



# ANNUAL REPORT AND ACCOUNTS 2023/24

Financial year ended 30 September 2024



Royal Hospital for  
Neuro-disability



## Our patron

Her Majesty Queen Elizabeth II (Deceased 8 September 2022)

## President

Leonora, Countess of Lichfield

## Vice Presidents

Des Benjamin  
Ruth Maxwell  
Shirley Palmer  
Alan Sanders  
The Mayor of Wandsworth (ex Officio)

## Administrative details

Royal Hospital for Neuro-disability  
Registered charity number – 205907  
Companies House registration – RC00481

Royal Hospital for Neuro-disability (Services) Limited  
Company registration number – 04570542 (Non Trading)

## Principal address and registered office

Royal Hospital for Neuro-disability  
West Hill  
Putney  
London SW15 3SW

## Our advisors

### Auditor

Crowe U.K. LLP  
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### Banker

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### Insurance Broker

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Brunel Road  
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### Investment Custodian

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8021 Zurich  
Switzerland

### Investment Manager

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London  
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### Solicitors

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Kings Orchard  
1 Queen Street  
Bristol  
BS2 0HQ

# Our Trustees and Executives

## Board of Trustees

### Jane McCormick - Chairman

Previously a senior partner at KPMG and a member of the global management team for KPMG International. Chairs and serves on the boards of a number of commercial and not for profit organisations.

### Andy Bailey – (from 19 October 2023)

Chief Marketing Officer primarily from the technology and services sectors, now non-executive director, advisor and interim board member of Roffey Park Institute and strategy advisor to Tollejo and BeMyEyes.

### Mark Cooke

Currently the Chief Risk Officer for Schroders Personal Wealth, following on from a Technology start up in the Risk space. He was previous to that the Group Head of Operational Risk, Group General manager at HSBC and Chair of ORX; not for profit Industry Risk Consortium.

### Dominic Fairclough

A partner in the personal injury and clinical negligence team at Russell-Cooke solicitors, whose expertise includes advocacy in Coroners Courts advising on clinical negligence and personal injury claims.

### Christopher Foster

Served as a bishop for twenty years and over seven years as member of the House of Lords with a lifelong concern for the wellbeing, support and care of the most vulnerable people in our communities, and for those closest to them. He is a non-exec director of NHS Somerset, chairing finance and people committees.

### Julie Harding – Deputy Chair (retired 19 October 2023)

A HR professional working locally and internationally with HSBC before specialising in culture and change management at the Co-operative Bank and more recently, the House of Commons.

### Deborah Hill

Works as a Finance Director at Unilever PLC with international finance and risk management expertise.

### Tessa Lindfield – (from 19 October 2023)

A Director of Public Health with senior NHS and Local Government experience of strategy, commissioning and delivery of health and care services. Previously a Speech and Language Therapist specialising in Neuro-disability and assistive technology.

### Salah Mirza (from 19 October 2023)

Salah is Director of Finance and Resources at Kings College Hospital Charity and is a Board Director at EMD UK where he chairs the Finance & Audit Committee.

### Hugh Rees (Treasurer)

Previously a non-executive director at Enigma Healthcare based in Singapore and formerly the Chairman and CEO of Wilkinson Healthcare, following an international career in finance and corporate strategy and general management in the pharmaceutical and medical devices industries.

### Deborah Sanders – Deputy Chair

Chief Executive at Barnet Hospital and executive director of the Royal Free London NHS Foundation Trust. A registered nurse with 10 years' experience as a chief nurse and director of infection prevention and control.

### Chris Streather

Regional Medical Director and CCIO NHSE London, previously Chief Medical Officer Royal Free London NHS Foundation Trust, Trustee Royal Free Charity.

### Shoaib Ali Shah (retired 25 July 2024)

Extensive knowledge in Racial Equality, Equal Opportunity and Diversity; a champion with 25 years of work experience both at local and national level.

## Executive Directors

**Paul Allen**  
Chief Executive

**Jane Beaven**  
Director of Fundraising, Marketing, Communications and Facilities

**Frances Low**  
Director of Governance

**Steven Luttrell**  
Medical Director

**Lesley Mill**  
Director of Service Delivery

**Nanda Ratnavel**  
Director of Finance

**Della Warren**  
Director of Nursing



# Our Trustees and Executives

## Our Board committees

### Audit and Risk Committee

Mark Cooke – Chair  
Julie Harding (retired 19 October 2023)  
Jane McCormick  
Salah Mirza (from 19 October 2023)

### Board Medical Committee

Dominic Fairclough  
Deborah Sanders  
Chris Streather - Chair

The Executive and senior clinical staff are also members

### Chairman's Committee

Mark Cooke  
Chris Foster  
Hugh Rees- Treasurer  
Jane McCormick - Chairman  
Deborah Sanders  
Chris Streather

### Ethics Committee

Paul Allen – Chief Executive  
Geoff Coyne – Hospital Chaplain  
Dominic Fairclough  
Christopher Foster - Chair  
Dr Andrew Hanrahan – RHN consultant nominated by the Chief Exec  
Jane McCormick  
Laurence Oates (Co-optee)  
Deborah Sanders  
Shoaib Ali Shah (retired 25 July 2024)

Other members of Executive are also members and staff, GPs and others also attend

### Finance Committee

Andy Bailey  
Adam Barber (Co-optee)  
Rebekah Fajemirokun (Co-optee)  
Deborah Hill  
Hugh Rees – Treasurer and Chairman  
Christopher Streather

### Nominations and Remuneration Committee

Mark Cooke  
Chris Foster  
Jane McCormick - Chairman  
Hugh Rees  
Deborah Sanders  
Chris Streather

### Patient Safety and Quality Committee

Andy Bailey  
Julie Harding  
Trudi Kemp  
Deborah Sanders – Chair  
Shoaib Ali Shah (retired 25 July 2024)  
Chris Streather  
Tessa Lindfield (from 19 October 2023)



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## Chairman's opening statement

It has been another busy year at the RHN with a number of challenges and causes for celebration.

During the year our three new trustees, Tessa Lindfield, Andrew Bailey and Salah Mirza brought new skills and perspectives to our board but we were sorry to lose Shoaib Ali Shah who was such a familiar presence at the hospital, latterly as a trustee but for many years visiting his son who was a patient. We thank Ali for his incredible contribution in both of these ways and look forward to welcoming him back in due course as a Fellow. During the year the board has worked closely with the talented executive team considering our longer term strategy, further developing our risk assurance framework and providing constructive challenge on difficult decisions in an embodiment of good governance.

With the continued impact of inflation, especially on wages, there have been some financial challenges. It is great that we are able to increase the amount we pay to our dedicated staff and my thanks go to the executive team for the fact that through a strong focus on cost control we have been able to do this whilst meeting our budget and without affecting the quality of the care provided to our patients and residents.

A large contribution to our financial stability is our very low level of staff vacancies and low staff turnover. When I speak to staff it is clear that what makes a difference is our focus on patient care, our ethos as a charity and the fact that we are a learning and

teaching organisation. During the year we received an award from NHS England (NHSE) for our supervision and preceptorship framework for new registered nurses and nursing associates, and we had 2 advanced care practitioners and 15 nurse associates in training. As the centre of excellence on complex neuro-disability we continue to conduct a number of research projects and offer training and insight to other organisations. Our principal clinical psychologist, Axel Rose was awarded a PhD for her work on the assessment of mood after severe acquired brain injury. We are proud to be the first independent healthcare provider in the UK to achieve the international designation of Pathway to Excellence with the American Nurse Credentialing Center.

Our prudent management of resources and the generosity of donors has allowed us to continue with our programme of ward refurbishments. It is, of course, critical to the sustainability of the service we provide that we are able to continuously repair and upgrade our facilities to provide modern standards of care. We are grateful to donors who have contributed to these capital projects and also to those that help support the therapies and other services we provide to our patients and residents that have such a positive impact on the quality of their lives.

**Jane McCormick**  
Chairman  
January 2025



# Chief Executive's introduction

As we reflect on the past year at the RHN, I would like to take this opportunity to share some key progress and achievements.

A major achievement is the American Nurses Credentialing Center (ANCC) awarding the highly esteemed Pathway to Excellence designation to the RHN, the first independent hospital in the UK to achieve this prestigious recognition.

The designation recognises healthcare organisations that foster a positive and empowering work environment, provide outstanding care and is testament to the hard work of our entire workforce. As a national centre of excellence for neuro-disability, the RHN is an environment where staff feel supported and empowered and to have this internationally recognised is extremely rewarding for everyone.

In addition, there has been much progress on our strategy, with 2024 being the second year of our current 5-year strategy. The RHN's top priority will always be providing the best possible care for our patients and residents and as such, Patient Experience is at the heart of this strategy. It sets out the RHN priorities to ensure the best experience for patients, residents, their families and advocates. Patients and residents were also actively involved in creating a strategy on their own care. I am also pleased to report that service level forums and an RHN wide forum have replaced the Patient Representative Committee. These are already enabling many more patients and relatives to engage in discussions and for their voices be heard widely.

The year has also seen some key achievements in improvements to our infrastructure. The expansion of the ventilated bed capacity has been completed, with 32 ventilated beds now on site across Leonora and Jack Emerson (JEC) wards. A major refurbishment of Hunter Ward is well underway and will finish in January 2025. As we continue to modernise in order to deliver high quality care the refurbishment of Glyn Ward, approved by the Board in October 2024, will swiftly follow. We have also been working with students from the KLC Design School, on a pro bono basis, with teams producing a number of different designs for staff changing facilities in the main building basement. The winning design has been chosen and we intend to implement this as part of our priority to make the RHN a better place to work and to encourage more staff to cycle to work and be more active. It is also a key priority as the majority of our staff change into uniforms for infection prevention control (IPC) reasons whilst on site.

The RHN has been awarded the Race Equality Matters Bronze Trailblazer Status. Bronze is the first stage in the Trailblazer series spotlighting organisations that are implementing impactful solutions to drive race equality. There is also an extensive Equality, Diversity and Inclusion (EDI) programme across the RHN with many celebrations and events marked throughout the year. This is reflective of our diverse workforce and patient groups. A Race Equality Network (REN) has been launched with much success and this continues to be an area of focus and engagement for all. We also celebrate many professional events, such as Allied Health Professional Day and International Nurses Day, along with an annual RHN Festival for all of the RHN community.

Financially, we have had another year of achieving budget at the hospital level, which is particularly satisfying as we continue to be challenged by downward pressure on fees and upward pressure on salaries. However, raising voluntary income through fundraising continues to be challenging and we did not achieve our target for a second year.

During the year, the executive and board commenced a significant piece of work on the long-term strategy for the RHN, looking at a 10-year time horizon. The board and executive held a workshop in January 2024 and a number of focus groups have been meeting since then, working on various aspects of the long-term strategy. Work on this will continue throughout 2025.

Looking forward, we are excited about the opportunities ahead and recognise there are many challenges to come given the pressures in the wider healthcare sector. However, we look forward with positivity and I would like to thank our staff and volunteers for another year of excellent work, whether in a direct clinical role or support function.



**Paul Allen**

Chief Executive  
January 2025



# Report of the trustees

## for the year ended 30 September 2024

The Trustees are pleased to present their annual report, together with the financial statements of the charity for the year ended 30 September 2024.

