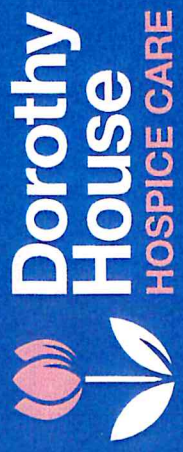

Annual Report and Accounts 2023/24



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DOROTHY HOUSE
(formerly THE DOROTHY HOUSE FOUNDATION LIMITED)

Company number: 1360961
Charity registration: number 275745
Principal address: Winsley, Bradford on Avon, Wiltshire BA15 2LE

The Trustees (who are directors of the Charity for the purposes of the Companies Act) present their report together with the financial statements of the Charity for the year ended 31 March 2024.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and SORP 2019.

Trustees' and Strategic Report

Introduction

The last year has seen us continue our ambitious period of transformation, embedding the changes outlined by our Clinical Service Review. We continue to focus on delivering care closer to patients' homes and making access to our services for both patients and families easier. Our 10 locally focussed, multidisciplinary community teams are now fully operational, and we have nurse-led clinics in 10 locations across our geography, with plans to open more this year. We have cared for 5% more patients 15% more family members/carers compared to Financial Year (FY) 22/23. Our Inpatient Unit (IPU) has seen 90% bed occupancy, up from 83% in FY22/23.

Our income has performed well this year and we have finished 5% over last year, at £16.2million (m). Much of this growth came from our Retail operations opening two new shops during the year: a furniture shop in Midsomer Norton, and lifestyle store 'Find Ubiety' in Bath. We also saw a welcome return to fundraising events and a 43% increase in this income compared to last year.

We are focussing on collaboration, working closely with the Royal United Hospital (RUH), community partners and Salisbury and Prospect Hospices on a number of projects. We are taking a "strength based approach" to co-develop the support our communities require, learning from each other and sharing best practise. Our focus remains on providing equitable access to services across the communities we serve, when and where we are needed.

Objectives and Activities

Overall purpose

"The objects for which the Charity is established are, for the public benefit, to promote by such charitable means as the Trustees shall from time to time think fit the relief of sickness among people suffering from any chronic or life limiting illnesses of any description through the provision of treatment, holistic care, financial assistance, support, education and practical advice for such individuals, their families, dependants and carers and to advance the education of the general public in all areas relating to such conditions."

Dorothy House, Objects, Articles of Association – Revised 2018, approved by Charity Commission and adopted by Trustees' Resolution 26 March 2019

Main activities

All our services help us to achieve our overall purpose and objectives, and provide the best care we can for our communities. Throughout FY23/24 we cared for 4,064 people – patients, their families and carers – with people accessing one or more of our services below including some of our "open access" services, where a formal referral is not required.

Below is a list of the services we provide out in the community or at Winsley – more than 90% of our care is provided out in the community.

<p>Medical Service: Our doctors deliver care and professional advice at Dorothy House's Inpatient Unit, out in the community and at the Royal United Hospital (RUH) Bath. They also provide support to community colleagues.</p> <p>Inpatient Unit - Specialist Palliative Care: 10-bed specialist unit at Dorothy House, Winsley.</p> <p>24/7 Advice Line: Clinical advice and support for patients, their families/carers and professional colleagues about any palliative and/or end of life care issue irrespective of a person's diagnosis or whether they are known to us.</p> <p>Community Palliative Care Teams (CPCs): Locally focussed, multi-disciplinary teams comprising Nurse Specialists, Community Nurses and Clinical Support Assistants. CPCs support patients and their families within the community, closely aligned to the NHS's Primary Care Networks (PCNs), GP surgeries and District Nursing teams.</p> <p>Hospice at Home (H@H): Experienced healthcare assistants providing end of life care – day and night – within homes or residential care settings.</p> <p>Therapies including:</p> <ul style="list-style-type: none"> — Physiotherapy — Occupational Therapy — Lymphoedema Service — Complementary Therapy — Creative Arts — Nutrition 	<p>Family Support Services providing access to:</p> <ul style="list-style-type: none"> — Adult social work — Children and Young People's Service — Bereavement services — Psychological support (pre-bereavement) — Spiritual support — Companions service <p>Day Services: These include nurse-led services, clinics and a growing range of informal wellbeing, relaxation, exercise and social groups across our area.</p> <p>Education, Research & Professional Development: A key pillar of Dorothy House services:</p> <ul style="list-style-type: none"> — Research to improve palliative and end of life care in the future. — Professional development and palliative care updates for Dorothy House clinical staff. — Education programmes for health and social care colleagues in the community and in HE institutions i.e. University of the West of England. — A facility to host education programmes and visits and student placements from a wealth of professional backgrounds. <p>Further details of our services can be found in our annual Quality Account, prepared for our NHS partners.</p>
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Volunteering: We have seen considerable expansion of our volunteer team over FY23/24. We have welcomed 276 new volunteers, bringing our total number up to 1,130. Of this number, 721 support Retail operations and 409 are in the community or hospice-based. Part of this successful recruitment was down to a refreshed retail volunteer recruitment toolkit, which was developed by our Communications and Retail teams.

Our North Wiltshire Community Engagement and Volunteer Coordinator has initiated a bereavement support group network, open to all the volunteers, groups and organisations in our area. The group has had speakers with expertise in specific aspects of bereavement, to help all attendees signpost clients appropriately.

We have focused on embedding our volunteer management system, Assemble, and have had positive feedback about the system - especially from our shop managers.

The Volunteer Forum was reorganised into local focus groups, and throughout the year 15 sessions have been held. Reports and ideas from these sessions were shared with all volunteers. One outcome of these focus group is a recently produced film of volunteers talking about their roles which will be used as part of the volunteer induction process.

We are focused on improving the volunteer experience, so reintroduced volunteer supervision for patient facing volunteers this year. We have also worked with volunteers and their managers to improve training compliance and continue to work on improving this from the current figure of 80% compliance.

In October, we held our Long Service Awards for volunteers, for the first time introducing awards of weekend breaks offered through a charity called Room2Reward. We were delighted to present six of these to volunteers for going "over and above" expectations.

Community Development: In FY23/24 we have continued to embed the Community Engagement Volunteer Coordinator roles in our communities alongside our clinical teams. Seeking out opportunities for collaboration and partnerships, nurturing relationships and considering what can be built on for the future. With this approach, we have a new partnership for a Bereavement Help Point (BHP) in Bath and new Coffee Connections support groups in Keynsham and Winsley. We have also offered training to a number of organisations wishing to run their own bereavement service.

In October we took time to consider the next steps in how we would embrace strength based community development (ABCD) following our training in 2022.

A steering group formed to prepare a refreshed organisational vision and a series of aspirations for 2024, including wider team training, a community of practice, development of a tool to ensure all staff embrace and use co-production, a method of asset mapping using the new Customer Relationship Manager (CRM) and recording stories with evaluation.

In early 2024 we agreed to take over responsibility from St Peter's Hospice in providing end of life services to Chew Valley and we have commenced a listening exercise with Community First to hear what matters to this community. We expect feedback in Q1 FY24/25.

Achievements and Performance

Below are key achievements resulting from our annual objectives and linked to our strategic goals. These annual objectives and target outcomes were approved by the Trustees and set out in the Annual Report FY22/23. Please note that Dorothy House also produces an Annual Impact Report, giving further details, examples and case studies of how our charitable activities impact our community. This report can be found on our website.

1. People who need our care: *deliver new models of care enhanced through phase two and service improvement to reach more people and improve our understanding of the assets that exist in our communities to deliver our mission.*

Outcome to achieve: More, Local, Earlier, Easier, Compassionate Communities for everyone (i.e. the Services Review outcomes)

We have cared for 5% more patients and 15% more family members/carers than throughout FY22/23. We now have 10 nurse-led Community Palliative Care Clinics operating across our patch – bringing our care closer to the homes of our patients and offering efficiencies for our nursing teams. We are seeing people earlier, communicating to referrers that we can offer support through a person's last 1,000 days.

Our Bereavement Help Points continue to expand, with eight groups now operating, supporting anyone in our community affected by bereavement. We have recruited and embedded two new specialist nurses – Dementia (Admiral Nurse) and Heart Failure and continue to work with GPs and referrers to communicate that we will care

for patients with **any** life limiting illness.

