Charity should hold free reserves from which it can draw down. At 31 March 2024, the Trust had free reserves of £1,256,240 (2023: £1,451,289). Free reserves are represented by unrestricted funds less unrestricted fixed assets. The Trust utilises reserves to finance unforeseen cost pressures and to support significant investment in land, buildings, fixtures, fittings, vehicles and equipment in order to maintain and further develop the service level it provides. This development has continued during the year with investment in the year of £402k (2023: £220k) in tangible fixed assets, spent mainly on our residential accommodation refurbishment programme, which was met from free reserves, grants, legacies and other fundraising. Levels of income and expenditure are not usually subject to material fluctuations in the short term and can be forecast with a reasonable degree of certainty. Business interruption insurance (24 months' loss of income) is also in place. The Trustee Directors regularly review the reserve levels. The current policy to ensure adequate reserves is based on a risk-based approach. Trading risk, other operational risks and significant likely investments are estimated considering existing commitments and planned future activities. Free reserves on 31 March 2024 meet the estimated net risk. In order to be able to continue to achieve the necessary improvements to our service, property, grant, legacy and other fundraising support will be essential over the next 12 months and beyond.

Post Balance Sheet Events

The 30th September 2024 was an important day for the future of Dame Hannahs. The main historical site that the Charity has operated from since 1958, sold in 2019, has been re-acquired. The improvements made over the last two years in staffing and to our residential accommodation as well as the clear demand for our residential placements have given the Directors /

Trustees the ability to make this reacquisition. Dame Hannahs is now more in charge of its own destiny than it has been for a very long time.

Pay policy statement

Introduction and Purpose

The purpose of this policy is to clarify the Charity's stance on pay.

The Charity has the power to appoint employees on such reasonable terms and conditions, including remuneration, as it sees fit. This Pay Policy Statement explains the Charity's approach to key personnel pay.

The purpose of the statement is to provide transparency with regard to the Charity's approach to setting the pay of its employees by identifying the methods by which the salaries of these employees are determined.

Legislative Framework

In determining the pay and remuneration of these employees, the Charity will comply with all relevant employment legislation. This includes, but is not an exhaustive list, the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.

With regard to the Equal Pay requirements contained within the Equality Act, the Charity ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality-proofed job evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

Pay Structure

The purpose of the appropriate pay structure is to encourage staff with the relevant skills to seek to work for the Charity, and then to remunerate them appropriately for the duties they undertake in order to maintain their motivation and retain their services.

The pay rates of staff are benchmarked against similar external organisations to attract employees with the relevant experience, skills and capacity, and are then approved by the Trustee Board.

In determining its grading structure and setting remuneration levels for all posts, the Charity takes account of the need to ensure value for money in respect of the use of Charity money, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the adults with disabilities, delivered effectively and efficiently and at times at which those services are required.

Key Management Personnel – Specific Remuneration Policy

Guidelines for setting the pay and remuneration of key management personnel (key staff) and any criteria used in setting pay:

Directors and managers' pay rates are set based on both the professional status of the role and the responsibility to the Charity. These are benchmarked against similar roles in similar organisations and professions. These are set and agreed on by the appropriate Appointments & Remuneration Committee.

Senior personnel are paid according to their professional rates and responsibility utilising the NHS Agenda for Change bandings as a benchmark. Given the nature of the services and staff group this benchmark tool is considered to be the most appropriate. The Board is responsible for ensuring that the pay is both appropriate for the Charity and the individual employed.

Key management personnel for disclosure purposes consist of the heads of Adult Services, Finance and Fundraising.

Disclosure of information to auditor

Each member has taken steps that they ought to have taken as a member in order to make themselves aware of any relevant information and to establish that the group's auditor is aware of that information. The Trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

Trustees' responsibilities in relation to the financial statements

The Trustees (who are also the directors of Dame Hannah Rogers Trust 2019 for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the Trustees to prepare financial statements for each financial year. 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 of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the entity will continue in business.

The Trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the group 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statements as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the company's auditor is unaware, and
- the Trustees, having made enquiries of fellow trustees and the group's auditor that they ought to have individually taken, have each taken all steps that he / she is obliged to take as a Director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Trustees of the group on 19th November 2024 and signed on its behalf by:

Professor David Coslett (Chair):



Date:

Independent Auditor's Report

Year Ended 31 March 2024

Opinion

We have audited the financial statements of Dame Hannah Rogers Trust 2019 Limited (the 'charitable parent') and its subsidiaries (the 'group') for the year ended 31 March 2024, which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheet, Consolidated Statement of Cash Flows, 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 United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent Charity's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 have 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 group's ability to continue as a going concern for a period of a least 12 months from when the original financial statements were authorised for issue.

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

Other information

The Trustees are responsible for the 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditor's Report continued

Year Ended 31 March 2024

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and its parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustee's Report.

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is not consistent with the financial statements; or
- the charity has not kept sufficient accounting records; or
- the group's 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 the Trustee

As explained more fully in the Statement of Trustees Responsibilities (set out on page 22), the Trustees 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 charity'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 charity or cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

As part of our audit planning, through discussions with management, we obtained an understanding of the legal and regulatory framework that is applicable to the group and the sector in which it operates to identify the key laws and regulations affecting the group.

The key laws and regulations we identified were the CQC Regulations, General Data Protection Regulations (GDPR), Fundraising Regulations for Charities, health and safety and employment laws. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, primarily the Companies Act 2006, the Charities Act 2011, relevant tax compliance regulations in the UK and reporting framework (Charities SORP – FRS102).