The financial statements comply with the Charities Act 2011 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### Our purpose

The charity's object is to give permanent relief to such persons as are hopelessly disqualified for the duties of life by disease, accident or deformity. The charity aims to enable people with profound or complex disabilities, resulting from damage to the brain or other areas of the nervous system, to enjoy an optimal quality of life through enhanced independence.

### Public benefit

The Royal Hospital for Neuro-disability's trustees have considered the Charity Commission's published guidance on public benefits requirements under the Charities Act 2011.

The Charity carries out its objects and activities through:

- contracts with NHS England to provide rehabilitation to adults following catastrophic brain injuries;
- contracts with Integrated Care Boards and others to provide care to adults who, following brain injury, require continuing specialist and complex care; and
- fundraising in order to enhance the care and wellbeing of patients and residents, by improving facilities available to them, developing and providing therapies such as occupational art and music therapies, offering recreational and social events, and providing pastoral care to all – whatever their faith or background.

### Our charity

Founded by Andrew Reed in 1854, the Royal Hospital for Neuro-disability (RHN) is a charity hospital and research centre.

Our charitable status enables us to raise funds for a variety of specialist services that complement the NHS funded care package received by our patients and residents. These services broadly cover our Brain Injury Service and Continuing Care Service, both aimed at improving the quality of life for our patients and residents living with severe neurological disabilities.

As a medical charity with a holistic approach to treatment, we take great pride in delivering excellent work in the areas of assessment, rehabilitation and specialist care to some of the most disabled adults in the UK, as well as support to their families.





# Fundraising

2 years into the RHN's 5-year strategy – “The Path to Excellence”, Fundraising's contribution in support of the RHN's vision and mission, continues to be crucial, as voluntary income supports the overarching ambition to be a national centre of excellence for complex neuro-disability.

The funds raised come from a variety of sources and they complement the RHN's care package.

In 2023/24, fundraising generated £2.5m (82% of target), making it possible for the services listed below to be provided. These services added value to the care given to every patient and resident.

## Funded services:

- Music Therapy
- Occupational Art Therapy
- Leisure and Families Service
- Physiotherapy equipment and hoists
- On site multi faith chaplaincy services
- Specialist adapted wheelchair services
- Hardship fund to help struggling families
- Nurse escorts and transport for patient trips

## In addition to the above, fundraising's engagement with individuals, businesses and Trusts achieved the following:

- Raised over £400k towards the Hunter Ward refurbishment capital project
- Obtained a £200k legacy donation
- Raised £40k of in memory donations from patient families and friends
- Funded the development of a new sensory theatre for patients
- Raised sufficient funds in support of specialised sporting equipment

With our charitable status, the RHN is well placed to secure additional funds that can contribute to the vital work of providing specialist care and rehabilitation for patients and residents.

The RHN is registered with the Fundraising Regulator and fully complies with their Code of Practice. No external professional fundraising bodies or commercial participators carry out activities on behalf of the RHN. The Events team do purchase places in external fundraising events, such as the London Marathon which are appropriately regulated.

No person on behalf of the charity, or the RHN itself was subject to an undertaking to be bound to any voluntary scheme for regulating fundraising or any voluntary standard of fundraising in respect of activities on behalf of the charity.

There has been no failure to comply with any schemes and the RHN does not monitor activities carried out by any person on behalf of the charity for the purpose of fundraising as this is not necessary.

No complaints have been received by the RHN or a person on behalf of the charity.

The fundraising department complies with all codes of best practice as set out by the Fundraising Regulator and Charity Commission to ensure all necessary steps are followed to protect vulnerable people and other members of the public from behaviour in connection with such activities. The RHN is committed to transparent and ethical conduct in all matters relating to fundraising.



# Activity at the RHN in 2023/24

## Statistics

	2024	2023
Admission to the hospital	194	195

## Bed Capacity

Brain Injury Service (excl. DToC)	42	42
Delayed Transfer of care (DToC)	6	6
Continuing Care	187	185
Aggregate bed capacity	235	233

## Annual Bed Occupancies

Brain Injury Service (excl. DToC)	38	40
Delayed Transfer of Care	5	4
Continuing Care	177	179
Average bed occupancy	220	223

Patients treated within the BIS	133	173
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Percentage occupancy rate BIS inc. DToC	90%	92%
Percentage occupancy rate BIS excl. DToC	90%	95%
Percentage occupancy rate CC	95%	97%

The RHN is a registered Charity contracting with the NHS to provide the best possible rehabilitation and care for people living with a neuro-disability. In October 2022 we launched our 5-year strategy “A Path to Excellence” and our plans demonstrate our clear commitment to our patients and residents and our partnership with NHSE and integrated care boards (ICBs). Quality and Value for our Commissioners is an important part of our strategy, alongside our commitment to delivering exceptional care to our patients and residents.

We combine expert clinical care specialist therapies and innovative technologies to enable the best possible quality of life for people with neuro-disability. Our service pathways include:

- Ventilation and complex respiratory service
- Brain Injury service (Level 1 commissioned services)
- Neuro-behavioural service
- Specialist Nursing Home including a unit specifically designed to meet the needs of younger adults transitioning from longer term paediatric to adult care
- Augmentative and Alternative Communication service (Outreach service)

In 2023/24 the RHN accepted 194 admissions, which is comparable with admissions accepted in the previous year.

## Brain Injury Services

Of the 48 beds in the Brain Injury Service, 42 beds were used as part of the NHSE contract for the provision of specialist rehabilitation level 1/2a, with an additional 6 contingency beds to accommodate delayed transfers of care, pressure alleviation from NHS bed blocking and spot purchase packages for both NHS and private patients with rehabilitation needs.

The average length of stay in the Brain Injury Service was 15.2 weeks, a reduction in length of stay from the previous year which was 17.5 weeks. The data for length of stay and percentage occupancy does not include delayed transfers of care.

The RHN is committed to continuously improving responsiveness to referrals and aims to process referrals within 14 days of receipt. Furthermore, the RHN dedicates

its resources to maintain its ability to admit patients with considerably high complex needs, which is recorded on admission and discharge. The RHN continues to be a leader in the industry with its ability to accept patients who are severely impaired.

In 2023/2024, the RHN facilitated 176 discharges from across all our services. This data is inclusive of discharges to home and other services; and excludes deaths.



# Research and innovation

**In 2022 we developed our research strategy with the following priorities:**

- Understanding more. We are committed to understanding more about neuro-disability
- Discovering more. We are committed to discovering new interventions, support and methods of care
- Sharing more. We will share our understanding, knowledge and expertise within the RHN to ensure that our practice is up to date and with others for the benefit of the wider population of people with neuro-disabilities

**Our focus is on areas where there is potential benefit for our patients and residents and we are recognised for our expertise in:**

- Disorders of consciousness
- Tracheostomy and long-term ventilator support
- Service and technology innovation
- Oral health and dental care

We are also undertaking research and innovation in other areas of relevance to our services.

As part of sharing our knowledge and expertise, we organised 26 courses, 11 of which were online and 8 delivered at another organisation.

This year we also hosted 3 conferences to bring together experts to share good practice and discuss the latest

developments in infection prevention and control, health digital technology and clinical development in Disorders of Consciousness.

We organised 5 lectures open to all and available on the RHN YouTube channel.

2 of our staff have successfully completed a Master's degree and 1 staff member completed her PhD looking at the assessment of mood in people with severe brain injury at Glasgow University.

## Publications during 2023/24 are listed below.

### Articles:

Parsons L, Doshi M, Rice C. "Lip and tongue biting in patients with a brain injury: a practical guide". Practical Neurology. 2024 Jul 23.

Rose AE, Cullen B, Crawford S, Evans JJ. "Working towards consensus on the assessment of mood after severe acquired brain injury: Focus groups with UK-based professionals". Clinical Rehabilitation. 2024 Oct 9.

Rose AE, Cullen B, Crawford S, Evans JJ. "Assessment of mood after severe acquired brain injury: Interviews with UK clinical psychologists and medical professionals ». Clinical Rehabilitation. 2024 Sep 10.

Thorpe A. "Leaving on a Jet Plane reflections on working with a patient with complex acquired brain injury secondary to attempted suicide". Brain Injury. 2024 Jul 24:1-5.

Bradley L, Wheelwright S. "The impact of delays in transfer to specialist rehabilitation on outcomes in patients with acquired brain injury". Clinical Rehabilitation. 2024 Sep 25.

Clark T, Lewko A, Calestani M. "The circular paradox of including people with severe brain injuries and reduced decisional capacity in research: A feasibility study exploring randomized research, consent-based recruitment biases, and the resultant health inequities". Physiotherapy Theory Practice. 2024 Oct.



# Leisure and family services LaFS

**LaFS continues to evolve as a therapeutic leisure service, focussing on delivering tailored group activities and one on one sessions that prioritise the needs, preferences, and wellbeing of our residents. With a primary emphasis within our Specialist Nursing Home, we are committed to creating meaningful leisure experiences that enhance quality of life and support therapeutic goals across a variety of interests.**

LaFS has now merged with other fundraised services across the organisation to operate under the same direct reporting line, incorporating LaFS, bereavement support, chaplaincy service and the art room team.

Our ward-based activity coordinators and ward administrators in the specialist nursing home and specialist services work closely to deliver various activity sessions for residents across the week. This collaboration ensures that sessions are adapted to the unique needs of each ward, with coordinators and administrators supporting one another to make this possible. Their teamwork has significantly strengthened communication and planning, allowing us to better meet residents' interests and enhance their day-to-day wellbeing.

The visits from our pet therapy dogs have continued to be very well received across all wards, consistently bringing joy, comfort, and therapeutic benefits to residents throughout the organisation.

In partnership with LaFS, CoDA has continued to deliver 6 sessions per week across various wards at the RHN, consistently reaching full capacity and receiving enthusiastic feedback from patients, residents, family members, and staff. While CoDA lottery funding concluded in October 2024, we are actively collaborating with the fundraising team to ensure this valuable service can continue into next year and subsequent years thereafter.

Given the success of the first in house Christmas tree decorating sessions, this will now be an annual event. In November 2023 we hosted 4 workshops where residents and patients created new decorations for the trees, and with the help of a team of volunteers, the trees were beautifully set up in the first week of December.

Church services continue to be well supported, with over 80 patients and residents attending the traditional Sunday morning service in the Assembly Room, often joined by family members. The dedicated team of volunteers escorting patients and residents has proven to be effective in facilitating attendance. Our afternoon ward-based services, tailored for specific wards unable to attend the morning session, continue to thrive, including a Chatsworth overflow service, Haberdashers, JEC and Leonora wards.

In the Chatsworth Day Room, the Thursday informal service and quiz attract participants from various wards, while the Holy Communion service on Fridays in the Chapel sees a growing number of residents accompanied by family members. Additionally, the parish priest of St. Thomas A Becket, our local Catholic church, conducts a monthly mass on-site, and the visiting imam holds one to one sessions with Muslim residents.

The Chaplain's commitment to providing spiritual and pastoral care extends both on and off the wards, encompassing individual Holy Communion for those unable to attend services, personalised readings and prayers, one on one spiritual counsel, and appropriate end of life support. When suitable, the Chaplain visits patients during their acute hospital stays.