We have updated our website with a suite of symptom control and information flyers which have been well received with 1,966 downloads from the pages, and added accessibility improvements allowing the user to choose which language they view the website in.

2. Alliances and collaboration: *deliver our strategic mission through: direct specialist end of life care (including teaching others), "progressive collaboration" and embedding an Asset Based Community Development approach to delivering our services.*

Outcome to achieve: (Co) Prime-provider of community end of life care appropriately commissioned by the ICS.

A newly formed 'strengths based' (ABCD) steering group is working on a refreshed organisational vision and a series of aspirations for 2024, focussed on embedding this way of thinking across the Hospice.

In early 2024 we were commissioned to provide end of life services to Chew Valley and we have commenced a listening exercise with Community First to hear what matters to this community. This will inform future models of care and how we fundraise in the area. We also re-ran a brand perception survey to better understand how we are perceived by those we serve.

Wayne de Leeuw (CEO) continues to Chair the BSW wide Palliative and End of Life Care Alliance and Southwest Hospice Forum of CEOs, is the South West representative for Hospice UK and sits on the advisory council. This allows Dorothy House to advise the

Hospice UK board and senior team on key issues and priorities relating to hospices, which in turn helps set the strategic national agenda for Hospice UK. Wayne also sits on the Royal College of General Practitioner's (RCGP) think tank for End of Life Care.

Collaboration with our "BSW Hospices Together" colleagues (Dorothy House, Salisbury and Prospect hospices) continues and we are working closely together on several projects to benchmark our services and learn from each other, aligning care for our communities and exploring future opportunities for collaboration.

3. Research and education: *deliver our strategic objectives and regulatory requirements via our internal and external training programmes and research portfolio..*

Outcome to achieve: Remain research-active and the 'go to' training organisation for end of life care.

Over the course of FY23/24 our Research team has investigated 30 research proposals and progressed 22 of these. Dorothy House staff have supported the recruitment of patients into three clinical trials, and a fourth is in set-up. We hosted a one-day event focused on the needs of people with Dementia at end of life. Attendees included representatives from Care Homes, academia, local hospices and healthcare providers. Our Research team also hosted a half-day, online research conference. Healthcare professionals from across our region shared their personal experiences of conducting research in Palliative and End of Life Care.

The scope of our internal and external Education programmes continues to grow. This includes three

new Dementia care days and a comprehensive communication course. Throughout the year, our Education team have been developing Digital, and Clinical Skills Competencies frameworks for our staff which are being integrated into job descriptions, induction programmes and performance monitoring systems.

Our comprehensive internal training programme is now accessible to external colleagues via our website, and we have continued to work with B&NES to train their Care Home staff via our Tulip Standard, Essentials of Care. This 5-day course was delivered to 51 B&NES staff, and 39 Dorothy House staff during the year. We were also delighted to establish a new education collaboration with the Oxford Centre for Education and Research in Palliative Care. Collaboration with our local HEI has seen 56 post-graduate healthcare professionals complete our UWE modules on Complexities of Palliative and End of Life Care or Advanced Communication Skills.¹³ Undergraduate student placements have been hosted from University of the West of England, Oxford Brookes, and Gloucester University. In total over 250 education sessions have been run during FY23/24.

4. Digital: *embrace digital technology and innovation to support delivery of our organisational strategy; increasing capability, creating a resilient infrastructure, using data analytics to inform our services and enhance patient care.*
Outcome to achieve: Solutions that empower us to deliver strategy – effectively, efficiently and economically.

Our digital team has made substantial strides in fostering a positive digital culture and improving digital capabilities

at Dorothy House. Awareness and education on the new digital strategy has been prioritised, ensuring every stakeholder understands their role within this framework. This includes the initiation of a digital awareness program, frequent updates with departmental leads, and the forthcoming creation of digital champions. Training has been a focal point during the year, with the development of targeted digital learning sessions in various departments.

Operational improvements have been achieved through stable service delivery despite increased demand. A Customer Relationship Management (CRM) system and new incident reporting software RADAR have been successfully implemented, marking significant progress in digital infrastructure.

Digital Governance has been strengthened through the establishment of a new Digital Governance Steering Group, transparent budget management, and regular high-level meetings to ensure oversight of digital strategy progress. This multi-faceted approach demonstrates the digital team's commitment to innovation, operational efficiency, and community connection.

5. Our People: *To have a thriving, diverse, well supported, workforce comprised of the right people, with the right skills and competences, working in the best possible environments, supporting the delivery of the new models of care.*
Outcome to achieve: Great place to work and volunteer.

This year has been focused on developing and implementing a number of the key Human Resources

(HR) projects. This has resulted in a number of changes to how we recruit, reward, retain and foster an inclusive environment. We have introduced a Recruitment and Retention Strategy which includes our new end-to-end digital recruitment processes and wider improvements to attract and retain talent to Dorothy House.

We have also introduced a new recognition framework. Developed in collaboration with the workforce, this framework adopts an approach of "in the moment" recognition by providing a range of mechanisms that reinforce our values, driving a culture of positivity and continuous appreciation whilst empowering the workforce to recognise individuals and their teams.

We have renewed our partnership with Mindful Employer Plus (Workforce Assistance Programme) and maintained our commitment to positive action as a signatory to the Charter for Employers Positive about Mental Health. We have also progressed our wellbeing project designed to engage the workforce on what any future wellbeing proposition might include. This project is being delivered in partnership with an external provider (Wellness for Life) and will include a survey aimed at all volunteers and employees across all functions of Dorothy House.

In collaboration with the Senior Leadership Team, we have also implemented our new leadership framework that outlines the behaviours we expect from our managers and our people.

We continue to make good progress with Equality, Diversity and Inclusivity (ED&I) and deliver against objectives set out in our ED&I strategy. This includes reviewing all of our HR policies to ensure inclusivity,

improvements to our recruitment training to ensure inclusive selection techniques and the recruitment of an internal menopause champion to promote awareness and provide support recognising the impact of the menopause on our workforce.

6. Funding: *remain agile in developing diverse income streams to deliver long-term financial sustainability. 2023/24 heralds a period of significant change in the commissioning and collaboration landscape which presents opportunities.*

Outcome to achieve: Financial sustainability and efficiency.

We have continued to invest our surplus reserves in developing our patient and family services and infrastructures so that we can effectively deliver more care, where it is needed most. We have also worked hard building on collaboration with other providers in and around our community, not only to ensure better care for our patients, their families and carers, but also to reduce inefficiencies in the system.

Recommissioning of Community Services in B&NES, Swindon & Wiltshire (BSW) was deferred by a year, so the new contract will be in place for April 2025. We are actively involved in influencing the design of the future provision of end of life care, as well as trying to secure more appropriate funding levels. The statutory funding of Dorothy House patient services is only 19% compared to 24% average across all hospices.

Along with growing our charitable income from retail and legacy initiatives, we are developing our offer of services to ease pressure on our acute hospital, for appropriate

funding. These include in-reach services to help patients leave hospital faster and hosting complex patients in our facilities.

We have a duty to ensure we make best use of the funds we receive. We have developed reporting and targets to deliver care as efficiently as possible. We are actively redesigning our services to meet future needs, in collaboration with neighbouring healthcare providers.

7. Governance: *ensure our governance structure is fit for purpose to support the effective delivery of Dorothy House's strategy.*

Outcome to achieve: Best practice in all areas of governance

Across charity governance, focus this year concentrated on delivering recommendations of the Board Effectiveness Review and developing the Environmental Social Governance (ESG) Strategy. Further detail can be found on page 13. In addition, the continued implementation of the programme governance framework ensures we maintain a strategic approach to project management, and business planning.

In 2023 we introduced the digital platform, "Radar HealthCare" to support our risk, quality and compliance monitoring. Phase one was launched in August to transition clinical incidents, information governance breaches and health and safety reporting and recording from paper-based to a digital system. This has enabled more efficient reporting, provided greater visibility across the organisation and more effective identification of themes and learning outcomes. Phase two will concentrate on risk management, with the intention of

reinvigorating our approach and integrating meaningfully with our strategic planning. Planned future phases are to use Radar functionality to evidence Care Quality Commission inspection preparedness, automate document and policy management, and reporting of safeguarding concerns.