We discussed with management how the compliance with these laws and regulations is monitored and we discussed

Independent Auditor's Report continued

Year Ended 31 March 2024

the policies and procedures in place. We also identified the individuals who have responsibility for ensuring that the entity complies with laws and regulations and deals with reporting any issues if they arise. As part of our planning procedures, we assessed the risk of any non-compliance with laws and regulations on the group's ability to continue trading and the risk of material misstatement in the accounts.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

- Enquiries of management and those charged with governance regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements;
- Reviewed legal and professional costs to identify any possible non-compliance or legal costs in respect of non-compliance; and
- Reviewed board minutes.

As part of our enquiries, we discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there were none.

We also evaluated the risk of fraud through management override including that arising from management's incentives. The key risks we identified were misappropriation of cash, and we determined that the principal risks were related to misallocation of restricted funds.

In response to the identified risk, as part of our audit work we:

- Used data analytics to test journal entries throughout the year, for appropriateness
- Evaluated the rationale of significant transfers between restricted and unrestricted reserves
- Reviewed income supporting documentation for any restrictions and compared to how it had been recognised in the financial statements
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making those estimates
- Tested a sample of till z readings to daily takings sheets through to the financial statements.

Because of the inherent limitation 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. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.

Independent Auditor's Report continued

Year Ended 31 March 2024

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustee.
- Conclude on the appropriateness of the Trustee's use of going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast a significant doubt on the group's or the parent charity's ability to continue as a going concern. If we then conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's Trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity'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 its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Duncan Leslie
Senior Statutory Auditor
PKF Francis Clark, Statutory Auditor
 Melville Building East
 Unit 18, 23 Royal William Yard
 Plymouth
 PL1 3GW

Signed by:

Duncan Leslie

46B3EDEBE022494...

25 November 2024

.....

Consolidated Statement of Financial Activities

(Incorporating Income and Expenditure Account and Statement of Recognised Gains and Losses)

Year Ended 31 March 2024

	Notes	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Income from:					
Donations and legacies	3	37,114	250,929	288,043	301,783
Charitable activities	4	5,898,360	-	5,898,360	5,393,680
Other trading activities	5	389,903	-	389,903	821,172
Investment income	6	13,841	-	13,841	524
Total income		<u>6,339,218</u>	<u>250,929</u>	<u>6,590,147</u>	<u>6,517,159</u>
Expenditure on:					
Costs of raising funds:	8				
Fundraising		(71,229)	-	(71,229)	(33,846)
Shops		(372,531)	-	(372,531)	(417,331)
Charitable activities	9	(6,018,814)	(11,487)	(6,030,301)	(5,639,839)
Other: Financing costs		(4,544)	-	(4,544)	(9,675)
Total expenditure		<u>(6,467,118)</u>	<u>(11,487)</u>	<u>(6,478,605)</u>	<u>(6,100,691)</u>
Net gains on investments		8,696	-	8,696	-
Net income/(expenditure)	11	<u>(119,204)</u>	<u>239,442</u>	<u>120,238</u>	<u>416,468</u>
Transfer between funds		-	-	-	-
Net movement in funds		<u>(119,204)</u>	<u>239,442</u>	<u>120,238</u>	<u>416,468</u>
Reconciliation of funds:					
Total funds brought forward		2,002,970	205,792	2,208,762	1,792,294
Total funds carried forward		<u>1,883,766</u>	<u>445,234</u>	<u>2,329,000</u>	<u>2,208,762</u>

Balance Sheet 31 March 2024

		Group 2024 £	2023 £	Charity 2024 £	2023 £
Fixed assets:	Notes				
Tangible assets	15	926,263	602,473	914,233	588,319
Investments	16	5,000	5,000	5,004	5,004
Total fixed assets		<u>931,263</u>	<u>607,473</u>	<u>919,237</u>	<u>593,323</u>
Current assets:					
Stocks	17	18,770	31,914	18,770	31,914
Debtors	18	426,556	550,789	462,049	497,996
Cash at bank and in hand		1,840,917	2,382,064	1,788,969	2,267,823
Total current assets		<u>2,286,243</u>	<u>2,964,767</u>	<u>2,269,788</u>	<u>2,797,733</u>
Liabilities:					
Creditors: amounts falling due within one year	19	562,331	849,441	553,178	1,269,159
Net current assets		<u>1,723,912</u>	<u>2,115,326</u>	<u>1,716,610</u>	<u>1,528,574</u>
Total assets less current liabilities		<u>2,655,175</u>	<u>2,722,799</u>	<u>2,635,847</u>	<u>2,121,897</u>
Creditors: amounts falling due after one year	20	326,175	514,037	326,175	514,037
Total net assets		<u>2,329,000</u>	<u>2,208,762</u>	<u>2,309,672</u>	<u>1,607,860</u>
Total funds:					
Restricted funds		445,234	205,792	445,234	205,792
Unrestricted funds		1,883,766	2,002,970	1,864,438	1,402,068
		<u>2,329,000</u>	<u>2,208,762</u>	<u>2,309,672</u>	<u>1,607,860</u>

The consolidated financial statements on pages 28 to 45 were approved by the Trustees and authorised for issue on 19/11/24 and were signed on its behalf by:



Professor David Coslett (Chair)

Company number: 11878746

Consolidated Statement of Cash Flows

Year ended 31 March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities:			
<i>Net cash (used in) operating activities</i>	26	<u>(56,140)</u>	<u>(58,718)</u>
Cash flows from investing activities:			
Interest from investments		13,841	524
Proceeds from the sale of tangible fixed assets		415	8,576
Purchase of tangible fixed assets		<u>(402,254)</u>	<u>(220,236)</u>
<i>Net cash (used in) investing activities</i>		<u>(387,998)</u>	<u>(211,136)</u>
Cash flows from financing activities:			
Repayment of borrowing		<u>(97,009)</u>	<u>(100,892)</u>
<i>Net cash (used in) financing activities</i>		<u>(97,009)</u>	<u>(100,892)</u>
<i>Change in cash and cash equivalents in the year</i>		(541,147)	(370,746)
Cash and cash equivalents at the beginning of the year		<u>2,382,064</u>	<u>2,752,810</u>
<i>Cash and cash equivalents at the end of the year</i>	27	<u><u>1,840,917</u></u>	<u><u>2,382,064</u></u>

Notes and Accounting Policies

Year ended 31 March 2024

1. Accounting policies

The financial statements have been prepared under the historical cost convention. The financial reporting framework that has been applied in their preparation is applicable law and Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2019) and the Statement of Recommended Practice applicable to charities (Charities SORP (FRS102)) and the requirements of the Companies Act 2006.