The live concerts on Wednesdays have continued to run weekly, alongside our Saturday live concerts. With both concerts now firmly established, additional volunteers support resident and patient attendance, making these performances a highlight of the week for many.

In the last year, our family accommodation facilitated 655 nights (2023: 395) of overnight stays. The family accommodation is managed by the LaFS team, who coordinate bookings for the on-site 3 bedroomed flat. As more patients and residents come from out of the area, this affordable on-site option makes it easier for family and friends to visit more frequently, despite the travel distances involved.

Over the past year, our hairdresser has continued to visit 1 day a week, facilitating 331 appointments for patients and residents. The impact of having this service is invaluable, greatly enhancing the wellbeing and confidence of our patients and residents.

Lastly, LaFS and the Social Work Team continue to run a biweekly benefit advice clinic, staffed by our local job centre. This service provides patients, residents, and their family members with invaluable advice and insights into their entitlements, along with dedicated assistance in navigating communications with the DWP. Additionally, the Brain Injury Group has reintroduced a monthly on-site legal advice clinic, further enhancing the support available to our community.



# Leisure and family services LaFS (continued)

We are thrilled to continue working with our wonderful volunteer team, whose dedication and commitment to supporting our patients and residents remains invaluable.

Volunteers
Number of new volunteers recruited between 1 October 2023 and 30 September 2024 was 83 (2023: 116)
Number of volunteers active in the year to 30 September 2024 was 161 (2023: 206)
Number of active volunteers at 30 September 2024 was 99 (2023: 169)



# Managing our risks

In order to minimise or eliminate risks to the charity during the 2023/24 financial year, potential risks were (and continue to be) identified and regularly reviewed by both the Executive team and Trustees. An online risk management system has streamlined and made more efficient the recording, assessing and reporting of risks.

In 2023/24 the RHN identified its principal risks as: Use of named patient medication as general stock, fluctuating occupancy levels and pressure on RHN income.

With regard to patient medication, there has been minimal risk to patients as staff check medicines before administration. Internal processes have been tightened and the nursing clinical education team have reinforced the understanding of differences between named patient supplies and general ward stock amongst nursing staff.

In relation to fluctuating occupancy levels, work to speed up the admissions process and reduce delays in filling beds has been completed and staff are focused on ongoing communication with commissioners and other referrers to generate additional referrals and admissions.

With the pressure on RHN income, there is regular dialogue with commissioners to fully explain inflationary uplifts requested and the quality of service provided by the hospital.

## Quality of care

We are a regulated healthcare provider with the Care Quality Commission (CQC) and the Charity Commission. Following our unplanned CQC Quality Inspection between 14 and 16 June 2023 which focused on the Safe and Well Led Key Lines of Enquiry, our rating in these two domains went down to Requires Improvement. We remain rated as Good in the other three domains. Our overall rating has however gone down to Requires Improvement.

The RHN has robust controls in place to ensure that it implements high standards of quality and safety, including quality of care and has been focussing on areas identified in the CQC quality report, including medicines management, National Patient Safety Alerts and oversight of their associated risks, infection prevention and control relating to equipment management and obtaining laboratory specimens. We have made good progress in all of these areas and completed all of the associated actions. Monitoring of progress has continued through the Clinical Quality Review Group (CQRG), through NHSE. Our Quality Account for 2023/2024 captures positive feedback from NHSE and South West London Integrated Care Board (SWLICB).

The controls we have in place are numerous and include robust clinical leadership at board level and across the hospital, a named board level trustee for quality and safety, a Patient Safety and Quality Committee, a named executive director for quality and safety, a dedicated team to drive quality and safety and robust management of the Datix incident recording and management system. We have successfully implemented the new Patient Safety Incident Response Framework (PSIRF) across the whole organisation and were the first independent healthcare provider outside of the early implementers to implement it in July 2023 ahead of the national deadline. We continue to review clinical risks and trends by the Clinical Risk and Incident Committee, review patient deaths by the Mortality Review Committee and have excellent safeguarding leadership, structures and processes with robust analysis of decision making, which has been affirmed by achieving the prestigious "Leaders in Safeguarding" discretionary gold award. We have maintained membership of the Safeguarding Adult National Network (SANN) and have consistently achieved high levels of mandatory training compliance (exceeding 90%). Our

Director of Nursing and Head of Safeguarding are recipients of NHS Safeguarding Medals, awarded by SANN for our excellence in safeguarding practice.

We have focused on the attainment of skills and competencies through a competency framework to underpin nursing and Health Care Assistants' practice. We have also expanded our Clinical Skills Team to support practice on the wards, incorporating a robust student supervision and preceptorship framework for new Registered Nurses and Nursing Associates, for which we received a National Award from NHSE. Our commitment to developing our clinical staff continues and we have successfully appointed our first trainee Advanced Care Practitioners into our workforce. Our rolling programme of training and developing Nursing Associates continues with at least 15 students in training each year. Links with the South West London Integrated Care System, including membership of the SWL Quality Council, have also been maintained.

We have an ambitious Patient and Resident Experience Strategy, which underpins the RHN Strategy 2022 to 2027, "The Path to Excellence". We also encourage feedback and involvement from patients, residents and their families through multiple formats including the Annual Patient Survey and through participation in service level forums which we have successfully introduced and through our comprehensive complaints and compliments process.

Our clinical and medical risk registers are updated monthly by named clinical directors responsible for each of the risks on the registers and clinical risks are incorporated in the organisational risk register (ORR) if they meet the threshold. The Executive Management Team (EMT) also reviews the risk registers monthly. The Patient Safety and Quality Committee (a board Committee) has oversight of clinical risks.

We have successfully achieved international designation of Pathway To Excellence® with the American Nurse Credentialing Center (ANCC), which provides us with a framework for nursing excellence through the development of positive practice environments for all of our clinicians and where nursing can excel. Led by our Director of Nursing and Pathway Director, through the senior nurse leadership and clinical skills teams across the RHN, we successfully achieved this designation in August 2024, the first independent healthcare provider to achieve this in the UK.

## Managing our risks (continued)

### Recruitment and Retention of Staff

During this financial year we have intentionally reduced the recruitment of international nurses from overseas. In the last financial year there were 32 international nurses recruited and this financial year there have been 16.

As well as this, we have recruited 13 Nurses (including 4 internal promotions) and 119 Healthcare Assistants. Continuous recruitment, assessment days and collaboration with the clinical recruiting managers have resulted in vacancy numbers reducing.

### Staff engagement, Wellbeing and Inclusion

#### Staff Engagement and Wellness Roadshow

Our annual staff engagement and wellness roadshow took place on day one of the RHN Festival in June. This popular event attracted over 350 staff during the day and 140 at night. Staff participated in various wellness activities, including health and wellbeing checks, massages, yoga, hula hooping, and a healthy juice and smoothie bar. A walkthrough roadshow in the Assembly Room allowed staff to learn about staff networks, sustainability initiatives, freedom to speak up, the employee assistance programme, mental health first aid and more.

#### Mental Health and Wellbeing

In 2023, over 45 staff members from various departments and wards across the hospital qualified as Mental Health First Aiders (MHFA). This achievement is a critical component of our People Strategy and reflects our commitment to wellbeing as part of becoming an accredited Pathway to Excellence organisation. Our goal is to equip staff with the skills and resources needed to address mental health concerns and provide essential support to colleagues. We regularly receive positive feedback from our MHFA network about the impact this support has on staff. Notably, our Mental Health First Aiders offer 24/7 coverage, with trained staff available even during night shifts.

#### Inclusion and Staff Networks

##### PRIDE@RHN

In June, PRIDE@RHN participated in the 2024 London Pride Parade as part of PRIDE month. The parade was a vibrant celebration with over 60 staff members in attendance. We also hosted a Pride themed cabaret event and movie screenings for patients, residents and staff, all of which received very positive feedback.

##### Race Equality Staff Network (REN)

The network celebrated East and South East Asian Heritage Month in September and Black History Month in October. These celebrations featured cultural food, music and guest speakers, attracting an average of 280 staff members per event. The network meets monthly and has collaborated with Reed's Café in the hospital to recognise and celebrate a broader range of religious festivals. Additionally, the network supported the RHN's accreditation as a Bronze Trailblazer (Race Equality Matters).

##### Women's Network

The recently launched Women's Network focuses on meaningful discussions around women's health, career growth, caring responsibilities, domestic violence, and other relevant topics. The network meets regularly and plans to participate in upcoming staff wellbeing and winter wellbeing events.

##### Wellbeing Council

Our Wellbeing Council, as part of our Pathway to Excellence accreditation, meets monthly and includes a multi professional team dedicated to developing wellbeing initiatives. One of our proudest achievements this year was the new recognition programme, "Celebrating Excellence: Recognising How People Demonstrate Our Values," which launched in January 2024 and runs quarterly. To date, we've received over 190 nominations, and winners of each quarter have been celebrated at afternoon tea events with CEO Paul Allen.

### Learning and Organisational Development

Since the launch of the Insight Discovery profiling tool in May 2023, we have created profiles for 95 RHN staff members, including the executive team and all nursing and workforce leads. The tool has been recognised as valuable for fostering team relationships and is now recognised as a possible option for addressing employee relations issues.

To enhance management competency across departments, we provide in house courses covering coaching skills, managing performance, time and task management, and supervision skills. These courses maintain an attendance rate of over 90% and are usually fully booked, with absences primarily due to clinical incidents or illness. This approach has reduced our dependence on external training, resulting in lower external training costs.





## Managing our risks (continued)

### Pathway to Excellence

We successfully submitted evidence for Practice 6: Leadership and Management in line with the Pathway to Excellence accreditation. This outlined our strategy for developing direct care nurses and their involvement in shaping the learning and organisational development offerings at the RHN.

### Compliance

For the past 28 months, the RHN has consistently surpassed the 90% compliance target for mandatory and statutory training, marking a strong recovery from COVID-19. We have also adjusted our refresher intervals to align with the Core Standards Training Framework, reducing the frequency for certain courses.

### Learning Management System (LMS)

In September, we acquired the Perform module to streamline our annual performance review process. This system will provide more detailed reporting and a secure digital record, significantly reducing the manual workload associated with our current paper based process. User testing is underway, with a launch planned for January 2025.

### Financial sustainability

In order to improve and provide the highest quality of care to patients and residents, the RHN recognises the need to maintain financial stability and to continue to attract donations, legacies and other fundraised income in order to invest in its facilities and equipment.

The RHN recorded a financial surplus for the financial year ended 30 September 2024 with year-end reserves considered sufficient to continue operations for between three and four months in the unlikely event that all funding ceased. Our budget for the financial year ending 30 September 2025 anticipates a surplus in income and expenditure and continued satisfactory reserve levels. Further to the budget for the forthcoming financial year, the five-year financial projection to the year ending 30 September 2029 presented to trustees sees improving surpluses and adequate cash balances as the RHN continues to alter its mix of services and invest in its infrastructure to improve services to patients and residents.