Dorothy House remains committed to continuous improvement in Information Governance (IG) and to handling data in line with data protection legislation, confidentiality and the Caldicott principles. In 2023, we reviewed how IG is fully embedded within the governance structure at the Hospice, ensuring correct trustee accountability and oversight. This work is supported by our Head of Governance and a cross-functional information governance team including our Data Protection Officer, Senior Information Risk Owner, Caldicott Guardian, Head of Digital and IG Steering Group. We remain compliant with the NHS Data Security and Protection Toolkit.

Measuring and assessing our impact

In order to chart Dorothy House's progress over the life of the 7-year Strategic Plan, we are using a set of Key Organisational Outcomes (KOOs) linked to our strategic goals against which we measure our performance on an ongoing basis.

Throughout FY23/24, we have also developed a set of organisational strategic outcome measures to focus beyond outputs, and to talk directly to required outcomes:

1. Communities are prepared and confident to help when someone is dying, seeing "death as a part of life".
2. People diagnosed with a life limiting condition have their physical, emotional, psychological and spiritual (holistic) needs assessed and met, allowing them the opportunity to achieve their wishes and aspirations.
3. Through having their holistic needs assessed and met, people achieve a dignified and peaceful death.
4. Families and carers are prepared for the death of a loved one allowing them to manage the emotional, practical and psychological impacts of the death.
5. Dorothy House has appropriate and sufficient resources and uses them to best effect, to achieve its strategic vision and mission.
6. Dorothy House makes a measurable contribution to economic, environmental and community wellbeing through its social value.

These are measured against a series of qualitative and quantitative metrics and discussed at Board. We are also focussing on how we can track and record our wider reach – the care, support and advice we indirectly offer our communities.

Dorothy House continually monitors the effectiveness of its services so that we can keep improving the care we provide to patients, their families and carers. We do this through a comprehensive annual clinical audit plan, our annual quality improvement plan, patient/carer feedback and evaluation, via our Hospice User Group (HUG), and specific service reviews.

Financial Review

Overview

As last year, we have continued to invest our surplus reserves in growing the services we provide and strengthen our foundations sustainably, ensuring that everyone has access to outstanding palliative and end of life care in our community.

In line with our Reserves Policy, we remain committed to only retain enough to protect us from risks out of our control. 80% of our expenditure is on our people and we remain committed to paying fairly in line with the NHS pay framework, Agenda For Change. Increases here and across our Retail operation have averaged 5%. In addition, we have continued to grow our services and increase the amount and quality of care we provide.

In the year ended 31 March 2024, we grew our charitable activities expenditure by 13%, resulting in a net deficit of £2,349k (2023: £1,670k deficit). Cash outflow from operating activities of £3,415k (2023: £368k outflow) was significantly hampered by short-term delays in legacy income. At year-end, we held unrestricted and undesignated funds of £4,358k (free reserves) which remains above our minimum reserves policy.

Income increased by £801k (2023: £939k decline) to £16,185k, primarily due to Retail and Fundraising events. Our shops delivered their strongest ever contribution thanks to the support of our shoppers, donors, staff and volunteers, totalling income of £5,749k (2023: £5,258k). 71 legacies were kindly left to Dorothy House in wills and the value of them totalled £2,223k (2023: £2,596k). We were pleased to see recovery in Q4 of investments and their returns grew by £291k (2022: £264k decline).

The charitable activity costs throughout the year totalled £12,971k (2023: £11,496k). Most notable areas of investment were in our Community Palliative Care Teams and Hospice at Home. Costs of raising funds increased to £5,855k (2023: £5,295k) including the cost of two new shops, increasing our coverage to 27.

The financial position of the Charity is set out in the attached financial statements.

Investment Policy

The Charity has the power to make any investments which the Trustees see fit. In applying this, the Trustees have formulated and approved an investment policy which was amended in March 2022 to develop a more ethical approach including adoption of the benchmark Church of England's Ethical investment policy.

Day to day management of the investments is delegated to external advisor (Rathbones), who invest a proportion of the Charity's funds in equity, fixed interest and other funds within guidelines set by the Trustees and Reserves and Investment Policy. Please see this policy for more details including investment restrictions.

Rathbones look to invest in organisations which are well governed and have sound environmental and social policies. In addition to their own proprietary analysis, Rathbones look at MSCI's ESG (environmental, social and governance) rating system. Rathbones continues to deliver growth on our investments in the long-term and exceeds benchmark expectations.

We remain confident in Rathbones' ability to deliver returns in excess of market based benchmarks in the long term, whilst adhering to ethical investment principles.

Key Risks and Uncertainties

Following best practice guidelines, including those of the Charity Commission, Dorothy House constantly reviews all risks through its **Assessment and Risk Management Register (ARMR)** database. It is key that risk is owned and understood at all levels within the Charity.

High-level risks identified within FY23/24 were as follows:

Recruitment of skilled staff: With the need to grow our services alongside an experienced yet ageing workforce, the recruitment of appropriate staff is increasingly important and challenging given a competitive recruitment market at a time when health and social care staff are re-evaluating their career options, exhausted from having worked through the pandemic and struggling with cost of living pressures. Employment at Dorothy House is viewed as hugely rewarding and extremely fulfilling by its workforce and aligned to a fair salary and comprehensive training and education support, we are focused on attracting the calibre of staff our patients and their families require to meet their needs both now and in the future.

Income: Raising funds through voluntary donations is an ongoing challenge, especially within the current socioeconomic climate. This means fluctuations in fundraising, legacies and retail income pose a significant risk. We also face risks from a changing commissioning

landscape, including a move from local Clinical Commissioning Groups (CCGs) to larger Integrated Care Systems (ICS). Whilst challenging, this situation presents us with an opportunity to remove inequalities in accessing care and lead the development of palliative and end of life care for a larger population in partnership with local hospices.

Investment Returns: Every year, the returns from investments are a large contributor to the Charity's overall performance and as such are always a significant risk factor. Investment performance is regularly reviewed and an active relationship maintained with the external advisors to mitigate investment risk.

Corporate Governance, Information Governance and Cyber Security: Review and improvement in these areas have been key objectives this year and our progress is detailed in that section of the report. This has refreshed our focus on ensuring outstanding governance for Dorothy House.

Information on Fundraising Agreements with Third Parties (As required by the Charities Act 2016): Dorothy House continued to work with Local Hospice Lottery, a wholly owned subsidiary of Farleigh Hospice. Activities were monitored by Dorothy House through regular meetings as well as shadow days with the Lottery team whilst they were fundraising out in the community.

There were two complaints registered in FY23/24. All related to fundraiser activity and all complaints were upheld.

All complaints were resolved satisfactorily. The Local Hospice Lottery adheres to the Institute of Fundraising guidelines for dealing with vulnerable people.

Reserves Policy

Dorothy House holds reserves to safeguard the financial security and operations of the organisation in the event of a severe situation where our income significantly fails to meet our expenditure.

In FY18/19 we moved to a risk-based reserves methodology to calculate the 'free' reserves amount we should hold. Each year the Trustees review the policy for maintaining free reserves, taking into consideration the major risks faced by the Charity in the following year to both income and planned expenditure and an assessment of ways to mitigate these. The resulting minimum free reserves to be held is set at £4.4m for FY24/25. FY23/24 was £3.5m. In addition, it is our intent to not allow free reserves to build above 9 months expected expenditure.

As at 31 March 2024, our Designated Funds included Tangible Fixed Assets of £7.5m and a Service Development Fund of £1.4m. Our Free Reserves/General Funds totalled £4.4m including a £1.2m legacy volatility reserve.

The Service Development Fund reflects our current three-year financial plan which details a 9% increase in charitable activity costs, and significant investment required in improving efficiencies and interoperability with our partners.

Plans for the Future

However, in addition to this investment, further funding will be needed from voluntary sources to meet the ever-growing need for our care.

As the NHS B&NES, Swindon and Wiltshire Integrated Care System (BSW ICS) develops further, we hope to secure an increase in NHS funding towards the ongoing delivery of this increased care. This is essential to the sustainability of our funding and we recognise that this will take time

FY24/25 offers huge opportunities. Dorothy House is planning a year of focus on community development, effective leadership and strategic collaboration.

Organisational objectives for FY24/25 are listed below under the relevant strategic area and with the outcomes we are seeking to achieve.

Priority: People who need our care

Objective 1: Deliver our model of care enhanced through phase two of the service review and service improvement to reach more people, maintain high quality and reduce inequalities.

Achieving: More, Local, Earlier, Easier, Together

Priority: Community development

Objective 2: Recognising that death is part of life, Dorothy House will play a leading role in the delivery of direct specialist end of life care (including teaching others), but seek opportunities for “progressive collaboration” which includes enabling, empowering and working with.