The Charity constitutes a public benefit entity as defined by FRS 102.

Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the group and all group undertakings. These are adjusted, where appropriate, to conform to group accounting policies. Acquisitions are accounted for under the acquisition method. The results of the entity acquired is included in the group profit and loss account after the date control passes.

Legal status of the Charity

The Charity is an incorporated Charity, registered in England and Wales. Its registered address is Woodland Road, Ivybridge, PL21 9HQ.

Income

- **Voluntary income:**
General donations are accounted for when received, legacies are recognised when their entitlement, certainty and measurability have been established.
- **Other trading activities:**
Shops income: money raised from the Charity shops is recognised on receipt.
- **Income from charitable activities:**

Income is taken to the Statement of Financial Activities on a receivable basis.

Expenditure

- All expenditure is accounted for on an accruals basis.
- Operating leases: costs in respect of operating leases are charged on a straight line basis over the lease term.

Fixed assets

- Tangible fixed assets: the cost of tangible fixed assets is their purchase cost, together with any incidental expenses of acquisition. Items costing over £1,000 are capitalised, items costing less are written off in the year of purchase.
- Donated assets are capitalised at a value equivalent to market value at the date of donation.
- Depreciation is calculated so as to write off the cost of tangible fixed assets less their estimated residual values on a reducing balance basis, over the expected useful economic lives of the assets concerned. No depreciation is charged in the year of purchase or of disposal. Non land and building assets are removed from the asset register within 15 years of purchase. The principal annual rates used for this purpose are:

Improvements to leasehold buildings	5%
Fixtures, fittings and equipment	20%
Motor vehicles	25%
Trust website	20%

Notes and Accounting Policies

Year ended 31 March 2024

1. Accounting policies (*continued*)

- Investments: listed investments are carried at the closing market value prevailing at the balance sheet date. Unlisted investments are carried at cost, less any provision needed to recognise a diminution in value. The net unrealised gains or losses on the revaluation of investments are taken to the Statement of Financial Activities.

Current assets

- Stock: stocks are valued at the lower of cost and net realisable value. Donated goods sold in Charity shops are thus valued (and insured) at zero cost.

Liabilities

• Pensions

Dame Hannah Rogers School contributes to a multi-employer defined benefit pension scheme which is administered by Devon County Council (LGPS).

The charity has reached agreement with Devon County Council to pay enhanced contributions on behalf of its employees in their scheme, for the years ending 31 March 2024 through to 31 March 2026, in order to meet past service deficits. Accrual provisions have been provided in the financial statements (see note 14). No provision has been made for amounts due after 2026 as the total cannot be estimated reliably.

Funds

There are various types of funds which require separate disclosure. These are as follows:

- Restricted funds:** donations or bequests received which the donor earmarks for specific purposes. Such purposes are within the overall aims of the organisation. These funds may be income only (where the capital must be retained) or income and capital (where the donation and the income there from may be utilised).
- Designated funds:** the Charity may at its discretion set aside funds for specific purposes which would otherwise form part of the general funds of the organisation.
- Unrestricted funds:** funds which are expendable at the discretion of the Trustee in the furtherance of the objects of the Charity.

Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, except for listed investments (described above). These are classified as fair value through the profit and loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), and then remeasured at their fair value determined by reference to their market value at the balance sheet date. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Going concern

It is the view of the Trustees that the Charity is a going concern, this is on the basis that:

- With inflation remaining a key concern, our fees were increased on average by our budgeted 6% from April 2024 (average of 10% from April 2023), a welcome and much needed step forward over the last couple of years (after years of little and even no % increases). With this precedent future increases are more likely to follow overall inflation levels but this is not guaranteed, in our longer term financial forecasts we have assumed 4% annual increases from financial year 2025/26 and beyond.