The RHN's primary sources of funding are NHSE, NHS Integrated Care Boards and Local Authorities. Notwithstanding additional funding promised to the NHS by the new government, NHS bodies receive annual increases with which to pay the RHN for its services. These are not sufficient to meet all the RHN's cost pressures so the RHN continues to work in partnership with commissioners to negotiate adequate contractual agreements whilst increasing efficiency. It is expected that the block contract for rehabilitation services with NHSE will be broken up with responsibility passed to Integrated Care Boards in the next twelve months.

The drive to maintain financial sustainability includes investment in technology, equipment and the estate with which to provide the highest standards of care and generate income. During 2023/24 essential work on Leonora ward, water and electrical infrastructure; lift repairs and the commencement of the refurbishment of Hunter ward have been carried out. On the technology front, considerable improvements have been made including work to upgrade and move servers to a secure location on the Putney site.

The RHN has sufficient reserves for the foreseeable future, and has a five-year financial projection supporting its corporate strategy. Further disclosures are available within the financial review and note 1.2 of our accounting policies.

The RHN's Committee with oversight of finances is the Finance Committee. The RHN is in the process of changing its investment manager so the committee met with the incumbent on one occasion to review the management of the RHN's investment portfolio.









# Financial review

The RHN reported an overall net surplus in funds for the year of £4.8 million (2023: £1.7 million surplus) comprising the following:

	2024 £m	2023 £m
<b>Hospital</b>		
Hospital Activity Income	53.27	49.88
Hospital Activity Expenditure	(51.86)	(49.33)
<b>Surplus from Hospital Activities</b>	<b>1.41</b>	<b>0.55</b>
<b>Voluntary and Other Activities</b>		
Donations and Other Fundraising	2.57	2.47
Other Income	0.73	0.48
<b>Income from Voluntary and Other Activities</b>	<b>3.30</b>	<b>2.95</b>
Fundraising Expenditure	(0.86)	(0.96)
Voluntary and Other Expenditure	(1.13)	(1.14)
<b>Expenditure of Voluntary and Other Activities</b>	<b>(1.99)</b>	<b>(2.10)</b>
<b>Surplus from Voluntary and Other Activities</b>	<b>1.31</b>	<b>0.85</b>
<b>Hospital and Charitable activities</b>	<b>2.72</b>	<b>1.40</b>
Net Income on Pension Scheme	0.00	0.00
Net Gains on Investments and Fixed Assets	2.04	0.30
<b>Net Surplus</b>	<b>4.76</b>	<b>1.70</b>

The RHN receives the majority of its income for patient care from NHS England (for Brain Injury Services); and from Integrated Care Boards and some Local Authorities (for Continuing Care). The Charity has also seen an increase in donations and legacies of 5% (2023: 16% decrease)

Income from donations, legacies and fundraising events is £2.6 million (2023: £2.5 million) analysed as follows.

## Donations, legacies and fundraising received for charitable expenditure during the year ended 30 September 2024

	30 September 2024		30 September 2023	
	£'000	£'000	£'000	£'000
<b>Unrestricted</b>		1,542		1,525
<b>Restricted</b>				
(1) Additional therapies and services	210		185	
(2) Purchase of specialist equipment	325		191	
(3) Research and education	96		47	
(4) Specific redevelopment and refurbishment of hospital buildings	447		523	
(5) COVID crisis response	-		1	
		1,078		947
		<b>2,620</b>		<b>2,472</b>

The RHN's fundraising activities are overseen by the Fundraising Regulator (FR) whose responsibilities include ensuring the charity records all complaints, completes an Annual Complaints Returns Report and displays the FR logo. These convey our commitment to complying with legislation as well as building trust with supporters of our charity.

## Financial review (continued)

### Expenditure on charitable activities

The continuation of successful recruitment campaigns overseas has seen the arrival of more nurses and healthcare assistants, mainly from the Philippines and the RHN has been successful in employing graduate nurses who obtained practical experience whilst at the hospital.

The RHN continues to demonstrate its commitment to its staff through paying competitively, ensuring nobody is paid below the London Living Wage; and in addition to providing staff development opportunities commenced a nursing associate programme that saw its first graduates in the autumn of 2023.

A values-based recruitment process commenced during 2022/23 and ward staff have been trained so that this can be comprehensively rolled out in 2023/24.

In terms of clinical and service development, the hospital increased ventilated bed capacity by 4 in the year and is on track to reprofile specialist nursing home beds as behavioural beds during 2023/24. The refurbishment of Wellesley ward was completed on time and to budget so improving the environment of the behavioural service.

### Investments

	30 September 2024 £ million	30 September 2023 £ million
Net gains during the year	2.04	0.30

The RHN invests surplus funds, beyond working capital requirements, in a portfolio managed by Cazenove Capital Management, the charity division of Schroder & Co Ltd. They place investments based on asset allocation ranges previously agreed by the RHN's Finance Committee, who review the Charity's investments during the course of the financial year, the target return was CPI + 3.5%. Investment income during the year was £0.73 million (2023: £0.48 million). The finance committee sets targets for the investment manager to meet and monitors performance, however, the overall performance of the portfolio reflects the general economic climate.

### Staff pension scheme

	30 September 2024 £ million	30 September 2023 £ million
Net actuarial gains on the defined benefit scheme	0.00	0.00

The results above pertain to the RHN's defined benefit pension scheme which was closed to new members in 2001 and existing members in 2006.

As at 30 September 2024, the defined benefit pension scheme was in surplus but as it is not recoverable, was restricted to zero in the disclosures (30 September 2023: zero). The surplus of £3.8 million (2023: £2.0m surplus) in the scheme is not available as a refund to the RHN and is therefore deemed to be irrecoverable under FRS102.

The RHN continues to run a defined contribution scheme for its employees which was transferred to an Aviva Master Trust in October 2019.



## Financial review (continued)

### Reserves

Reserves are held to help the charity operate effectively in accordance with the Charity Commission's guidance. The Board has carried out a detailed review of the charity's activities, identified the major risks the RHN is exposed to and produced a financial risk assessment.

Free reserves are intended to cover the following:

- Adverse movements in cash flow
- A shortfall in income net of fees payable
- A shortfall in voluntary income
- Falls in the realisable value of investments
- A contingency against business interruption

After carrying out a review of the risk areas stated above, the RHN Board of Trustees has determined a range of £13 million to £16 million (2023: range of £12 million to £14 million) of free reserves as being a minimum operating level for three months.

At 30 September 2024, the reserves were as follows:

- Free reserves of £17.3 million (2023: £15.5 million) after accounting for the defined benefit pension scheme as per FRS102 are greater than the minimum operating level required for three months.
- Designated funds of £32.0 million (2023: £29.4 million) representing the net book value of the RHN's fixed assets of £24.4 million (2023: £22.4 million) together with £0.8 million (2023: £0.7 million) for planned maintenance and £6.8 million (2023: £6.3 million) for future capital expenditure on the hospital buildings and equipment.
- Combined restricted reserves of £1.72 million (2023: £1.46 million) include £0.95 million (2023: £0.78 million) in cash required to fund specific projects.
- Endowment funds are £0.87 million (2023: £0.78 million)

The sum of the above gave total reserves of £51.9million (2023: £47.2million).

Further details of these reserves are disclosed within the statement of financial activities and balance sheet on pages 28 and 29; and in note 17.



# Going concern

The RHN is a public benefit entity, and its Board has set out a review of financial performance and the charity's reserves position. At 30 September 2024, the RHN reported free reserves of £17.3 million (2023: £15.5 million), net current assets of £7.4 million (2023: £6.7 million) and a net cash inflow of £0.2 million (2023: £2.0 million net cash outflow) for the year. The change in cash flow between the two years was due to capital outlay exceeding earnings before interest, tax, depreciation and amortisation; and movement in working capital in 2022/23.

As at 30 September 2024, the defined benefit pension scheme was in surplus but as it is not recoverable, was restricted to zero in the disclosures (30 September 2023: zero). The surplus in the scheme is not available as a refund to RHN and is therefore deemed to be irrecoverable under FRS102. The RHN's strategy of funding any residual obligation in order to eliminate any future deficit remains.

With regard to the year ending 30 September 2025, the most significant areas that are likely to affect the charity's net assets are levels of patient and fundraised income, operating revenue expenditure and capital investment.

The RHN's budget for 2024/25 and financial projection for 2025/26 were incorporated in its five year financial projection 2025/29 presented to the Board in July 2024 in support of and building on the organisational strategy for 2023/27. Prudent uplifts for patient income and an increase in the provision of ventilated and rehabilitation services are included.

In order to explore the sustainability of the RHN, a financial stress test exercise has been conducted with the above assumptions altered to model more adverse conditions in 2024/25 and 2025/26. With these changed assumptions, a consequent adverse impact was seen on income and expenditure, cash balances and reserves in those two years. In terms of cash, in order that the RHN retained desired cash balances at the end of the two financial years in question, without curtailing spend, it would be necessary to transfer £3.6 million and £3 million respectively from investments to the current bank account in 2024/25 and 2025/26.

The mitigating actions that would be taken would be to pause further major refurbishments after Hunter ward, reduce staffing where occupancy had fallen and transfer £1.7 million from investments to the current bank account in 2024/25.

It is anticipated that the mitigating actions would result in reserves being sufficient for three to four months of operations during the two years in question.

On its operational activities, the trustees believe that the current strategy for growth including some shift in the balance of services provided; and the associated rolling five-year financial projection have reasonably secured the future of the RHN to sufficiently meet the requirements of a going concern.

The hospital holds investments valued at £20.2 million (2023: £18.1 million) inclusive of cash available of £0.8 million (2023: £0.7 million). Unrealised gains amounted to £2.0 million in 2023/24 (2023: £0.3 million).

Like other healthcare providers the RHN faces inflationary pressures, the hospital continues to monitor developments

and take appropriate action. The trustees will continue to monitor plans with the RHN executive team to ensure that the RHN retains sufficient reserves to continue operating. The charity has a strong balance sheet, with unrestricted liquid reserves (general, capital and maintenance funds) of around £25 million (2023: £23 million) and so the trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

The trustees are satisfied that the RHN can continue operating for the foreseeable future and accounts have been prepared on the basis that the RHN is a going concern.

Neither the Trustees, nor any key persons within the charity, are aware of any further specific, nor general events which would change the charity's status as a going concern.



# Structure, governance and management

The RHN's governing constitution is a Royal Charter and byelaws. On 19 July 2022 Her Late Majesty the Queen allowed the amendments to the Charter and the Privy Council approved the revised byelaws. The Board brought both these documents into force at its meeting on 20 October 2022. The new Charter provides for a single Board of Governors who are the trustees of the charity. The requirement for the Board to delegate the day-to-day management of the RHN to a Chief Executive continues.

The Board is a non-executive body that has four meetings each year. It sets the strategic direction of the RHN and in 2022 agreed the current 5-year strategic plan. 2023/24 was the second year of the plan. The Board appoints committees with responsibility for scrutinising the executive's delivery of the RHN's functions, such as patient safety and quality and finance. In 2023/24 the Board adopted the Board Assurance Framework which is now being considered at each Board meeting.