Achieving: Prime provider of appropriately commissioned palliative and end of life care for people in the last 1000 days enabled through “strength based” and “progressive collaboration” approaches to engagement.

Priority: People and culture

Objective 3: Deliver our strategic mission through a diverse, motivated, and well supported workforce, working in the best possible environments, whilst committing to our values

and competently delivering our model of care.

Achieving: a workforce that is efficient, well-led, happy, skilled, empowered and resilient.

Priority: Funding and engagement

Objective 4: Remain agile in developing diverse income streams to deliver long-term financial sustainability by connecting with more people.

It's the foundation for the step change in income we need to see.

Achieving: Financial sustainability and efficiency

Priority: Strategy refresh

Objective 5: Use the ‘discover, develop, decide’ model, to ‘refresh’ the Dorothy House strategic plan ready for launch in 2025.

Achieving: A three year rolling strategic plan, which is fit for purpose in providing clarity of strategic direction and associated first year SMART work-plan.

Priority: Integrated Community Based Care Contract

Objective 6: Facilitate the design of a new model of care for all adult and children’s services in B&NES that meets the requirements of the ICBC procurement documentation.

Achieving: Alignment across BSW. Input/lead the design and delivery of a new model of PEoLC (i.e. developing a winning bid with our partners resulting in delivery of improved PEoLC services) in B&NES with Wiltshire with BSW alignment.

Structure, Governance and Management

Enablers

Supporting Dorothy House to deliver the annual organisational priorities and objectives.

Governance

Ensure our governance structure is fit-for-purpose to support the effective delivery of Dorothy House's strategy.

Education and Research

Deliver our strategic objectives and regulatory requirements via our internal and external training programmes and research portfolio

Digital

Embrace digital technology and innovation to support delivery of our organisational strategy; increasing capability, creating a resilient infrastructure, using data analytics to inform our services and enhance patient care.

Governing Documents and Structure

Dorothy House was founded in 1976 by a Trust Deed and incorporated in 1978 as a company limited by guarantee, not having share capital (company number 1360961). Dorothy House is a charity registered with the Charity Commission in England and Wales, registration no. 275745.

The Charity is governed by a Board of Trustees, the conduct of which is governed by the Articles of Association. The Articles of Association have been updated a number of times since the formation of the company and in 2018 were fully reviewed and redrafted to ensure conformity with best practice, reflect changes in legislation, remain fit for-purpose and future proof, and in the best interests of the Charity.

In order to sell bought in goods as part of the retail operations or other profit making ventures, the Charity has a wholly owned trading subsidiary, Dorothy House Trading Ltd (Reg. Company no: 2259911). The Charity's Trustees appoint the Directors of the subsidiary company and all of its profits are remitted to its parent.

A schedule of delegated powers allows the Trustees to devolve certain activities and decisions to the board sub-committees, the Chief Executive and the Executive Team. Whilst the board and most committees meet quarterly, the Executive Team meets formally monthly. The Board of Trustees is supported by the following committees:

- Patient & Family Services Committee – monitor integrity and impact of support and services delivered.

- Governance Committee – oversee the governance of the organisation (including appointments).
- People & Development Committee – provide strategic direction, advice and assurance on workforce matters.
- Remuneration Committee – determine the salary of the Chief Executive and Executive Team and oversee the annual pay and performance review process.
- Finance & Performance Committee – monitor financial performance, including performance of investments.
- Audit Committee – provide assurance on adequacy and effectiveness of internal and external control systems.
- Clinical Governance Sub-committee – reporting to the Patient & Family Services Committee, monitors the quality of all clinical and professional activity within Dorothy House.

Public Benefit

The Charities Act 2011 explicitly includes public benefit in the definition of a charitable purpose, which every charity must have. The Act sets out 13 different charitable purposes, of which Dorothy House meets three:

1. The advancement of health
2. The relief of those in need by ill health or disability; and
3. The advancement of education.

In reviewing our aims and objectives, we have referred to the Charity Commission Guidance on Public Benefit. In particular, all of the services provided to patients and their families are free of charge, and education programmes are provided for health and social care professionals in order to promote excellence in end of life care.

Trustees: Recruitment and Appointment

The Charity adheres to a governance handbook, which sets out our approach to governance and translates the Articles into operational practice, including how we recruit and appoint Trustees. The handbook is reviewed regularly.

The members of the Charity are automatically members of the Board and Trustees, and there must be at least five and not more than 15 Trustees at any time. The term of office is three years, and a member can serve up to three consecutive terms. No Trustee shall serve beyond three terms unless Trustees unanimously consider it would be in the best interests of the Charity. There are currently twelve Trustees. The names of the Trustees in this year are set out on page 19. During FY23/24, Trustee attendance at Board meetings was 93% and at standing committee meetings it was 86%.

The Governance Committee leads Trustee succession planning and is responsible for the recruitment, appointment and induction of new Trustees. Appointments are recommended by the Governance Committee to the Board for final approval. Trustee vacancies are advertised externally and recruited through interview. We have a skills-based approach

to recruitment, regularly undertaking 'skills audits' of our Board of Trustees. We have recently reviewed our approach to succession-planning, ensuring our skills matrix is reflective of the strategic challenges that the organisation faces, what is needed to address these now and in the future and the importance of the team dynamic. We are taking a more holistic approach, identifying soft skills, knowledge and experience, in addition to the traditional professional skills.

Our Board composition is reflective of the community in which we serve and our Equality, Diversity and Inclusion (EDI) Strategy and Charter applies to Trustees, and our entire workforce, demonstrating commitment at the highest level to EDI. Responding to the refreshed Charity Governance Code EDI principle, we have made a conscious commitment to strengthening the diversity of our Trustee Board, for example considering 'lived experience' as a crucial component of our skills matrix. We will continue this in FY24/25 by exploring trustee diversity monitoring.

Board and Trustee Evaluation and Effectiveness

Dorothy House uses the Charity Governance Code (CGC) to regularly assess itself against best practice and identify areas for improvement. The Board strives to evaluate itself annually, with an external facilitated evaluation every three years. We will conduct an external governance review in FY25/26.

Following a comprehensive Board Effectiveness review in FY22/23, a continuous improvement action plan was developed to ensure accountability of delivery of all

recommendations. In the FY23/24 the action plan was signed off by the Governance Committee as all identified actions had been achieved or are now incorporated into business as usual. Examples include:

- Review of Strategic Risk Appetite – resulting in the production of risk appetite statements and approach
- Reviewed terms of reference for the PDC, PFS, CGSC
- Documented trustee induction and training offer
- Development of a forward Board agenda planner aligned to strategic priorities

An internal audit of compliance by TIAA, assessing Dorothy House against the other principles of the CGC at the end of FY22/23, reported compliance with the code. Recommendations for improvement included the reinstatement of formal Trustee visits and work programmes for committees aligned to Board priorities.

To complement whole Board evaluation, individual Trustee evaluations are undertaken annually. These are an opportunity for Trustees to meet individually and discuss performance and development. This process enables the charity to respond more effectively to the needs of Trustees and ensure they feel supported and fully equipped to discharge their duties. The outcomes of these meetings are fed into the individually tailored training plans. These training plans then provide a 'conversation starter' during the following year's evaluation.

Regular Board away days provide an opportunity for ongoing Board development and strategic horizon-scanning.

Trustees: Induction and Training

The induction and training programme for Trustees was reviewed during the reporting period, with greater emphasis on on-boarding, the creation of bespoke programmes and on-going development. Trustees are offered a mix of internal, external, virtual and face-face training, tailored to the needs of the individual identified through the evaluation process. All trustees must complete safeguarding, information governance, EDI and Health and Safety training as e-learning modules.

Understanding clinical activity is crucial to Trustees' wider insight of the operation of the Hospice. Historically, two Trustees have made a formal visit twice per year to the Hospice at Winsley and other settings where services are delivered. These visits were paused during the Covid pandemic but the reintroduction of formal visits is now being rolled out with each Trustee undertaking at least one visit as a minimum during each term of office, in addition to induction.

Additionally, several of our Trustees have made regular, informal visits; shadowing and spending time in our service settings, including taking part in the '15 Steps Challenge'. Trustees see direct interaction with our services and patients as paramount, in order to:

- Provide an opportunity for Trustees to learn more about Dorothy House and to meet and speak to staff, volunteers, patients, families, carers, service users and stakeholders.
- Monitor health and safety and the standard of care, ensuring services are continuously evaluated and improved.