Notes and Accounting Policies

Year ended 31 March 2024

2. Going concern (*continued*)

- At our financial year end, we had 31 residential placements, this increased to 32 during April 2024 as the planned residential placement growth commenced. Since then we have welcomed a further 3 residential placements, sadly 1 resident passed away and we have a further 4 placements transitioning. This means Dame Hannahs should reach the current operational residential capacity of 38 by the end of the 2024/25 financial year. As we have seen there is always a risk of mortality given the complex disabilities of the individuals we care for & support. Operationally and financially we manage this risk by having excellent commissioner relationships, which provides us with the security of a waiting list of potential new placements. We can also increase income organically as the needs of existing placements increase. These two options give us the confidence to believe that the charity can gradually increase to 38 placements by the end of 2024/25 and then remain at least at this number. Works have started on the refurbishment of a currently vacant bungalow that will enable a further 4 residential placements to join during 2025/26. This will enable the Charity to support up to 42 residential placements and be in a significantly increased operational and financial improved position. We make the assumption that this number, maybe reduced by one individual per annum and that it takes between around 3 to 6 months for a new placement to commence. We do not believe that the impact of such an event is significant in terms of future budgets & plans.
- Recruitment and retention of care and medical staff is a reducing but ongoing concern, this impacts the number of placements we can care for and support. There remains a well documented shortage of such staff in the sector and the current labour market favours those looking for employment in other industries. In common with the NHS and other care organisations retention is also an ongoing issue. Having the appropriate number of well-trained carers and medical staff is essential from both a care, regulatory and financial performance perspective. We are constantly monitoring how competitive our rates of pay are, in an effort to ensure our pay and benefits package remains attractive. Improvements in pay and conditions are balanced, as much as possible, with % increases in the fee income we receive. In these challenging times our overall approach to recruitment and retention is under constant review and we are confident our approach does not put us at a competitive disadvantage. From the 1st January 2023 we initiated a further new pay strategy for these staff to best ensure that we pay staff competitively compared to the local market, with regular and consistent increases (at least annually). We have also followed government guidelines alongside using external professional support in order to commence an international staff recruitment drive, with the benefits of the work put into this now being seen. The initial impact of these measures has been positive, with significant recruitment and retention improvements being seen from May 2023 onwards and thus has put the charity in a position to be able to increase residential placements. The Charity remains positive in relation to this area but we do not underestimate the ongoing difficulties we are likely to face in this area of activity.
- The need to vacate our main retail warehouse and charity shop from the 17th April 2023 resulted in a reduction in retail income and surplus when compared to the actual returns seen up to the 31st March 2023. Recovery plans were commenced, a new warehouse was set up, existing stores opened for longer hours and new shops have begun to open. This has led to a gradual recovery of the retail financial performance, especially as our shops are principally located in lower income areas where the current demand is high, something we see continuing given the challenging economic circumstances in the UK. Our prudent budgeting and cash forecasting, together with our risk management processes meant that the actual impact has been manageable. Our actual retail annual surplus for 23/24 was a small surplus and given the extremely challenging circumstances this has been a magnificent success. After a year of necessary consolidation and restructuring the retail operations in 23/24 returning to consistent and increasing surplus generation is being forecast for 2024/25 and into the future, with new shops and increasing income / surplus being planned each financial year for the foreseeable future.
- During 2023/24 the new Grant strategy began to be successful with £240k of restricted Grants and Legacies (for our residential accommodation refurbishment project) being received. Building on the successes and new fundraising plans during 2023/24 we expect to see further improvements in Fundraising (Community, Grants, Legacies & Corporates) during 204/25. These activities are expected to further mitigate the loss of income from the charity shops in 2024/25 and beyond and continue to provide much needed funding to support the ongoing improvements to the site and services.

Notes and Accounting Policies

Year ended 31 March 2024

2. Going concern (*continued*)

- Property investment budget costs are kept high at £416k in 2024/2025. This is to enable occupancy increases and ongoing improvements following a number of years of low or no investment (due to Covid-19 and before this availability of funds). Without occupancy increases and further grant funding success these planned investments will need to be scaled back as we wait for grant and / or arrange other potential funding sources. Already received designated legacy receipts can be used but more grant, legacy and other fundraising support will be required in order to achieve what is required to make the necessary property improvements that will significantly benefit both our existing and new residential placements. Such expenditure is regularly reviewed and carefully controlled to budget by the Executive team reporting to Trustees on a regular basis. If placement growth plans are slowed down, fundraising does not perform or investment plans change then the 2024/25 investment budget may need to be updated.

With the significant progress made during the period to March 2024 the financial position remains challenging but manageable from a going concern perspective. Cash is budgeted to gradually reduce due to the investment required, staffing and property, to be able to benefit from the longer term stability that increased residential placements will bring. Following this period of property investment the focus is now on increased placements and reduced staff costs (reduced reliance on high cost care agency staff) the forward cash position is budgeted to remain manageable. Our biggest challenge is likely to be centered on staffing, in common with all other organisations in this sector.

Our risk management processes indicate that changes in the external environment may require us to update our operational and strategic assumptions. As a result, the Trustees and the executive regularly review and carefully consider the impacts on our financial performance, and we are confident of being able to put in place further actions if and when required to mitigate their effects.

On the basis of the financial support that has historically been made available and the progress in the agreed invest to grow strategy the Trustees consider that there are no material uncertainties in relation to being a going concern and accordingly the accounts have been prepared on a going concern basis.

Notes and Accounting Policies

Year ended 31 March 2024

3. Income from charitable activities

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Grant income	-	205,000	205,000	-
Donations and gifts	34,834	11,864	46,698	73,316
Legacies	2,280	34,065	36,345	228,467
	<u>37,114</u>	<u>250,929</u>	<u>288,043</u>	<u>301,783</u>

4. Income from charitable activities

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Fees receivable	5,898,360	-	5,898,360	5,389,498
Other income	-	-	-	4,182
	<u>5,898,360</u>	<u>-</u>	<u>5,898,360</u>	<u>5,393,680</u>

5. Income from other trading activities

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Income from charity shops	389,903	-	389,903	821,172

6. Income from investments

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Interest and dividends	13,841	-	13,841	524

Notes and Accounting Policies

Year ended 31 March 2024

7. Net income from trading activities of subsidiaries

The taxable profits of Hannah's (1988) Ltd which arise from the operation of Charity shops are paid by Gift Aid to the Charity. Audited accounts are filed with the Registrar of Companies. A summary of the trading results is shown below:

Profit and loss account	2024
	£
Turnover	389,903
Operating expenses	(372,531)
Operating profit	<u>17,372</u>
Interest payable and similar charges	-
Interest receivable	1,061
Net trading profit	<u>18,433</u>
Tax on profit on ordinary activities	-
Profit after taxation	18,433
Gift aid distribution	(405,462)
Reserves b/f	<u>407,659</u>
Reserves c/f	<u>20,630</u>
Balance sheet	
Assets	<u>113,540</u>
Liabilities	<u>(92,908)</u>
Capital	<u>2</u>
Reserves	<u>20,630</u>

8. Expenditure on raising funds

	Total Funds 2024 £	Total Funds 2023 £
Depreciation	2,124	2,496
Marketing agency fees	45,900	11,546
Other costs	23,205	19,804
Shop costs	<u>372,531</u>	<u>417,331</u>
	<u>443,760</u>	<u>451,177</u>

Included in expenditure on raising funds was restricted expenditure of nil (2023 - £nil).