The Board follows the Charity Commission's Guidance on governance. It carries out an annual review of its governance processes, including review of the committee terms of reference. Board members and senior executives are required to complete an online declaration of interests and review this at least annually and to declare any gifts and hospitality received. All staff, volunteers and Board members are required to have DBS checks every three years. Board members, the Chief Executive and the Director of Finance sign annual declarations of fitness to hold office. This is being extended to all the executive directors for the year 2024/25.

## The Board of Governors (Trustees)

In 2023/24 the constitution required that the Board must be made up of a minimum of 8 and a maximum of 15 members, who hold office for 4 years. They may not hold office for longer than 2 consecutive terms of 4 years unless the Board decides there are exceptional circumstances. Members of the Board are appointed and retire by rotation. The Nominations and Remuneration Committee regularly reviews the skills requirements of the Board. A formal recruitment process has been adopted where particular skills are being sought, which includes open advertisement and interview to ensure the appropriate skills and experience are identified and to extend the Board's ability to recruit a diverse Board. An induction programme and continuing trustee training is also in place.

3 new trustees were appointed in 2023/34 and a recruitment campaign was started for 2024/25.

reviewed. The component parts are basic pay and a market supplement reflecting the higher cost of inner London living.

The Board's Nominations and Remuneration Committee (comprising Board Members) is responsible for deciding the remuneration of the key management personnel constituting the executive directors. Chaired by the Chair of the Board, the committee considers directors' salaries and benefits. The Chief Executive's pay is determined by the committee and the Chief Executive provides advice to the Committee on the other directors' remuneration. The remuneration of the Executive team is disclosed in full in notes to the accounts.

## Responsibilities of the Executive and Committees

The Board delegates certain functions to the Executive and Committees. The day to day running of the RHN is the responsibility of the Chief Executive. The Chief Executive carries out operations according to the strategy and the budget set by the Board and is assisted by the executive team which meets every week. A new Operational Management Committee was formed in 2024. It comprises senior managers and has delegated to it some operational matters thus freeing the executive team to concentrate on strategic matters.

## Remuneration

Trustees (Board members) are not remunerated but may claim reasonable expenses.

As an employer, the charity operates the 'Putney Scale', a harmonised pay method which helps the RHN remain competitive within the healthcare industry. This is available to all nursing and therapy staff and is in line with the NHS Agenda for Change classifications and is periodically

# Looking forward

The RHN is now in the third year of its 2022 to 2027 strategy 'The Path to Excellence'. We are on track to change our mix of activities with an expansion of ventilated, behavioural and young adults' services by 2027.

Objectives for the RHN fall under the headings of patient experience, people, clinical and service development, marketing, fundraising, estates, information and technology, finance and governance.

Aims for 2024/25 include widened participation in the patients' and relatives' survey, development of personalised information packs for patients and residents, further reductions in turnover and sickness levels, implementation of a new Specialist Nursing Home service model, digital monitoring of effectiveness/value metrics in all services, implementation of year 1 of the marketing strategy, achievement of the target of £3.1m of fundraised income, the refurbishment of Hunter ward, commencement of the refurbishment of Glyn ward, upgrade of the telephone system, achievement of the budgeted hospital surplus, ending the year with a cash balance of at least £2m, achievement of the Disability Confident Accreditation, maintained preparedness for the next CQC inspection and making significant progress on devising RHN strategy beyond 2027.

In 2023/24, successes included the launch of a new patient representative forum, the forging of new links with South West London ICB's patient experience lead, implementation of the first stage of a pay and reward review, achievement of the Pathway to Excellence accreditation, reviewing best interests decisions of people in persistent disorders of consciousness receiving clinically assisted nutrition and hydration, increased ventilated capacity to 32 beds, review of our marketing strategy, the completion of major infrastructure

improvements, commencing the refurbishing of Hunter ward, launching a sustainability project, carrying out major upgrades to computer servers, beating the hospital budget, signing off the 2022 triennial valuation of the defined benefit pension scheme, implementing a new board assurance framework and putting in place a CQC action plan and preparing for the next inspection.

2023/24 saw continued improvement in the net value of the RHN's defined benefit pension scheme and the value of investments the RHN holds.

With regard to the pension scheme, the RHN intends to work with the trustee, Dalriada on Guaranteed Minimum Pension (GMP) Equalisation and improving governance and cyber security.

The year saw the RHN run a competitive tendering process for investment management services for the charity. The outcome was that Mercer will take over from Cazenove as the provider to the RHN, the necessary due diligence is being carried out before the transfer is completed.

Once Mercer is in place, it is anticipated that the RHN's investment policy will be updated in 2024/25.



# Trustees' responsibilities

The Trustees 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).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity; and of the incoming resources and application of resources of the charity 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 judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity; and financial information included on the charity's website.



**Jane McCormick**  
**Chairman**

Royal Hospital for Neuro-disability

22 January 2025





# Independent Auditor's Report

## to the trustees of the Royal Hospital for Neuro-disability

### Opinion

We have audited the financial statements of Royal Hospital for Neuro-Disability for the year ended 30 September 2024 which comprise the Statement of Financial activities (SOFA) including income and expenditure account, the Balance sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 30 September 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

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

Our responsibilities and the responsibilities of the 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 contained within the annual report. 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 we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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.

### Matters on which we are required to report by exception

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

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 24, 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 to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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



# Independent Auditor's Report

## to the trustees of the Royal Hospital for Neuro-disability (continued)

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:

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the UK operations were CQC regulations for service providers and managers, taxation legislation, employment legislation and General Data Protection Regulation (GDPR).

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading regulatory reports and minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited

procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

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



**Crowe U.K. LLP**

Statutory Auditor

**London**

**Date 6 February 2025**

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.



# Statement of Financial activities (SOFA) including income and expenditure account

## for the year ended 30 September 2024

	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2023 £'000
<b>Income and endowments from:</b>									
Donations and legacies	2.1	1,374	1,022	-	2,396	1,353	924	-	2,277
Other trading activities									
- Fundraising events		168	7	-	175	172	23	-	195
Investments									
- Dividends and Interest	2.2	716	14	-	730	466	14	-	480
		2,258	1,043	-	3,301	1,991	961	-	2,952
<b>Charitable activities</b>	3	53,219	49	-	53,268	49,875	-	-	49,875
<b>Total Income and endowments</b>		55,477	1,092	-	56,569	51,866	961	-	52,827
<b>Expenditure on:</b>									
Raising funds	4.1	1,180	-	3	1,183	1,148	-	3	1,151
Charitable activities	4.2	52,220	450	-	52,670	49,827	445	-	50,272
<b>Total expenditure</b>		53,400	450	3	53,853	50,975	445	3	51,423
<b>Net surplus before gains and losses</b>		2,077	642	(3)	2,716	891	516	(3)	1,404
Net gains /(losses) on Investments		1,874	75	95	2,044	279	9	10	298
<b>Net income</b>		3,951	717	92	4,760	1,170	525	7	1,702
Transfers between funds	17	461	(461)	-	-	731	(731)	-	-
		4,412	256	92	4,760	1,901	(206)	7	1,702
<b>Other recognised gains</b>									
Net actuarial gains on defined benefit pension scheme	6.5	-	-	-	-	-	-	-	-
<b>Net movement in funds for the year</b>		4,412	256	92	4,760	1,901	(206)	7	1,702
<b>Reconciliation of funds</b>									
Funds at 1 October		44,928	1,459	780	47,167	43,027	1,665	773	45,465
<b>Total funds at 30 September</b>		49,340	1,715	872	51,927	44,928	1,459	780	47,167

The RHN made no other unrealised gains or losses which do not appear on the SOFA. All the above are derived from continuing activities.

The notes on pages 32 to 47 form a part of these accounts.

# Balance sheet

as at 30 September 2024

	Notes	Total 2024 £'000	Total 2023 £'000
<b>Fixed assets</b>			
Tangible assets	8	24,358	22,372
Investments	9	20,202	18,093
		<b>44,560</b>	<b>40,465</b>
<b>Current assets</b>			
Stocks	10	224	254
Debtors	11	6,105	6,063
Cash at bank and In hand		5,025	4,799
		<b>11,354</b>	<b>11,116</b>
<b>Creditors - Amounts falling due within one year</b>	12	(3,987)	(4,414)
<b>Net Current assets</b>		<b>7,367</b>	<b>6,702</b>
<b>Net assets - Excluding pension</b>		51,927	47,167
<b>Defined benefit pension scheme asset</b>	6.5	-	-
<b>Total Net assets</b>	17	<b>51,927</b>	<b>47,167</b>
<b>The funds of the charity</b>			
<b>Capital funds</b>			
<b>Endowment funds</b>	17 & 18	872	780
<b>Restricted funds</b>			
Income funds	17 & 18	951	784
Other Restricted funds	17 & 18	764	675
<b>Total Restricted funds</b>		<b>1,715</b>	<b>1,459</b>
<b>Unrestricted funds</b>			
<b>Designated funds</b>			
Fixed assets	17 & 18	24,358	22,372
Planned capital expenditure	17 & 18	6,848	6,339
Anticipated maintenance	17 & 18	787	737
<b>Total Designated funds</b>		<b>31,993</b>	<b>29,448</b>
<b>Free reserves</b>			
General funds	17 & 18	17,347	15,480
<b>Total Unrestricted funds</b>		<b>49,340</b>	<b>44,928</b>
<b>Total charity funds</b>		<b>51,927</b>	<b>47,167</b>

Approved and authorised for issue by the Board of Management on 22 January 2025 and signed on its behalf by:



Jane McCormick  
Chairman



Hugh Rees  
Treasurer



# Cash Flow Statement

## for the year ended 30 September 2024

	Total 2024 £'000	Total 2023 £'000
<b>Cash flows from Operating activities</b>		
<b>Net cash provided by operating activities</b>	<b>3,823</b>	<b>2,462</b>
<b>Cash flows from Investing activities</b>		
Dividends, interest and rents from investments	730	480
Purchase of property, plant and equipment	(4,263)	(5,037)
Proceeds from sale of investments	5,745	4,273
Purchase of investments	(5,809)	(4,186)
<b>Net Cash (used in) investing activities</b>	<b>(3,597)</b>	<b>(4,470)</b>
<b>Change in cash and cash equivalents in the reporting period</b>	<b>226</b>	<b>(2,008)</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>	<b>4,799</b>	<b>6,807</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>5,025</b>	<b>4,799</b>
<b>Reconciliation of cash flows from operating activities</b>	<b>2024</b>	<b>2023</b>
	£'000	£'000
<b>Net income for the reporting period</b>	<b>4,760</b>	<b>1,702</b>
<b>(as per the statement of financial activities)</b>		
<b>Adjustments for:</b>		
Depreciation charges	2,276	2,119
(Gains) on investments	(2,044)	(298)
Dividends, interest and rents from Investments	(730)	(480)
Decrease in stocks	30	22
(Increase) in debtors	(42)	(737)
(Decrease)/Increase in creditors	(427)	134
<b>Net cash provided by operating activities</b>	<b>3,823</b>	<b>2,462</b>
<b>Analysis of cash and cash equivalents</b>	<b>2024</b>	<b>2023</b>
	£'000	£'000
Cash in hand	5,025	4,799
<b>Total cash and cash equivalents</b>	<b>5,025</b>	<b>4,799</b>