- Understand stakeholders' experiences and perceptions and seek feedback and learning on our services.

- Consider our services in the light of our values, and strategic direction.

- Provide an external perspective of our services through first-hand experience.

- Help to meet the Care Quality Commission Quality Standard for Good Governance, evidencing Board-led service evaluation

Learning and feedback is shared with Trustee and Executive Team colleagues, and in a wider context, if appropriate. It is expected that any Trustee who undertakes a visit provides a brief written summary of their time and reflections.

In addition to formal training, Dorothy House encourages Trustee participation and engagement in a wide variety of organisational events and settings. For example, participation in the Midnight Walk, attendance at the Firefly Wood Launch, and Light up a Life events.

Environmental, Social and Governance (ESG) considerations

Building on our Sustainability Statement last year, focus as moved in FY23/24 to a more strategic approach to ESG. We have chosen to adopt the term 'Social Value', to better reflect the principles of ESG. Social Value is the value an organisation contributes to society, measured by actions. In FY23/24 the Board agreed to recognise the 'value' of social value in strategic-decision making, and appoint a Trustee 'Social Value' champion. Social

Value is one of seven guiding principles for our work in FY24/25. Ultimately, this approach aims to:

- Present how Social Value is inherent in our current strategy and how it will be embedded within our future strategic direction.
- Confidently communicate our position and actions to stakeholders.
- Rigorously monitor our approach by setting targets with timeframes and measurements, benchmarking where possible against an established Social Value Framework.
- Weave Social Value through our culture at Dorothy House.

Dorothy House's Approach to Social Value brings together what we do now and what our plans and aspirations are for the future organised under three pillars: Economic Prosperity, Environmental Improvement and Community Wellbeing, including:

- Agree and commit to a framework to reach NetZero.
- Agree an appetite statement regarding procurement in relation to local vs global suppliers and sustainability vs cost.
- Explore the principle of localisation, acknowledging our place within our local community and economy.

Work in FY24/25 will focus on translating and embedding these principles within all aspects of our operations. In parallel, the staff-led Green Team continue to review policy, best practice and champion environmental change at the Hospice.

Streamlined Energy and Carbon Reporting 2023-2024
Dorothy House is reporting energy and carbon emissions in compliance with The Companies (Director's Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

		2024	2023
Energy (kWh) Consumption	Gas	627,765	632,857
	Electricity	625,956	616,272
	Transport Fuel	831,486	684,245
	Total	2,085,207	1,933,374
Emissions (tCO2e)	Gas	115	116
	Electricity	130	128
	Transport Fuel	201	165
	Total	446	409
Intensity Ratio (CO2e / WTE)	Emissions per WTE	1.34	1.32

Methodology

Dorothy House's energy consumption and carbon emissions data for FY23/24 and FY22/23 comparative has been calculated as part of our mandatory Streamlined Energy and Carbon Reporting (SECR) reporting requirements. We have followed the HM Government Environmental Reporting Guidelines, dated March 2019.

To calculate our energy and gas emissions for each year reported, Government GHG Conversion Factors

2023 have been used to convert our electricity and gas consumption in kWh to CO2e and also vehicle fuel usage from litres / miles into kWh's and CO2e for each year respectively.

Gas and electricity data has been taken from supplier invoices. Transport fuel primarily relates to fuel used by employees using their own vehicles on company business. Mileage data has been taken from our payroll system and converted based on conversion factors for an average car. Transport fuel also includes fuel purchased for use in Dorothy House vans. Data for litres purchased has been taken from fuel card invoices. It has been assumed that fuel purchased in the year approximates to fuel used.

Analysis of ratios

Dorothy House has seen a 1.2% increase in the tCO2e per Whole Time Equivalent (WTE) from 1.32 to 1.34 from FY22/23 to FY23/24. This has been primarily driven by a 25% increase in car mileage across this period.

Whilst Dorothy House is committed to minimising its environmental impact where possible, this is also balanced against our charitable objectives and strategic aims to deliver more care to those requiring our services. During the year, we have increased the delivery of care within our communities. In particular, the size of our Hospice at Home Team was 23% bigger during FY23/24 compared to FY22/23. This increased focus on the delivery of care closer to home has resulted in an increase in total KG CO2e of 9% and per WTE of 1.2%. Dorothy House is committed to running these services as efficiently as possible to minimise travel time and

mileage where feasible, reducing the environmental impact and maximising patient / client facing time in order to provide more care.

Energy efficiency action

Dorothy House has continued to implement energy efficiency initiatives during the year to reduce its environmental impact where possible. These initiatives are a continuation of previous Energy Savings Opportunities Scheme (ESOS) recommendations as well as initiatives resulting from our internal "Green Team". These initiatives included the ongoing installation of LED and motion sensor lighting around our facilities. The installation/upgrade of gas and electric smart meters across our estate is ongoing, as/when we acquire new retail premises.

As previously noted in the future plans section of the FY22/23 report, two dual Electric Vehicle (EV) charging points were installed in the top car-park at the hospice during autumn 2023. They are available for use by patients, visitors, staff, volunteers and the wider community. The installation is a direct result of work by the Green Team. A grant was awarded by the Rank Foundation, via Hospice UK, to fund the majority of the equipment and installation work.

The solar array in the grounds of the Hospice is under active review to explore the feasibility of increasing solar panel capacity and installing an export meter and storage batteries. The current set-up consists of 208 panels and, following analysis in 2023, generates around 24% of our electricity required at the Hospice.

There have been significant advancements in solar technology over recent years together with reductions in cost, so there is great potential for us to improve the percentage of power we generate. Also, the use of storage batteries could help supply overnight demand of the temperature control units that are currently being installed in the patient rooms.

Future plans

The ESOS deadline was extended from December 2023 to June 2024, so the phase three assessment will now be carried out in May 2024 by approved assessors Balanced Energy. This will include audits of all buildings on the Hospice site, together with seven retail premises (our warehouse, two furniture stores and a selection of shops).

Following approval of the Approach to Social Value paper (which includes a section on environmental improvement) by the Board of Trustees in December 2023 and our likely commitment to the NHS Net Zero Programme, there will be a review of how sustainability should be managed going forward. This review will be carried out in conjunction with consultants Balanced Energy who will help inform and support us in identifying and achieving our sustainability goals.

Executive Team Remuneration Policy

The Trustees consider that the Executive Team are the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All Trustees give of their time freely and no Trustee received remuneration in the year.

Details of Trustees' expenses and related party transactions are disclosed in note 6 to the accounts.

The pay and remuneration of the key management is set out in note 5 to the accounts. Remuneration levels are reviewed annually and approved by the Remuneration Committee. This committee is chaired by the Chair of the Board of Trustees.

The principles used when determining the pay and remuneration are:

- To pay a fair salary, sufficient to attract and retain skilled, expert senior leaders of the charity.
- Salaries and benefits should be competitive, proportionate to the complexity of each role and reflect the range of responsibilities.

- The Chief Executive and members of the Executive Team will have an annual appraisal. Whilst maintaining confidentiality any noteworthy considerations that would impact on pay should be brought to the Remuneration Committee's attention by either the Director of People, Chief Executive or Chair of Trustees.

- Research will be made available to inform the Remuneration Committee on market rates, trends and comparative data from a variety of sources to ensure relevance to each role.