Notes and Accounting Policies

Year ended 31 March 2024

9. Analysis of expenditure on charitable activities

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Staff costs	4,063,634	-	4,063,634	3,918,001
Premises costs	956,801	-	956,801	832,464
Supplies	116,139	-	116,139	130,255
Depreciation	52,947	7,983	60,930	58,426
Bad debts written off	-	-	-	41,704
Other	54,103	3,504	57,607	40,722
	<u>5,243,624</u>	<u>11,487</u>	<u>5,255,111</u>	<u>5,021,572</u>
Governance costs (note 10)	159,028	-	159,028	175,716
Support costs (note 10)	616,162	-	616,162	442,551
	<u>6,018,814</u>	<u>11,487</u>	<u>6,030,301</u>	<u>5,639,839</u>

Expenditure on charitable activities was £6,030,301 (2023 - £5,639,839) of which £6,018,814 (2023 - £5,626,505) was unrestricted and £11,487 (2023 - £13,334) was restricted.

10. Governance and support costs

	£	£	£	£	
	Support costs £	Governance costs £	Total 2024 £	Total 2023 £	Basis of allocation
Management/admin staff salaries	616,162	101,499	717,661	553,188	Time spent
Legal and Professional	-	32,606	32,606	23,761	Governance
Other	-	24,923	24,923	41,318	Governance
	<u>616,162</u>	<u>159,028</u>	<u>775,190</u>	<u>618,267</u>	

11. Net income/(expenditure)

Net income/(expenditure) for the year is after charging:

	2024 £	2023 £
(Loss)/profit on disposal of fixed assets	(14,996)	(298)
Depreciation of leasehold assets	19,185	10,317
Depreciation of owned assets	43,869	50,605
Auditor's remuneration for audit services:		
Charity	7,700	7,000
Subsidiary	6,300	6,000
Non-audit services	6,000	8,000
Rental of shop premises - operating leases	127,587	115,952
Other operating leases	<u>53,383</u>	<u>43,507</u>

Notes and Accounting Policies

Year ended 31 March 2024

12. Analysis of staff costs, Trustee's remuneration and expenses and the costs of key management personnel

The aggregate payroll costs were as follows:

	2024	2023
	£	£
Wages and salaries	3,856,794	3,326,121
Social security costs	332,925	275,904
Pension costs	228,280	216,734
Other staff costs	72,862	85,590
Apprenticeship levy	5,696	2,549
Agency fees	297,822	564,291
	<u>4,794,379</u>	<u>4,471,189</u>

The Trustees did not receive any remuneration as Trustees during the year. One Trustee was reimbursed for travel costs incurred in respect of the charity during the year. The total costs reimbursed in the year were £1,409 (2023: £595).

The average number of full and part time employees during the year was 193 (2023: 189).

The number of employees whose emoluments exceeded £60,000 based on a full year's salary is as follows: within the £60,000 - £70,000 band: 1 (2023: 1), within the £70,000 - £80,000 band: 1 (2023: 1), 2 of the employees are members of one of the defined benefit pension schemes.

The key management personnel of the group comprises the Senior Management Team as shown on page 4. Last year this was considered to be the executive team only. The aggregate employee benefits payable to the key management personnel for the year were £300,516 (2023: £177,121). This included pension costs of £38,583 (2023: £16,053).

The Charity gives full fair consideration to applications for employment by disabled persons and has regard to their aptitudes and abilities. The Charity provides appropriate training, career development and promotion for all staff including the disabled employees.

13. Taxation

DHRT 2019 Limited is a registered Charity. As such it is entitled to certain tax exemptions on income and profits from investments and surpluses on any trading activities carried on in furtherance of the Charity's primary objectives provided that these profits and surpluses are applied solely for charitable purposes.

14. Pension scheme

An accrual provision has been recognised in the financial statements in respect of the past service deficit contribution to the Devon County Council pension scheme. The deficit is calculated based on an actuarial valuation of the scheme in 2023. It was agreed that the deficit would be funded by an increase in employer pension contributions of £42,400 in 2023/24, £44,000 in 2024/25 and £45,700 in 2025/26. In the current year accounts £44,000 (2023: £42,400) is included within creditors due within one year and £45,700 (2023: £89,696) is included within creditors due after more than one year.

The group operates an automatic enrolment scheme with NEST, which is a defined contribution plan. The assets of this scheme are held separately from those of the company in an independently administered fund. The total pension cost for the group was £63k (2023: £50k). At 31 March 2024, the group had outstanding pension contributions of £15k (2023: £12k).