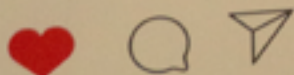


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# Notes to the accounts

## for the year ended 30 September 2024

Royal Hospital for Neuro-disability (Charity No. 205907)

### 1 Accounting Policies

- 1.1** The Royal Hospital for Neuro-disability is an unincorporated charity registered in England & Wales with the Charity Commission. The address of the registered office is shown on page 2 and the nature of its operations is set out in the report of the Trustees.
- The principal accounting policies which have been adopted in the preparation of the financial statements are set out below and have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) effective 1 January 2019, and the Charities Act 2011.
- The financial statements have been prepared to give a “true and fair view” and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a “true and fair view”. This departure has involved following the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 1 January 2019 rather than the Statement of Recommended Practice: Accounting and Reporting by Charities which was effective from 1 April 2005 but which has since been withdrawn.
- 1.2** The RHN is a public benefit entity, and its Board has set out a review of financial performance and the charity's reserves position. At the 30 September 2024, the RHN reported free reserves of £17.3 million (2023: £15.5 million), net current assets of £7.4 million (2023: £6.7 million), and a net cash inflow of £0.2 million (2023: net cash outflow of £2.0 million) for the year.
- Neither the Trustees, nor any key persons within the charity, were aware of any further specific, nor general events which would change the charity's status as a going concern.
- 1.3** The Statement of Financial Activities (SOFA) and Balance Sheet are the financial statements of the RHN. The subsidiary has been dormant in the financial year 2023-24.
- 1.4** Income and expenditure are accounted for on an accruals basis and expenditure includes Value Added Tax where this is not recoverable.
- 1.5** Grants Receivable are included in the SOFA in accordance with the terms of the grant agreement and the SORP criteria of entitlement, probability of receipt and reliability of measurement.
- 1.6** Donations of equipment and supplies are included within the appropriate expenditure at cost or estimated value to the donor and within gifts and donations.
- 1.7** Legacy income is recognised at the earlier of the charity being notified of an impending distribution or the legacy being received. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.
- 1.8** Patient services comprise the costs of nursing, treatment, therapy, domestic and catering services and the costs of maintenance of buildings and equipment, heating, depreciation and other support services attributable to patient care.
- 1.9** Research expenditure comprises staff costs and direct costs of medical research projects instigated by the RHN and their associated support costs.
- 1.10** Grants are charged to the SOFA in the period in which beneficiaries are notified and so a constructive obligation is entered into by the RHN.
- 1.11** Support costs, comprising facility charges, governance, management and administrative costs, are allocated to activities based on employee headcount.
- 1.12** The RHN operates a pension scheme which includes a defined benefit section and a defined contribution section. The assets of the scheme are held by the scheme trustees separately from the assets of the RHN. Further information on the pension scheme can be found in notes 6.4 and 6.5.



# Notes to the accounts

## for the year ended 30 September 2024

### 1 Accounting Policies (continued)

**1.13** Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

**1.14** Depreciation is charged on all fixed assets except freehold land, on a straight line basis, at rates calculated to write off the assets over their estimated useful lives as follows:

Buildings	2% - 20%
Plant and Machinery	7% - 25%
Furniture and Equipment	7% - 50%

The depreciation charge begins from the first day of the month following either; the date of asset acquisition or the date that the asset comes into use.

Tangible fixed assets costing more than £2,500 are capitalised at cost and depreciated at the rates shown.

Impairment losses are included in the Statement of Financial Activities.

Fixed Asset Investments are included in the Balance Sheet at market value. Realised and unrealised gains and losses incurred during the year are included in the Statement of Financial Activities.

Assets in the course of construction, reflect fixed asset projects undertaken by the RHN which have not been completed as at the reporting date. Such assets when completed are transferred to the appropriate asset class and depreciated according to existing accounting policy. Any assets under construction which during review are considered to have declined in value are written off; to any extent identified to the Statement of Financial Activities.

**1.15** Stocks are valued at the lower of cost and net realisable value.

**1.16** Fees receivable and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.17** Creditors and provisions are recognised where the RHN has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. The RHN recognises Creditors and provisions at their settlement amount after allowing for any trade discounts due.

**1.18** Unrestricted funds are funds which are available for use at the discretion of the Board in furtherance of the general objectives of the RHN and which have not been designated for any other purpose. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 17 to the accounts.

Endowment funds comprise monies that must be held indefinitely as capital. Related income is credited to general funds and applied for general purposes unless under the terms of the endowment such income must be used for specific purposes in which case it is credited to restricted funds.

Designated funds comprise unrestricted funds that have been set aside by the Board for particular purposes. The use of the designated funds is set out in note 17.

**1.19** Taxation - The Charity is exempt from taxation in respect of income or capital gains received within categories covered by part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**1.20** Estimates and judgements are continually evaluated and are based on historical evidence and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

With regard to FRS102 Section 28 (Retirement benefits) and the RHN's defined benefit pension scheme, the best estimates used are chosen from a range of possible actuarial assumptions. Further disclosures of the estimates governing these retirement benefits can be found within note 6.5 of this annual report.

# Notes to the accounts

## for the year ended 30 September 2024

### 1 Accounting Policies (continued)

- 1.21** The charity has financial assets and financial liabilities that qualify as basic financial instruments. These are recognised at transaction value and subsequently measured at either their settlement value or market value. The charity has taken reduced disclosure exemptions for sections 11 and 12 of FRS 102.

At the balance sheet date the charity held financial assets at amortised cost. Financial assets held at amortised cost comprise cash at bank, trade debtors and other debtors totalling £10.4 million (2023: £10.2 million). Financial liabilities held at amortised cost comprise trade creditors and other creditors totalling £3.8 million (2023: £4.2 million). Investments at £20.2 million (2023: £18.1 million) held as part of an investment portfolio, are held at fair value with gains and losses being recognised within income and expenditure.

### 2 Donations, Legacies and Investment Income

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	Total 2023 £'000
<b>2.1 Donations and Legacies</b>				
Gifts & donations	275	998	1,273	1,391
Legacies	1,099	24	1,123	886
	<b>1,374</b>	<b>1,022</b>	<b>2,396</b>	<b>2,277</b>

As at 30 September 2024, the RHN has no bequeathed legacies in the financial statements (2023: £0).

### 2.2 Investment Income

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	Total 2023 £'000
Listed investments	338	7	345	199
Interest on deposits	378	7	385	281
	<b>716</b>	<b>14</b>	<b>730</b>	<b>480</b>

### 3 Income from Charitable Activities

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	Total 2023 £'000
Patient services	3.1	51,641	20	51,661	48,553
Staff accommodation		563	-	563	500
Wheelchair & technology services		120	-	120	138
Other income from charitable activities		895	-	895	684
Grants receivable	3.2	-	29	29	-
		<b>53,219</b>	<b>49</b>	<b>53,268</b>	<b>49,875</b>

### 3.1 Patient Services

National Health Service	48,075	-	48,075	45,747
Local Authority	1,320	-	1,320	960
Non-NHS patients	115	-	115	29
One to One Nursing	2,029	-	2,029	1,675
Other sources	102	20	122	142
	<b>51,641</b>	<b>20</b>	<b>51,661</b>	<b>48,553</b>

### 3.2 Grants Receivable

Funding research projects	-	29	29	-
	<b>-</b>	<b>29</b>	<b>29</b>	<b>-</b>

# Notes to the accounts

## for the year ended 30 September 2024

### 4 Total Expenditure

	Direct costs £'000	Support costs £'000	Total 2024 £'000	Total 2023 £'000
<b>4.1 Expenditure on raising funds</b>				
Voluntary expenditure (fundraising staff and administration)	934	109	1,043	996
Fundraising events	44	5	49	68
Investment management	91	-	91	87
	<b>1,069</b>	<b>114</b>	<b>1,183</b>	<b>1,151</b>
<b>4.2 Expenditure on charitable activities</b>				
Patient Services	42,552	8,688	51,240	48,897
Staff accommodation	82	17	99	92
Wheelchair & technology services	474	97	571	492
Other charitable activities	631	129	760	678
Research	-	-	-	113
	<b>43,739</b>	<b>8,931</b>	<b>52,670</b>	<b>50,272</b>
<b>Total expenditure</b>	<b>44,808</b>	<b>9,045</b>	<b>53,853</b>	<b>51,423</b>

Expenditure on raising funds comprises staff and running costs of the fundraising department together with any other costs directly associated with raising funds for the group, including related publicity costs. This expenditure heading also includes other costs associated with generating funds such as investment management fees and expenditure directly related to trading income.

Patient services comprise the costs of nursing, treatment, therapy, domestic and catering services and the costs of buildings and equipment maintenance, heating, depreciation and other support services attributable to patient care.

### 5 Support costs

	Expenditure on raising funds £'000	Expenditure on charitable activities £'000	Total 2024 £'000	Total 2023 £'000
Administration and management	38	2,955	2,993	2,649
Building expenses	35	2,753	2,788	2,608
Finance	9	689	698	616
Human resources	14	1,119	1,133	1,249
Information technology	15	1,198	1,213	1,087
Governance	1	90	91	49
Statutory audit	1	59	60	57
Internal Audit, Counter Fraud and Pension Audit	1	68	69	69
	<b>114</b>	<b>8,931</b>	<b>9,045</b>	<b>8,384</b>

Total expenditure includes the allocation of support costs to the various expenditure categories set out in the SOFA. These support costs relate to information technology, property and facilities management, human resources and finance, in addition to the support costs incurred by communications and other centralised departments that are not otherwise allocated directly. Support costs have been allocated to activities consistently based on employee headcount.



# Notes to the accounts

## for the year ended 30 September 2024

### 6 Employee Information

#### 6.1 Staff costs during the year were as follows:

	Total 2024 £'000	Total 2023 £'000
Salaries and wages	35,379	34,085
Social security costs	3,043	2,672
Other pension costs and life assurance premiums	2,022	1,772
	<b>40,444</b>	<b>38,529</b>

Included within the wages and salaries figure above is the cost of employing agency staff £4,622,548 (2023 £6,879,037).

During the year, a total of £60,341 (2023: £76,007) has been recognised for termination payments, of which £0 remained payable at the year end (2023: £0).

#### 6.2 Employees whose emoluments not including employers NI and pension costs exceeded £60,000 were as follows:

	Total 2024	Total 2023
£60,000 to £69,999	33	29
£70,000 to £79,999	14	11
£80,000 to £89,999	3	1
£90,000 to £99,999	-	1
£100,000 to £109,999	1	2
£110,000 to £119,999	1	-
£120,000 to £129,999	2	4
£130,000 to £139,999	3	-
£140,000 to £149,999	3	3
£150,000 to £159,999	1	1
£160,000 to £169,999	-	-
£220,000 to £229,999	1	1

59 employees (2023 - 50) earning more than £60,000 were members of the defined contribution section of the scheme. Employers' contributions payable during the year in respect of these employees amounted to £347,864 (2023 - £278,540).

Remuneration of key management personnel including employers NI and pensions payable during the year amounted to £1,264,050 for 6.6 FTE staff (2023 - £1,215,612 for 6.6 FTE staff). This group comprises the Executive team.