When determining pay a number of considerations are necessary, for example, but not exhaustive:

- Charity Sector comparisons
- Health Sector comparisons – both private and NHS
- National organisations and companies
- Profession comparisons (e.g. Finance, IT)
- Location and ability to recruit and retain
- Value placed on skills, knowledge and experience

Responsibilities for the Financial Statements

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the year and of its financial position at the year-end. In preparing these financial statements the Trustees should follow best practice and:

- a. select suitable accounting policies and then apply them consistently;
- b. make judgements and estimates that are reasonable and prudent;
- c. state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements;
- d. prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy the financial position of the charity and ensuring that the financial statements comply with applicable laws. They are also responsible for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware, there is no relevant audit information of which the organisation's auditors are unaware and the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report, incorporating the Strategic Report, was approved by the Trustees, in their capacity as company directors and signed on their behalf by:



Stephen Taylor
Chair of Trustees

Date

25th June 2024

Reference and administrative details

Registered Name: Dorothy House
 Working name: Dorothy House Hospice Care
 Registered Company Number: 1360961
 Registered Charity Number: 275745
 Registered and Principal Address:
 Winsley, Bradford on Avon, BA15 2LE, UK

Trustees in the period

D, A, F,(Chair) E (Chair), B	Stephen Taylor	Chair of Board of Trustees Chair of F & E Resigned from D (November 23) Member of B (November 23)
B (Chair), D, E	Brian Mansfield	Chair of B Member of E (June 23)
A (Chair), C, H	Simon Burrell	Chair of A
D (Chair), E	Warren Reid	Chair of D
C, F, G	David Cavallero	Director for G
A, F, E	Francesca Thompson	Vice-Chair (Resigned as Trustee Safeguarding Lead September 23)
C (Chair), B, F, E	James Gare	Treasurer and Chair of C
B	Jon O'Mahony	Appointed August 23
A, C, H	Bridget Warr	
A, D, H	Margaret Ndlovu	Representative Trustee Safeguarding Lead (appointed September 23)
B, G	Charity Nicholls	Appointed as Director of G June 23
B, D	Neil Duchar	

Committees

A	Member of Patient and Family Services Committee
B	Member of Finance and Performance Committee
C	Member of Audit Committee
D	Member of People and Development Committee
E	Member of Remuneration Committee
F	Member of Governance Committee
G	Director of Dorothy House Trading Ltd
H	Member of Clinical Governance Sub-Committee
Executive Team	
Wayne de Leeuw	Chief Executive
Tony De Jaeger (G)	Deputy CEO and Director of Finance
Dr Emma Frampton	Medical Director
Maggie Crowe	Director of Patient & Family Services
James Byron	Director of Marketing & Engagement
Liza Pinching	Director of People & Services

Principal Bankers	HSBC, Bristol, NatWest plc, Bath
External Auditor	Bishop Fleming LLP, Bristol
Internal Auditor	TIAA, Hampshire
Investment Advisers	Rathbones, London
Solicitors	Thrings, Swindon Bath Royds Withy King, Bath Stone King, Bath
Adviser to Finance & Performance Committee	Jon O'Mahony (resigned July 23)
Adviser to Patient and Family Services Committee	Dr Charlie Berrisford (resigned July 23)
Adviser to People and Development Committee	Sophie Austin (appointed October 23)
Director of Dorothy House Trading Ltd	Jonathan Newbound Ian Lafferty

Independent Auditor's Report to the Members

Opinion

We have audited the financial statements of Dorothy House (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the parent charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, 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 Group's and of the parent charitable company's affairs as at 31 March 2024 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the

audit of the financial statements section of our report.

We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of 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. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial

statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Annual Report.

We have nothing to report in respect of the following matters in relation to which we to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or

- the parent charitable company 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Annual Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, 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 Group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with this act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- We have considered the nature of the sector, control environment and financial performance of the charity;
- We have considered the results of enquiries with management and Trustees in relation to their own identification and assessment of the risk of irregularities within the entity; and

- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies and Charities Act and FRS 102 (SORP). In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the parent charitable company's ability to operate or avoid a material penalty.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;

- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Enquiring of management in relation to actual and potential claims or litigations;
- Performing detailed testing in relation to the recognition of revenue, with a particular focus around year-end cut off; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in financial statements or non-compliance with regulation, will be detected by us. The risk increases the further removed compliance with a law and regulation is from the events and transactions reflected in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one off error, as this may involve intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act. Our audit work has been undertaken so that we might state to the Trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Joseph Scaife FCA DChA (Senior Statutory Auditor)
for and on behalf of

Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
10 Temple Back
Bristol
BS1 6FL

Date:

1/7/2024

Financial Statements

Consolidated Statement of Financial Activities including Income & Expenditure Account For the Year Ended 31 March 2024

	Note	Unrestricted Funds		Restricted Funds	Group	
		Unassigned £	Designated £	£	2024 £	2023 £
Income and endowments from:						
Donations, Grants and Legacies	3B	4,563,021	-	417,546	4,980,567	4,986,981
Charitable activities	3/12	3,757,937	-	-	3,757,937	3,732,312
Other trading activities	3A	7,295,285	-	-	7,295,285	6,498,009
Investments		151,317	-	-	151,317	166,943
Total Income and endowments		15,767,560	-	417,546	16,185,106	15,384,245
Expenditure on:						
Raising funds	4	-5,854,989	-	-	-5,854,989	-5,294,803
Charitable activities	4/12	-12,580,984	-	-389,693	-12,970,677	-11,495,601
Total expenditure		-18,435,973	-	-389,693	-18,825,666	-16,790,404
Net Income/(expenditure) before investment gains/(losses)		-2,668,413	-	27,853	-2,640,560	-1,406,159
Net gains/(losses) on investments	9	291,332	-	-	291,332	-263,641
Net Income/(expenditure)	4	-2,377,081	-	27,853	-2,349,228	-1,669,800
Transfers between funds		1,799,346	-1,799,346	-	-	-
Other recognised gains/ (losses)		-	-	-	-	-
Net movement in funds		-577,735	-1,799,346	27,853	-2,349,228	-1,669,800
Reconciliation of funds:						
Total funds brought forward		4,935,391	10,685,281	45,247	15,665,919	17,335,719
Total funds carried forward		4,357,656	8,885,935	73,100	13,316,691	15,665,919

The above results relate wholly to continuing activities; there were no other recognised gains or losses in the year.
The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated and Charity Balance Sheet at 31 March 2024

	Note	At 31 March 2024		At 31 March 2023	
		Group £	Charity £	Group £	Charity £
Fixed assets					
Tangible fixed assets	8	7,577,711	7,576,660	7,424,739	7,422,931
Investments - subsidiary	2	-	2	-	2
Investments - portfolio	9	5,231,562	5,231,562	5,545,143	5,545,143
		<u>12,809,273</u>	<u>12,808,224</u>	<u>12,969,882</u>	<u>12,968,076</u>
Current assets					
Stock	2	102,293	-	83,314	-
Debtors	10	4,793,109	4,870,933	3,533,143	3,654,826
Cash at bank and in hand		-1,388,043	-1,389,550	1,757,860	1,700,991
		<u>3,507,359</u>	<u>3,481,383</u>	<u>5,374,317</u>	<u>5,355,817</u>
Liabilities					
Creditors: falling due within one year	11	-2,055,091	-2,042,855	-1,740,930	-1,735,413
		<u>1,452,268</u>	<u>1,438,528</u>	<u>3,633,387</u>	<u>3,620,404</u>
Net current assets					
		<u>14,281,541</u>	<u>14,246,752</u>	<u>16,603,269</u>	<u>16,588,480</u>
Total assets less current liabilities					
		<u>-944,850</u>	<u>-944,850</u>	<u>-937,350</u>	<u>-937,350</u>
Provisions	11				
		<u>13,316,691</u>	<u>13,301,902</u>	<u>15,665,919</u>	<u>15,651,130</u>
Net assets					
Income funds					
Restricted	12	73,100	73,100	45,247	45,247
Unrestricted:					
Designated - tangible fixed assets	13,14	7,504,611	7,504,611	7,379,492	7,379,492
Designated - Service Develop't	13,14	1,366,535	1,366,535	3,291,000	3,291,000
Designated - trading funds	2	14,789	-	14,789	-
Total designated funds		<u>8,885,935</u>	<u>8,871,146</u>	<u>10,685,281</u>	<u>10,670,492</u>
General funds	13,14	4,357,656	4,357,656	4,935,391	4,935,391
		<u>13,243,591</u>	<u>13,228,802</u>	<u>15,620,672</u>	<u>15,605,883</u>
Total unrestricted funds					
		<u>13,316,691</u>	<u>13,301,902</u>	<u>15,665,919</u>	<u>15,651,130</u>
Total funds					

The financial statements were approved and authorised for issue by the Trustees and are signed on their behalf by