Notes and Accounting Policies
Year ended 31 March 2024
15. Tangible fixed assets

Group	Leasehold buildings £	Fixtures, fittings and equipment £	Motor vehicles £	Trust website £	Total £
Cost or valuation					
At 1 April 2023	408,892	1,980,359	153,960	41,276	2,584,487
Additions	279,991	104,263	18,000	-	402,254
Disposals	-	(1,187,791)	(30,450)	-	(1,218,241)
At 31 March 2024	<u>688,883</u>	<u>896,831</u>	<u>141,510</u>	<u>41,276</u>	<u>1,768,500</u>
Depreciation					
At 1 April 2023	25,197	1,785,993	133,349	37,475	1,982,014
Chare for year	19,185	38,060	5,049	760	63,054
Eliminated on disposals	-	(1,172,795)	(30,036)	-	(1,202,831)
At 31 March 2024	<u>44,382</u>	<u>651,258</u>	<u>108,362</u>	<u>38,235</u>	<u>842,237</u>
Net book value					
At 31 March 2024	<u>644,501</u>	<u>245,573</u>	<u>33,148</u>	<u>3,041</u>	<u>926,263</u>
At 31 March 2023	<u>383,695</u>	<u>194,366</u>	<u>20,611</u>	<u>3,801</u>	<u>602,473</u>
Charity					
	Leasehold buildings £	Fixtures, fittings and equipment £	Motor vehicles £	Trust website £	Total £
Cost or valuation					
At 1 April 2023	408,892	1,936,763	153,960	41,276	2,540,891
Additions	279,991	104,263	18,000	-	402,254
Disposals	-	(1,187,791)	(30,450)	-	(1,218,241)
At 31 March 2024	<u>688,883</u>	<u>853,235</u>	<u>141,510</u>	<u>41,276</u>	<u>1,724,904</u>
Depreciation					
At 1 April 2023	25,197	1,756,551	133,349	37,475	1,952,572
Chare for year	19,185	35,936	5,049	760	60,930
Eliminated on disposals	-	(1,172,795)	(30,036)	-	(1,202,831)
At 31 March 2024	<u>44,382</u>	<u>619,692</u>	<u>108,362</u>	<u>38,235</u>	<u>810,671</u>
Net book value					
At 31 March 2024	<u>644,501</u>	<u>233,543</u>	<u>33,148</u>	<u>3,041</u>	<u>914,233</u>
At 31 March 2023	<u>383,695</u>	<u>180,212</u>	<u>20,611</u>	<u>3,801</u>	<u>588,319</u>

Notes and Accounting Policies
Year ended 31 March 2024
16. Investments
Investments – unlisted
Group and Charity

	2024	2023
	£	£
Shares in Brain in Hand	<u>5,000</u>	<u>5,000</u>
Cost of shares in Hannah's (1988) Limited	2	2
Cost of shares in Hannahs Limited	<u>2</u>	<u>2</u>
	<u>4</u>	<u>4</u>

The investments of the Charity include the 2, £1 shares in Hannah's (1988) Ltd, a company incorporated in England and Wales, which represents the whole of the share capital. Hannah's (1988) Limited now operates nine charity shops, one in Ivybridge, six in Plymouth, one in Newton Abbot and one in Saltash, all selling donated goods. The profits earned by the company are passed to the Charity by means of a distribution under Gift Aid; the amount distributed to the Charity as at the year ended 31 March 2024 was £405,462 (2023: £193,244). Hannah's (1988) Limited is registered in England, company number 02258879. Any remaining profits have been distributed post year end.

Hannahs Limited was incorporated on 20 April 1995 and was used to operate self-catering holidays for people with disabilities during the holidays. The company is currently dormant. It has two issued and fully paid ordinary £1 shares owned by Dame Hannah Rogers School. Hannahs Limited is registered in England, company number 03047816.

The registered address for both companies is that of the Charity.

17. Stock

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Food and other stock	<u>18,770</u>	<u>31,914</u>	<u>18,770</u>	<u>31,914</u>

Notes and Accounting Policies

Year ended 31 March 2024

18. Debtors

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	193,737	312,463	184,257	303,811
Prepayments and accrued income	224,436	174,020	189,393	137,996
Amounts owed from group undertakings	-	-	85,055	-
Other debtors	8,383	64,306	3,344	56,189
	<u>426,556</u>	<u>550,789</u>	<u>462,049</u>	<u>497,996</u>

19. Creditors - Amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Bank loans – (note 20)	40,000	40,000	40,000	40,000
Other loans – unsecured (note 20)	50,000	50,000	50,000	50,000
Trade creditors	87,748	269,713	85,180	267,609
Amounts owed to group undertakings	-	-	-	441,906
Accruals and deferred income	214,172	275,889	207,587	256,089
Other taxation and social security	78,734	134,215	78,734	133,930
Obligations under finance lease (note 21)	17,395	6,086	17,395	6,086
Other creditors	74,282	73,538	74,282	73,539
	<u>562,331</u>	<u>849,441</u>	<u>553,178</u>	<u>1,269,159</u>

20. Creditors – Amounts falling due after one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Accruals	14,818	50,366	14,818	50,366
Bank loans - CBIL	50,000	90,000	50,000	90,000
Other loans - unsecured	200,000	250,000	200,000	250,000
Obligations under finance lease (note 21)	15,657	3,975	15,657	3,975
Other creditors	45,700	119,696	45,700	119,696
	<u>326,175</u>	<u>514,037</u>	<u>326,175</u>	<u>514,037</u>

The bank loan has a credit period of 72 months, with a fixed interest base rate of 4.33%. The bank loan is unsecured.

The other unsecured loan is interest free and is repayable in equal annual instalments over a ten-year period.

Notes and Accounting Policies

Year ended 31 March 2024

21. Obligations under finance lease

The finance lease relates to a server and computers recognised within the fixtures, fittings and equipment category of tangible fixed assets.

	Group and Charity		Present value of minimum lease payments	
	Minimum lease payments			
	2024	2023	2024	2023
	£	£	£	£
Within one year	19,675	10,305	15,953	6,086
Between one and five years	39,294	5,875	33,051	3,975
	58,969	16,180	49,004	10,061
Less: future finance charges	(9,965)	(6,119)	-	-
Present value of lease obligations	49,004	10,061	49,004	10,061

Included in the financial statements as:

	2024	2023
	£	£
Current obligations under finance lease	15,953	6,086
Non-current obligations under finance lease	33,051	3,975
	49,004	10,061

The finance lease is secured by the lessor's title to the leased assets which have a carrying value of £48,162 (2023: £11,206). The Trustee considers that the carrying amount of the obligation under finance lease is approximate to its fair value.