#### 6.3 The average number of staff employed (excluding agency staff) was as follows:

	Total 2024	Total 2023
Patient services	812	733
Research	5	5
Other charitable activities	43	39
Generating funds	11	10
Governance	2	2
	<b>873</b>	<b>789</b>

# Notes to the accounts

## for the year ended 30 September 2024

### 6 Employee Information (continued)

#### 6.4 The charity operates a pension scheme for those members of staff who are eligible.

The scheme has two sections:

- A defined contribution section which, since 1 October 2006, includes all active members of the scheme. An eligible jobholder will be automatically enrolled as a member of the scheme on his automatic enrolment date. The contribution by the employer depends on whether a member is in the first or second tier. If a member has been automatically enrolled or has opted to join the scheme on the first tier contribution basis, the percentage required will be the minimum required under section 20(1)(b) (taking into account the transitional periods under section 29) of the Pension Act 2008. If a member is already in a scheme prior to 1 January 2014 or if the member has opted to be a member on the second tier contribution basis, the percentage will be determined by the member's age as per the table below. A member can elect to move from the first tier to the second tier contribution basis on becoming a member or on providing one month's written notice, with the exception of a member who does not work under a contract of employment.
- A defined benefit section, which was closed to new members on 1 November 2001 and closed to future accrual on 30 September 2006, when members were invited to join the defined contribution section.

The assets of the scheme are held by the scheme trustees separately from the assets of the charity.

The rates of contribution to the defined contribution scheme on the second tier basis are:

	Defined Contribution 2024	Defined Contribution 2023
<b>Employer contributions:</b>		
age 18 to 35	4.0%	4.0%
age 36 to 50	7.0%	7.0%
age 51 to 65	10.0%	10.0%
<b>Employee contributions</b>	4.0%	4.0%

In addition the charity pays death in service insurance premiums in respect of members of the scheme in the second tier. Employers pension contributions payable to the defined contribution section of the scheme were as follows:

	Total 2024 £'000	Total 2023 £'000
<b>Defined Contribution</b>	<b>1,757</b>	<b>1,538</b>

Pension contributions outstanding at the end of the year under the defined contribution scheme are as follows:

	Total 2023 £'000	Total 2022 £'000
<b>Pension contributions outstanding at year end</b>	<b>272</b>	<b>235</b>

A stakeholder scheme is also available to employees of the charity, but no employer contributions are made to this scheme.

# Notes to the accounts

## for the year ended 30 September 2024

### 6 Employee Information (continued)

#### 6.5 Staff Pension and Life Assurance Scheme

The assumptions used in calculating the liabilities were as follows:

	Total 2024	Total 2023	Total 2022
Inflation	3.10%	3.70%	4.30%
Salary escalation	n/a	n/a	n/a
Pension increases, subject to LPI	2.95%	3.50%	3.95%
Statutory revaluation in deferment	2.30%	2.90%	3.50%
Discount rate (pre and post retirement)	4.95%	5.40%	5.25%
Life expectancy for 65 year old male	87	87	87
Life expectancy for 65 year old female	89	89	90
Life expectancy for 45 year old male	68	68	69
Life expectancy for 45 year old female	71	71	71

The assumptions used by the actuary are the best estimate chosen from a range of possible actuarial assumptions which, due to the long time period covered, may not necessarily be borne out in practice. The fair value of the assets for each category of asset are as follows:

	Total 2024 £'000	Total 2023 £'000	Total 2022 £'000
Equities	5,338	7,532	7,857
Corporate bonds	5,739	6,511	6,953
Liability matching credit	22,755	24,382	31,778
Diversified growth fund	3,403	5,298	5,215
Alternatives	2,669	3,766	4,103
Liability driven investment, Government Bonds and Cash	26,424	15,957	13,211
Insured annuities	400	383	417
<b>Total fair value of assets</b>	<b>66,728</b>	<b>63,829</b>	<b>69,534</b>
<b>Present value of scheme liabilities</b>	<b>62,959</b>	<b>61,792</b>	<b>60,961</b>
	<b>3,769</b>	<b>2,037</b>	<b>8,573</b>
<b>Restriction to the amount that can be recognised</b>	<b>(3,769)</b>	<b>(2,037)</b>	<b>(8,573)</b>
<b>Net pension asset</b>	<b>-</b>	<b>-</b>	<b>-</b>

The actual return on Assets is 4.95% per annum which is set to equal the discount rate (2023 - 5.4%).

#### Assets in the scheme as a percentage of total scheme assets

	Total 2024	Total 2023
Equities	8.0%	11.8%
Corporate bonds	8.6%	10.2%
Liability matching credit	34.1%	38.2%
Diversified growth fund	5.1%	8.3%
Alternatives	4.0%	5.9%
Liability driven investment, Government Bonds and Cash	39.6%	25.0%
Insured annuities	0.6%	0.6%

#### Amounts included in the statement of financial activities:

	Total 2024 £'000	Total 2023 £'000
Interest income (excluding interest income on assets that are not recoverable)	3,244	3,121
Interest cost	(3,244)	(3,121)
Interest on the net defined benefit liability	-	-



# Notes to the accounts

## for the year ended 30 September 2024

### 6 Employee Information (continued)

#### 6.5 Staff Pension and Life Assurance Scheme (continued)

##### Assets

	Total 2024 £'000	Total 2023 £'000
Assets in scheme at beginning of year	63,829	69,534
Movement in year:		
Interest income	3,244	3,121
Benefits paid	(3,517)	(3,050)
Actuarial gains/(losses) on assets	3,172	(5,776)
<b>Assets in scheme at end of year</b>	<b>66,728</b>	<b>63,829</b>

##### Liabilities

	Total 2024 £'000	Total 2023 £'000
Liabilities in scheme at beginning of year	61,792	60,961
Movement in year:		
Administration costs	29	-
Interest cost	3,244	3,121
Benefits paid	(3,517)	(3,050)
Actuarial (gains) on liabilities	1,411	760
<b>Liabilities in scheme at end of year</b>	<b>62,959</b>	<b>61,792</b>

##### History of experience gains and losses

	Total 2024 £'000	Total 2023 £'000	Total 2022 £'000	Total 2021 £'000	Total 2020 £'000
Defined benefit obligation	(62,959)	(61,792)	(60,961)	(93,769)	(99,674)
Scheme assets	66,728	63,829	69,534	102,491	104,564
<b>Surplus</b>	<b>3,769</b>	<b>2,037</b>	<b>8,573</b>	<b>8,722</b>	<b>4,890</b>

# Notes to the accounts

## for the year ended 30 September 2024

### 7 Related Party Transactions

#### 7.1 Trustees Remuneration and Expenses

Members of the Board of management are not entitled to and did not receive any remuneration during the year. Additionally, three members of the Board of management received £2,032 (2023 - four members, £1,861) for reimbursement of expenses. These expenses related to travel and accommodation costs for attending Board Meetings. Trustees' Indemnity Insurance of £6,720 was paid for the year 2024 (2023 - £6,160).

#### 7.2 Other Related Party Transactions

Other than the expenses listed, there have been no other related party transactions (2023 - £0).

### 8 Tangible Fixed Assets

	Assets in the course of construction £'000	Land and Buildings £'000	Plant and Machinery £'000	Furniture and Equipment £'000	Total 2024 £'000
<b>Cost</b>					
Opening balance	259	28,399	2,658	6,402	37,718
Additions	1,075	1,139	1,244	805	4,263
Transfers	(249)	85	160	4	-
Disposals	-	(557)	(112)	(593)	(1,262)
	<b>1,085</b>	<b>29,066</b>	<b>3,950</b>	<b>6,618</b>	<b>40,719</b>
<b>Depreciation</b>					
Opening balance	-	10,599	931	3,816	10,599
Disposals	-	(555)	(112)	(582)	(555)
Charge for the year	-	1,341	246	677	2,264
	<b>-</b>	<b>11,385</b>	<b>1,065</b>	<b>3,911</b>	<b>16,361</b>
<b>Net book value 2024</b>	<b>1,085</b>	<b>17,681</b>	<b>2,885</b>	<b>2,707</b>	<b>24,358</b>
<b>Net book value 2023</b>	<b>259</b>	<b>17,800</b>	<b>1,727</b>	<b>2,586</b>	<b>22,372</b>

All fixed assets are held for charitable use.

# Notes to the accounts

## for the year ended 30 September 2024

### 9 Investments

	Total 2024 £'000	Total 2023 £'000
Market value at beginning of year	18,093	17,883
Purchases at cost	5,736	3,775
Proceeds from disposals	(5,745)	(4,273)
Net gains on investments	2,045	297
Increase in short term deposits	73	411
<b>Market value at end of year</b>	<b>20,202</b>	<b>18,093</b>

<b>Historical cost at end of year</b>	<b>16,051</b>	<b>15,378</b>
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### Analysed by type

	Total 2024 £'000	Total 2023 £'000
Investments		
Listed direct	14,210	12,385
Unlisted direct	118	118
Listed unit trusts	5,120	4,909
Term Deposits	754	681
	<b>20,202</b>	<b>18,093</b>

### Geographical analysis

	Total 2024 £'000	Total 2023 £'000
United Kingdom Investments	8,466	8,441
Overseas Investments	11,736	9,652
	<b>20,202</b>	<b>18,093</b>

Individual investments which have a market value of 5% or greater of the overall portfolio are:

Vanguard FTSE UK All Share Index  
iShares PLC - S&P 500 Index  
Schroder Global Sustainable Growth  
HSBC FTSE All World Index Fund

Short-term deposits under the management of the charity's professional investment managers are included in fixed asset Investments as they form part of the overall investment portfolio. The investment management fee for the year was £91,029 (2023 - £87,447).

### 10 Stocks

	Total 2024 £'000	Total 2023 £'000
Medical consumables	224	254
	<b>224</b>	<b>254</b>



# Notes to the accounts

## for the year ended 30 September 2024

### 11 Debtors

	Total 2024 £'000	Total 2023 £'000
Fees receivable	4,571	4,549
Other debtors	117	128
Prepayments	716	694
Accrued income	701	692
	<b>6,105</b>	<b>6,063</b>

### 12 Creditors - Amounts falling due within one year

	Total 2024 £'000	Total 2023 £'000
Trade creditors	435	1,144
Other creditors	662	376
Taxation and social security	795	754
Accruals	1,938	1,945
Deferred income (note 12.1)	157	195
Provisions and contingencies (note 12.2)	-	-
	<b>3,987</b>	<b>4,414</b>

#### 12.1 Analysis of Deferred income

	Total 2024 £'000	Total 2023 £'000
Opening balance	195	195
Changes during the year:		
Amounts released to the statement of financial activities	(195)	(195)
New income deferrals	157	195
<b>Closing balance as at 30 September</b>	<b>157</b>	<b>195</b>

Deferred income largely relates to the provision of patients' services which will be recognised in the forthcoming year.

#### 12.2 Analysis of Provisions

	Legal Settlement Provision £'000	Total 2024 £'000	Legal Settlement Provision £'000	Total 2023 £'000
Opening balance	-	-	248	248
Changes during the year:				
Additions	-	-	-	-
Charges against the provision	-	-	(118)	(118)
Unused amounts reversed	-	-	(130)	(130)
<b>Closing balance as at 30 September</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Notes to the accounts

## for the year ended 30 September 2024

### 13 Funds held as agent

The charity holds funds as an agent on behalf of its patients and residents. During the year £89,831 (2023: £81,634) was received and £101,312 (2023: £90,689) was paid out of this account. At the year end the balance held in this account was £156,483 (2023: £167,964).