Stephen Taylor
Chairman

Date: 25th June 2024


James Gare
Treasurer

Date: 25th June 2024

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Cash Flow Statement for the Year Ended 31 March 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash provided by operating activities	Note A	-3,414,670	-368,122
Cash flows from investing activities			
Dividends, interest and rents from investments	9	151,317	166,943
Purchase of property, plant and equipment	8	-487,463	-364,372
Proceeds from the disposal of fixed assets	8	0	1,000
Cash from/(to) investment portfolio	9	700,000	0
Net additions to the investment portfolio		-95,087	-106,555
Net cash (used in) investing activities		268,767	-302,984
Cash flows from financing activities			
Coronavirus Business Interruption Loan Scheme		-	-
Net cash provided by (used in) financing activities		-	-
Change in cash in the reporting period		-3,145,903	-671,106
Cash at the beginning of the reporting period		1,757,860	2,428,966
Cash at the end of the reporting period	Note B	-1,388,043	1,757,860
Note A) Reconciliation of cash flows from operating activities			
Net income/(expenditure) for the reporting period (as per the statement of financial activities)		£ -2,349,228	£ -1,669,800
Adjustments for:			
Net losses/(gains) on investments	9	-291,332	263,641
Depreciation charges	8	334,491	307,733
Dividends, interest and rents from investments		-151,317	-166,943
(Profit)/loss on the sale of fixed assets		0	25,322
(Increase)/decrease in stocks		-18,979	-48,004
(Increase)/decrease in debtors		-1,259,966	812,337
Increase/(decrease) in creditors		314,161	110,242
Increase/(decrease) in provisions		7,500	-2,650
Net cash inflow/(outflow) from operating activities		-3,414,670	-368,122
Note B) Analysis of net cash resources			
At 31 March 2023		Net cash outflow	At 31 March 2024
£	£	£	£
1,757,860	-3,145,903	-1,388,043	
Bank and petty cash balances			

Notes to the Financial Statements For the Year Ended 31 March 2024

Dorothy House is a company limited by guarantee and a charity registered at the Charity Commission in England and Wales. The Principal address is Winsley, Bradford on Avon, BA12 2LE.

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of Preparation – The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Companies Act 2006. The charity constitutes a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The charity's functional and presentational currency is the pound sterling.

Basis of consolidation – The group financial statements consolidate the results of the charity and its wholly-owned subsidiary Dorothy House Trading Ltd. on a line by line basis. A separate Statement of Financial Activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Going Concern – The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

Incoming resources

- All monetary donations and gifts are included in full in the Statement of Financial Activities when receivable;
- Contract and grant income is included when receivable, provided conditions for receipt have been complied with, unless they relate to a specific future period in which case they are deferred;
- Legacies are included when the charity is advised that payment will be made or property transferred, and the amount involved can be quantified;
- When donors specify that donations and grants, including grants for the purchase of fixed assets, are for particular restricted purposes, the income is included in incoming resources of restricted funds when receivable;

- Intangible income, which comprises donations in kind, are included at the Trustees' valuation when known;

- No amounts are included in the financial statements for services donated by volunteers.

- Charity shop sales include donations arising from the charity's Gift Aid scheme for donated goods.

Judgements in applying accounting policies and key sources of estimation uncertainty –

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. Apart from those judgments involving significant estimates as detailed in the accounting policies, there are no judgments to note that have had a significant effect on amounts recognised in the financial statements.

Resources expended – Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure which can be directly attributed to specific activities has been included in appropriate cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of an estimate of the proportion attributable to each activity.

Operating leases – Rentals in respect of assets held under operating leases are charged against revenue on a straight line basis over the term of the lease. Financial commitments arising from such leases are disclosed in note 15.

Pensions – The charity operates a contributory group personal pension scheme for the benefit of the staff. The scheme's funds are administered by independent Trustees and are independent of the charity's finances. Benefits under the scheme are dependent on contributions paid and the charity is not committed to the provision of a pension related to final salary. The charity also makes contributions for eligible employees to the National Health Service Pension Scheme which is a multi-employer defined benefit pension scheme where pensions payable are based on final pensionable salary. As the charity is unable to identify its share of the assets and liabilities of the scheme on a consistent and reasonable basis, the scheme is treated by the charity as if it were a defined contribution scheme, as permitted by FRS 102. For all active schemes, the charity's contributions are charged against income in the year in which they are made.

Financial instruments – Financial instruments are recognised in the Charity's balance sheet when it becomes a party to the contractual provisions of the financial instrument.

Trade debtors – Trade debtors are non interest bearing and are stated at original invoiced amount less an appropriate allowance for irrecoverable amounts. Such allowances are based on known customer exposures.

Cash – Cash comprises cash at bank and in hand.

Trade creditors – Trade creditors are non interest bearing and are stated at the original invoiced amount.

Income from financial instruments – Interest is accrued and credited to the profit and loss account in the period to which it relates.

Dividend income from investments – Dividend Income is recognised when the shareholders' rights to receive payment have been established.

Tangible Fixed Assets – Freehold properties

Freehold property is included at original cost plus subsequent costs of additions.

No depreciation is provided on freehold properties. It is the charity's practice to maintain these assets in a continual state of sound repair and accordingly the Trustees consider that the lives of these assets are so long and residual values so high, based on prices prevailing at the time of acquisition, that any charge for depreciation is immaterial. In the absence of any depreciation charge an annual impairment review is undertaken and any permanent diminution in the value of such properties is charged to the Statement of Financial Activities as appropriate.

Tangible Fixed Assets – other assets

Tangible fixed assets costing more than £1,000 are capitalised and included at cost.

Depreciation is calculated to write off the cost, less estimated residual values, of tangible fixed assets over their estimated useful lives to the charity. The annual depreciation rates and methods are as follows:

Leasehold properties:	Evenly over the term of the lease
Fixtures, equipment and ICT:	10 - 33 1/3% straight line, as appropriate
Motor vehicles:	25% straight line

Investments – The investments held by the charity are stated at their open market value at the Balance Sheet date. Gains and losses on disposal and revaluation of investments are credited or charged to the Statement of Financial Activities. Deposit accounts previously accounted for as Fixed Asset Investments are now shown with Cash, as they are not used for investment purposes.

Stock – Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items. FRS 102 recommends that goods donated for resale are valued. However, estimating the fair value of donated goods for resale is impractical for the charity because of the high volume of low value items received and the absence of a detailed stock control system. The trustees have therefore determined that no meaningful valuation can practicably take place.

Fund Accounting

Funds held by the charity are either:

- Restricted funds - these can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by donors or by the purpose of the appeal.
- Unrestricted general funds - these can be used in accordance with the charitable objects at the discretion of the Trustees.
- Designated funds are unrestricted funds which have been Designated for specific purposes by the Trustees.

2. Commercial Trading Activities and Investment in Trading Subsidiary

The charity has a wholly-owned subsidiary, Dorothy House Trading Limited incorporated in England and Wales, which sells Ubiety, our body and home fragrance range and calendars and greetings cards. The company covenants its profit to the charity. A summary of the trading results and details of its assets and liabilities is shown below:

Summary Profit and Loss Account		Note		
			2024	2023
			£	£
Turnover			315,382	229,030
Cost of sales and administrative costs	4		-147,399	-97,964
Management charge from Dorothy House Foundation	4		-76,441	-54,592
Net income			91,542	76,474
Amount gifted to the charity under deed of covenant			-91,542	-76,474
Profit retained in the subsidiary			-	-
Summary Balance sheet		Note		
			2024	2023
			£	£
Fixed Assets			1,050	1,806
Stock			102,293	83,314
Other debtors			16,420	13,215
Bank balances			1,507	56,869
Creditors-due to Dorothy House	10		-94,244	-134,898
Other creditors			-12,235	-5,515
Total net assets			14,791	14,791
Share Capital		2		
Profit and Loss Account			14,789	14,789
			14,791	14,791

3. Analysis of Income from Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Group 2024 £	Group 2023 £
Contracts and operating income:				
NHS contracts	3,417,116	-	3,417,116	3,255,860
Catering, subletting and other similar income	64,652	-	64,652	161,533
Education and training income	276,169	-	276,169	314,919
	3,757,937	-	3,757,937	3,732,312

3A. OTHER TRADING ACTIVITIES

	Group 2024	Group 2023
Shops' Income	5,748,555	5,257,891
Fundraising events	868,805	609,431
Lottery	677,925	630,687
	7,295,285	6,498,009

3B. DONATIONS, GRANTS AND LEGACIES

	Unrestricted Funds	Restricted Funds	Group 2024	Group 2023
Donations	1,914,543	417,546	2,332,089	2,365,078
Legacies	2,223,478	-	2,223,478	2,595,831
Governments grants	-	425,000	425,000	26,072
	4,138,021	842,546	4,980,567	4,986,981