Notes and Accounting Policies

Year ended 31 March 2024

22. Fund balances

Group	Balance Brought Forward £	Incoming Resources £	Resources Expended £	Gains on investments £	Balance 31 March 2024 £
Restricted Funds					
Bungalow refurbishments	-	213,360	-	-	213,360
Works at Mews and sensory garden	150,000	34,065	-	-	184,065
Other	55,792	3,504	(11,487)	-	47,809
Unrestricted Funds					
General Unrestricted Funds	2,002,970	6,339,218	(6,467,118)	8,696	1,883,766
At 31 March 2024	<u>2,208,762</u>	<u>6,590,147</u>	<u>(6,478,605)</u>	<u>8,696</u>	<u>2,329,000</u>
	Balance Brought Forward £	Incoming Resources £	Resources Expended £	Gains on investments £	Balance 31 March 2023 £
Restricted Funds					
Works at Mews and sensory garden	-	150,000	-	-	150,000
Other	59,636	9,490	(13,334)	-	55,792
Unrestricted Funds					
General Unrestricted Funds	1,732,658	6,357,669	(6,087,357)	-	2,002,970
At 31 March 2023	<u>1,792,294</u>	<u>6,517,159</u>	<u>(6,100,691)</u>	<u>-</u>	<u>2,208,762</u>
Charity	Balance Brought Forward £	Incoming Resources £	Resources Expended £	Gains on investments £	Balance 31 March 2024 £
Restricted Funds					
Bungalow refurbishments	-	213,360	-	-	213,360
Works at Mews and sensory garden	150,000	34,065	-	-	184,065
Other	55,792	3,504	(11,487)	-	47,809
Unrestricted Funds					
General Unrestricted Funds	1,402,068	6,546,960	(6,093,286)	8,696	1,864,438
At 31 March 2024	<u>1,607,860</u>	<u>6,797,889</u>	<u>(6,104,773)</u>	<u>8,696</u>	<u>2,309,672</u>
	Balance Brought Forward £	Incoming Resources £	Resources Expended £	Gains on investments £	Balance 31 March 2023 £
Restricted Funds					
Works at Mews and sensory garden	-	150,000	-	-	150,000
Other	59,636	9,490	(13,334)	-	55,792
Unrestricted Funds					
General Unrestricted Funds	1,535,933	5,536,162	(5,670,027)	-	1,402,068
At 31 March 2023	<u>1,595,569</u>	<u>5,695,652</u>	<u>(5,683,361)</u>	<u>-</u>	<u>1,607,860</u>

Notes and Accounting Policies

Year ended 31 March 2024

Unrestricted General Funds

The Trustee Board believes that in order to ensure the continued provision of our services to the Charity's beneficiaries in the event of an unexpected reduction in funding or incurring of unplanned expenditure, the Charity should hold free reserves from which it can draw down. At 31 March 2024, the Trust had free reserves of £1,256,240 (2023: £1,451,289). Free reserves are represented by unrestricted funds less unrestricted fixed assets. The Trust utilises reserves to finance unforeseen cost pressures and to support significant investment in land, buildings, fixtures, fittings, vehicles and equipment in order to maintain and further develop the service level it provides. This development has continued during the year with investment in the year of £402k (2023: £220k) in tangible fixed assets, spent mainly on our residential accommodation refurbishment programme; which was met from free reserves, grants, legacies and other fundraising. Levels of income and expenditure are not usually subject to material fluctuations in the short term and can be forecast with a reasonable degree of certainty. Business interruption insurance (24 months' loss of income) is also in place. The Trustee Directors regularly review the reserve levels. The current policy to ensure adequate reserves is based on a risk-based approach. Trading risk, other operational risks and significant likely investments are estimated considering existing commitments and planned future activities. Free reserves at 31 March 2024 meet the estimated net risk. In order to be able to continue to achieve the necessary improvements to our service, property, grant, legacy and other fundraising support will be essential over the next 12 months and beyond.

Unrestricted Designated Funds

It is the Trustee Board's intention to continue to meet and maintain its free reserves to be able to meet the estimated net risk. Through ongoing improved financial performance and increased external support for the essential and highly valuable care services provided, the Trustee board aims to set up unrestricted Designated Funds that will support the necessary ongoing investment in the following key areas over the next 24 months:

1. Residential Accommodation Refurbishment and Improvement Fund - including ongoing and further planned refurbishments and improvements at all 7 residential buildings.
2. Staff Retention and Recruitment Fund – with the well-documented and ongoing staffing crisis in social care further investment in our highly valued and dedicated staff will be essential.
3. Energy Crisis Fund – to support both energy efficiency where possible/advisable and support the expected and ongoing higher energy prices.
4. Activity Areas Improvements Fund – including but not limited to further improvements to the hydro-therapy pool, sensory rooms, sensory gardens, improved site accessibility and grounds.
5. Site Development Fund – a feasibility study has been completed. Significant future funding will be required to ensure that the Charity can make the best possible use of the sites it operates from.

Without additional funding support, it will be extremely difficult for the Charity to be able to meet these additional significant challenges and be able to continue to deliver and improve on the excellent level of care and support provided. In the short-term Trustees are aware that it is likely that the Unrestricted General Reserve will be required to support these significant but necessary cost pressures, further charitable support will be required to ensure that the Charity can continue to deliver its highly valued services into the future and be able to keep an appropriate level of Unrestricted Reserves.

Other Restricted Funds include:

- Various donors – BOMA 7 Wheelchair. Funds brought forward of £1,281, depreciation charged of £320 leaving a balance carried forward at the year-end of £961.
- ATASS Foundation – funds brought forward of £4,627 were used to part purchase a vehicle costing £11,500 during the year. A depreciation charge of £1,157 depreciation has been made leaving a balance carried forward at the year end of £3,470.