The charity holds funds as an agent on behalf of beneficiaries of deceased employees entitled to death in service lump sum payments, payable under the Life Assurance Scheme. During the year £0 (2023: £160) was received and £0 (2023: £140,758) was paid out of this account. At the year end the balance held in this account was £250,212 (2023: £250,212).

### 14 Operating Leases

	Total 2024 £'000	Total 2023 £'000
Rentals charged in the year:		
Land and Buildings	8	7
Plant and Machinery	40	38
Equipment	48	147
	<b>96</b>	<b>192</b>

	Total 2024 £'000	Total 2024 £'000	Total 2024 £'000	Total 2023 £'000	Total 2023 £'000	Total 2023 £'000
	Land and Buildings	Plant and Machinery	Furniture and Equipment	Land and Buildings	Plant and Machinery	Furniture and Equipment
Payments due on operating lease obligations						
Within one year	8	29	48	6	38	48
Within two and five years	-	49	-	-	73	48
	<b>8</b>	<b>78</b>	<b>48</b>	<b>6</b>	<b>111</b>	<b>96</b>

### 15 Capital Commitments

	Total 2024 £'000	Total 2023 £'000
Contracted for but not provided		
Ward refurbishment	2,406	-
Other works	375	22
	<b>2,781</b>	<b>22</b>

### 16 Subsidiary and Connected Entities

The RHN owns the whole of the issued share capital of Royal Hospital for Neuro-disability Services Limited, a company registered in England with a paid up share capital of £1. The subsidiary has been dormant in the trading year to 30 September 2024.

# Notes to the accounts

## for the year ended 30 September 2024

### 17 Statement of funds

As at 30 September 2024

	Fund balance brought forward £'000	Incoming resources £'000	Resources expended £'000	Investment gains £'000	Transfers between funds £'000	Fund balance carried forward £'000
<b>Unrestricted funds</b>						
General funds	15,480	55,477	(53,400)	1,874	(2,084)	17,347
Fixed asset fund	22,372	-	-	-	1,986	24,358
Planned capital expenditure	6,339	-	-	-	509	6,848
Planned maintenance	737	-	-	-	50	787
<b>Total unrestricted funds</b>	<b>44,928</b>	<b>55,477</b>	<b>(53,400)</b>	<b>1,874</b>	<b>461</b>	<b>49,340</b>
<b>Restricted funds</b>						
John Howard Convalescent Home	675	14	-	75	-	764
Hunter Ward Refurb	-	405	-	-	-	405
Wheelchair Loan Store	56	-	(6)	-	-	50
Chapel Running Costs	2	36	(2)	-	-	36
Patient Gardens	15	-	(3)	-	18	30
Research - National Lottery Heritage Fund	-	29	-	-	-	29
Chatsworth Ward	3	26	(3)	-	-	26
SW Hardship Fund	42	7	(24)	-	1	26
PHD Research	113	-	(89)	-	-	24
Physio/Gym Equipment	22	-	(1)	-	-	21
Other	531	575	(322)	-	(480)	304
<b>Total restricted funds</b>	<b>1,459</b>	<b>1,092</b>	<b>(450)</b>	<b>75</b>	<b>(461)</b>	<b>1,715</b>
<b>Endowment funds</b>						
Lopes Chaplains Stipend fund	8	-	-	-	-	8
Other endowments	772	-	(3)	95	-	864
<b>Total endowment funds</b>	<b>780</b>	<b>-</b>	<b>(3)</b>	<b>95</b>	<b>-</b>	<b>872</b>
<b>Totals</b>	<b>47,167</b>	<b>56,569</b>	<b>(53,853)</b>	<b>2,044</b>	<b>-</b>	<b>51,927</b>



# Notes to the accounts

## for the year ended 30 September 2024

### 17 Statement of funds (continued)

As at 30 September 2023	Fund balance brought forward £'000	Incoming resources £'000	Resources expended £'000	Investment gains £'000	Transfers between funds £'000	Fund balance carried forward £'000
<b>Unrestricted funds</b>						
General funds	13,597	51,866	(50,975)	279	713	15,480
Pension reserve	-	-	-	-	-	-
Fixed asset fund	19,453	-	-	-	2,919	22,372
Planned capital expenditure	8,835	-	-	-	(2,496)	6,339
Planned maintenance	1,142	-	-	-	(405)	737
<b>Total unrestricted funds</b>	<b>43,027</b>	<b>51,866</b>	<b>(50,975)</b>	<b>279</b>	<b>731</b>	<b>44,928</b>
<b>Restricted funds</b>						
John Howard Convalescent Home	653	13	-	9	-	675
Large Ambulance 2	63	65	-	-	-	128
Music Therapy Omega	188	-	(75)	-	-	113
Wheelchair Loan Store	53	9	(6)	-	-	56
Leonora Ward Ventilator Project	20	35	-	-	-	55
Sensory Equip & Ward Activity	45	2	(3)	-	-	44
SW Hardship Fund	36	3	(16)	-	19	42
Assembly Room Windows	32	-	(4)	-	-	28
Physio/Gym Equipment	25	-	(3)	-	-	22
Dental Equipment	29	-	(3)	-	(5)	21
Other	521	834	(335)	-	(745)	275
<b>Total restricted funds</b>	<b>1,665</b>	<b>961</b>	<b>(445)</b>	<b>9</b>	<b>(731)</b>	<b>1,459</b>
<b>Endowment funds</b>						
Lopes Chaplains Stipend fund	8	-	-	-	-	8
Other endowments	765	-	(3)	10	-	772
<b>Total endowment funds</b>	<b>773</b>	<b>-</b>	<b>(3)</b>	<b>10</b>	<b>-</b>	<b>780</b>
<b>Totals</b>	<b>45,465</b>	<b>52,827</b>	<b>(51,423)</b>	<b>298</b>	<b>-</b>	<b>47,167</b>

# Notes to the accounts

## for the year ended 30 September 2024

### 17 Statement of funds (continued)

#### A summary of definition and descriptions

Name of fund	Description, nature and purpose of the fund
<b>General</b>	These are the 'available' funds of the charity, after transfers to or from any other/designated funds and contributions to the pension reserve.
<b>Designated</b>	<p>Reviewed on a rolling year basis, these are amounts appropriated within the unrestricted category for the continued development and maintenance of the charity's assets for:</p> <ul style="list-style-type: none"> <li>Fixed assets funds represent the net book value invested in fixed assets. During the year the RHN transferred £1,986,000 (2023 £2,919,000 to its designated funds) to its designated funds from general fund.</li> <li>Identified planned capital expenditure is for works to be utilised within the next five years. During the year the RHN transferred £509,000 (2023 £2,496,000 out of designated funds) into designated funds from general fund.</li> <li>During the year the RHN transferred £50,000 (2023 £405,000) back into designated funds from general fund in anticipation of maintenance expenditure in the coming year.</li> </ul>
<b>Restricted</b>	These are funds available only for the purpose under which they were received, unless permitted by the donor. Further described below:

Restricted Fund Description	Purpose of the fund
John Howard Convalescent Home	To provide support for necessitous members of the middle class and persons generally who are only able to make a small payment in return for convalescence and care
Assembly Room Windows	Replacement of the Assembly room windows
Music Therapy Omega	Funding of Music Therapy research project. Re-assigned to PhD research with plans to use funds over the coming years
Wheelchair Loan Store	Wheelchairs for Bio-Medical department
Dental Equipment	Funding for dental equipment
Sensory Equip & Ward Activity	Funding for sensory equipment and ward activities
Large Ambulance 2	For maintenance of ambulances
SW Hardship Fund	For patients and relatives in financial need
Leonora Ward Ventilator Project	Funding for Ventilator Project
Physio/Gym Equipment	Funding for Physio/Gym equipment
Hunter Ward Refurb	Refurbishment of Hunter ward
Chapel Running Costs	Running costs of Chapel
Patient Gardens	Funding for Patient gardens and gardening
Research - National Lottery Heritage Fund	Funding of the RHN heritage archives
Chatsworth Ward	For Chatsworth ward needs
PHD Research	Funding of Music Therapy research

Other restricted funds is made up of 44 funds (2023 49 funds) none of whose balances are over £22,000 (2023 £20,000) and they are for a variety of specific purposes.

Restricted funds for the John Howard Convalescent Home relate to the proceeds received on the agreed sale of a convalescent home in prior years. The asset was originally provided to the charity as a restricted fund.

# Notes to the accounts

## for the year ended 30 September 2024

### 17 Statement of funds (continued)

#### A summary of definition and descriptions (continued)

##### Endowment

The income generated from these funds are used specifically to contribute towards the cost of chaplaincy services available at the Royal Hospital for Neuro-disability; and bequests which are required to be held as permanent endowments of the charity. Income generated on the latter is available for the general purposes of the charity.

Included under endowment funds are the following:

	2024 £'000	2023 £'000
Permanent endowment:		
Lopes Chaplains Stipend fund	8	8
Other Endowment funds	864	772
	<b>872</b>	<b>780</b>

##### Lopes Chaplains Stipend fund

This is a trust fund set up by the Rt. Hon. Sir Massey Lopes Bt to generate income to contribute towards the cost of chaplaincy services available at the Royal Hospital for Neuro-disability.

##### Other endowment funds

Other endowment funds represent several bequests which are required to be held as permanent endowments of the charity. The income generated by these funds is available for the general purposes of the Charity.

\*Transfers are explained above with the exception of those in unrestricted funds which reflect the appropriation of pension reserves within unrestricted funds

### 18 Analysis of fund balances

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2024 £'000
Tangible fixed assets	-	24,358	-	-	24,358
Fixed asset investments	10,931	7,635	764	872	20,202
Net current assets	6,416	-	951	-	7,367
<b>Total funds at 30 September 2024</b>	<b>17,347</b>	<b>31,993</b>	<b>1,715</b>	<b>872</b>	<b>51,927</b>

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2023 £'000
Tangible fixed assets	-	22,372	-	-	22,372
Fixed asset investments	9,562	7,076	675	780	18,093
Net current assets	5,918	-	784	-	6,702
<b>Total funds at 30 September 2023</b>	<b>15,480</b>	<b>29,448</b>	<b>1,459</b>	<b>780</b>	<b>47,167</b>





## Registration

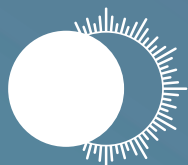
Under the registration system of the Care Quality Commission and the regulations laid down by the Health and Social Care Act 2008, the Royal Hospital for Neuro-disability achieved its registration in 2010 and is therefore licensed to provide services under the regulations.

### **The Royal Hospital for Neuro-disability**

West Hill, Putney, London, SW15 3SW

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<b>email</b>	<a href="mailto:info@rhn.org.uk">info@rhn.org.uk</a>
<b>website</b>	<a href="http://www.rhn.org.uk">www.rhn.org.uk</a>

Registered charity number 205907



Royal Hospital for  
Neuro-disability