Notes and Accounting Policies

Year ended 31 March 2024

- Leather Sellers Company/Lord Tavernors - in prior years £50,000 was received to purchase a minibus. Funds brought forward £6,729, depreciation charged of £1,682 leaving a balance carried forward at the year-end of £5,047.
- Funds raised from various donors towards Hydro equipment and sensory toys for Ivybridge. Funds brought forward of £3,393, depreciation charged of £170 leaving a balance carried forward at the year-end of £3,223.
- League of Friends Newton Abbot Hospitals – income was received in 2018 for the purchase of wheel chair clamping equipment, Hydrotherapy pool replacement trolley and hoist, hydro changing trolley, overhead tracking and hoisting equipment, a mobile hoist and Defib Tech Lifeline and associated fixing costs. Funds brought forward of £3,345, depreciation charged of £669 leaving a balance carried forward at the year-end of £2,676.
- Bruce Wake Charitable Trust – income of £2,500 was received in 2018 towards a Veloplus wheelchair bike, along with a further £4,400 in 2019 - £1,400 from The Hedley Foundation and £3,000 giving a total fund of £6,900.
The funds were spent in full on fixed assets in 2020. Funds brought forward of £3,211, depreciation charged of £642 leaving a balance carried forward at the year-end of £2,569.
- The Clemas Trust £2,520 income was spent on fixed assets in 2018. Funds brought forward of £731, depreciation charged of £146 leaving a balance carried forward at the year-end of £585.
- Percy Billington Charity – income of £4,420 was received for the purchase of a main swing platform for sensory therapy. This income was spent on fixed assets in 2018. Funds brought forward of £1,458, depreciation charged of £292 leaving a balance carried forward at the year-end of £1,166.
- In 2020 funds of £5,118 were received from The Edward Gosling Foundation towards the lighting in the car park, this was spent in full. Funds brought forward of £4,166, depreciation charged of £210 leaving a balance carried forward at the year-end of £3,956.
- Kitchen appeal raised £5,982 in 2020 which was spent in full on a new kitchen in the adult bungalows, a further donation to the fund of £25 was received in 2022. Funds brought forward of £4,899, depreciation charged of £244 leaving a balance carried forward at the year-end of £4,655.
- In 2020 funds of £24,213 were received from The Edward Gosling Foundation in respect of capital and restructure match funding. Funds brought forward of £12,433, depreciation charged of £437 leaving a balance carried forward at the year-end of £12,006.
- In 2022 money was donated towards a shower trolley fund. Funds brought forward were £9,509, during the year, with depreciation charged of £2,014 leaving a balance carried forward at the year-end of £7,495.
- During the year ended 31 March 2023 a legacy of £150,000 was received towards improvement works at the Mews and a sensory garden. A further legacy of £34,065 was received during the year. This balance of £184,065 remains in the fund, however £37,568 has been spent on improving the Mews building and has been capitalised. This will mean that the fund will be depreciated in future years. In cash terms, £146,497 remains available to invest in improving the Mews building.
- During the year the charity received campaign grants and income of £213,360 for bungalow refurbishments, this has been spent in full during the year on the bungalow refurbishment and the fund will be depreciated in future years.

Notes and Accounting Policies

Year ended 31 March 2024

23. Analysis of net assets between funds

Group	Fixed assets £	Investments £	Current assets £	Liabilities £	Total 2024 £
Restricted Funds					
Other Funds	298,737	-	146,497	-	445,234
	<u>298,737</u>	<u>-</u>	<u>146,497</u>	<u>-</u>	<u>445,234</u>
Other Funds/Reserves					
Unrestricted Funds	627,526	5,000	2,139,746	(888,506)	1,883,766
	<u>926,263</u>	<u>5,000</u>	<u>2,286,243</u>	<u>(888,506)</u>	<u>2,329,000</u>

24. Operating leases

Operating leases where the Group and Charity is lessee

At 31 March 2024 the total of future minimum lease payments under non-cancellable operating leases (including shop premises) for each of the following periods were as follows:

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Not later than one year	374,141	390,048	303,383	302,000
Later than one year and not later than five years	1,348,070	1,298,207	1,211,476	1,208,000
Later than five years	<u>4,426,346</u>	<u>4,483,800</u>	<u>4,426,346</u>	<u>4,483,800</u>
	<u>6,148,557</u>	<u>6,172,055</u>	<u>5,941,205</u>	<u>5,993,800</u>

25. Related party transactions

There were no related party transactions during the year.

26. Reconciliation of net income to net cash outflow from operating activities

	2024 £	2023 £
Net income for the year	120,238	416,468
Adjustments for:		
Depreciation charges	63,054	60,922
Interest from investments	(13,841)	(524)
Loss on disposal of tangible assets	14,996	298
Decrease in stocks	13,144	5,523
Decrease/(increase) in debtors	124,233	(59,140)
(Decrease) in creditors	<u>(377,964)</u>	<u>(482,265)</u>
Net cash (used in) operating activities	<u>(56,140)</u>	<u>(58,718)</u>

Notes and Accounting Policies
Year ended 31 March 2024

27. Analysis of cash and cash equivalents

	2024	2023
	£	£
Cash in hand	1,840,917	2,382,064
Total cash and cash equivalents	1,840,917	2,382,064

28. Analysis of changes in net funds

	At 1 April 2023	Cash-flows	At 31 March 2024
	£	£	£
Cash	2,382,064	(541,147)	1,840,917
Loans falling due in less than one year	(90,000)	-	(90,000)
Loans falling due after more than one year	(340,000)	90,000	(250,000)
	1,952,064	(451,147)	1,500,917

29. Non-adjusting events occurring after the end of the reporting period

On the 30th September 2024, the charity purchased the main historical site that the Charity has operated from since 1958 for £3m. This was funded by a £0.6m deposit (£0.2m from Charitable Reserves and a £0.4m unsecured EGF Loan) and a £2.4m bank loan.