4. Analysis of Resources Expended

Cost of raising funds		Staff costs	Other costs (including depreciation)	Support costs	Total 2024	Total 2023
	£	£	£	£	£	£
Charity shop costs	2,068,216		1,292,440	573,805	3,934,461	3,673,175
Fundraising and publicity	958,123		449,184	265,167	1,672,474	1,432,395
Expenses of subsidiary - Note 2	-		223,840	-	223,840	152,556
Lottery costs	-		3,900	-	3,900	3,895
Investment Management Costs	-		20,314	-	20,314	32,782
	3,026,339		1,989,678	838,972	5,854,989	5,294,803
Direct charitable activities						
Patient Services costs	8,419,451		1,637,749	1,888,475	11,945,675	10,486,678
Education services	589,534		171,639	120,767	881,940	826,014
	9,008,985		1,809,388	2,009,242	12,827,615	11,312,692
	99,296		43,766	-	143,062	182,909
	9,108,281		1,853,154	2,009,242	12,970,677	11,495,601
Total resources expended: 2024	12,134,620		3,842,832	2,848,214	18,825,666	16,790,404
Total resources expended: 2023	10,983,737		3,281,435	2,525,232	16,790,404	

Included in the Governance Costs above are the following costs:

	2024	2023
Auditor's remuneration	£	£
External	14,700	14,000
Internal	5,696	9,090

Governance Costs also include an apportionment of Senior Management costs.

4. Analysis of Resources Expended (continued)

Charitable Activities	Staff Costs	Other Direct Costs	Support Costs	Total 2024	Total 2023
	£	£	£	£	£
In Patient Unit	1,689,656	493,963	310,748	2,494,367	2,317,110
Day Patient Unit/Comp Therapy	446,542	117,227	112,462	676,231	629,460
Nurse Specialists	1,959,952	259,968	518,750	2,738,670	2,277,785
Hospice at Home	2,261,030	383,536	494,407	3,138,973	2,457,113
Lymphoedema & Physiotherapy	669,938	113,766	198,917	982,621	1,002,029
Medical Services	792,218	145,010	82,449	1,019,677	1,052,876
Family Support	600,115	124,279	170,742	895,136	750,305
Education	589,534	171,639	120,767	881,940	826,014
TOTAL	9,008,985	1,809,388	2,009,242	12,827,615	11,312,692

Support Costs Breakdown	Administration & Telecoms	IM	Finance & Personnel	Provisions/Non recurring costs	Total 2024	Total 2023
	Staff Numbers (excl. shops)	Number of PCs	Staff Numbers	Staff Numbers	£	£
In Patient Unit	36,498	65,250	152,235	56,765	310,748	255,007
Day Patient Unit/Comp Therapy	5,806	73,406	24,219	9,031	112,462	75,577
Nurse Specialists	46,807	203,907	195,237	72,799	518,750	412,916
Hospice at Home	66,834	44,860	278,767	103,946	494,407	429,339
Lymphoedema & Physiotherapy	16,234	89,719	67,715	25,249	198,917	203,821
Medical Services	8,058	40,781	33,610	-	82,449	94,122
Family Support	13,864	77,485	57,830	21,563	170,742	135,248
Education	10,072	53,016	42,013	15,666	120,767	109,468
Charitable Activities	204,173	648,424	851,626	305,019	2,009,242	1,715,498
Retail	56,495	191,672	325,638	-	573,805	619,662
Fundraising	25,477	93,797	106,268	39,625	265,167	190,072
Total	286,145	933,893	1,283,532	344,644	2,848,214	2,525,232

5. Employee Information

	2024	2023
	£	£
Wages and salaries	12,447,939	10,914,774
Social security costs	1,153,296	1,058,695
Pension costs	1,032,344	917,307
	<u>14,633,579</u>	<u>12,890,776</u>

£ 3,202,426 of the above are included in Support and Other Costs shown in Note 4.

The average number of permanent employees (whole-time equivalent) during the year was as follows:

Patient services	Nursing staff	143	129
	Medical	8	8
	Chaplain	1	1
	Social worker	9	8
	Support staff	20	18
		<u>181</u>	<u>164</u>
Education & Research		10	10
Fundraising		22	20
Management and administration		52	47
Dorothy House shops		70	68
		<u>335</u>	<u>309</u>

The numbers of employees who earned more than £60,000 per annum was:

	2024	2023
£60,000 - £70,000	6	9
£70,000 - £80,000	6	1
£80,000 - £90,000	2	1
£90,000 - £100,000	2	2
£100,000 - £110,000	-	3
£110,000 - £120,000	3	-

Of these, 9 (2023: 8) are Clinical staff. Pension contributions for all 19 employees amounted to £155,919 (2023: 16 employees, £127,571). Nil pension contributions (2023: Nil) were paid on behalf of key management staff not included in the bandings above.

Senior Management pay is regulated by the Pay and Remuneration Committee.

The charity considers that the key management personnel comprise the Trustees and the Executive team - who are the Chief Executive and 5 other Heads of Department.

The total salaries and employer pension contributions of the key management personnel of the charity were £641,904 (2023: £608,884).

6. Trustees' Remuneration and Expenses

The Trustees of the charity received no remuneration, travel expenses totalling £2,175 (2023: £1,502) were reimbursed to 2 (2023: 3) Trustees.

In addition to their time, the trustees often provide support to the charity in the form of monetary donations and the donation of goods for sale in the charity's shops. All donations this year were below £500 each (2023: 3 trustees £6,792, all other donations less than £500).

The charity has insurance costing £1,507 (2023: £1,041 Trustees only) to indemnify the Trustees from any loss arising from their neglect or default.

7. Pension Costs

The charity makes contributions for eligible employees to the National Health Service Pension Scheme which is a multi-employer defined benefit pension scheme where pensions payable are based on final pensionable salary. As the charity is unable to identify its share of the assets and liabilities of the scheme on a consistent and reasonable basis, the scheme is treated by the charity as if it were a defined contribution scheme, as permitted by FRS 102 section 28 "Employee Benefits". Contributions are charged to the Statement of Financial Activities in the year in which they are made.

For employees who are ineligible to join the NHS scheme, the charity also operates a defined contribution pension scheme through Aviva. The scheme's funds are administered by independent trustees and are independent of the charity's finances. Benefits under the scheme are dependent on contributions paid and the charity is not committed to the provision of a pension related to final salary.

The charity's contributions to pension schemes in the year amounted to £1,032,344 (2023: £917,307); the amount of contributions due by the charity to the schemes at the year end was £121,413 (2023: £124,380).

8. Fixed Assets

CHARITY:						
Cost	Land and Buildings: Freehold £	Leasehold £	Fixtures and Equipment £	Motor Vehicles £	Charity Total £	
At start of year	6,339,741	194,619	5,608,613	209,048	12,352,021	
Additions	-	-	487,463	-	487,463	
Disposals	-	-	-111,489	-	-111,489	
At end of year	6,339,741	194,619	5,984,587	209,048	12,727,995	
Depreciation						
At start of year	-	43,582	4,763,660	121,848	4,929,090	
Charge for the year	-	1,987	303,651	28,096	333,734	
Depreciation on Disposals	-	-	-111,489	-	-111,489	
Eliminated on disposal	-	-	-	-	-	
At end of year	-	45,569	4,955,822	149,944	5,151,335	
Net Book Value						
At end of year	6,339,741	149,050	1,028,765	59,104	7,576,660	
At start of year	6,339,741	151,037	844,953	87,200	7,422,931	
GROUP:						
Cost	Land and Buildings: Freehold £	Leasehold £	Fixtures and Equipment £	Motor Vehicles £	Group Total £	
At start of year	6,339,741	194,619	5,636,102	209,048	12,379,510	
Additions	-	-	487,463	-	487,463	
Disposals	-	-	-111,489	-	-111,489	
At end of year	6,339,741	194,619	6,012,076	209,048	12,755,484	
Depreciation						
At start of year	-	43,582	4,789,341	121,848	4,954,771	
Charge for the year	-	1,987	304,408	28,096	334,491	
Depreciation on Disposals	-	-	-111,489	-	-111,489	
Eliminated on disposal	-	-	-	-	-	
At end of year	-	45,569	4,982,260	149,944	5,177,773	
Net Book Value						
At end of year	6,339,741	149,050	1,029,816	59,104	7,577,711	
At start of year	6,339,741	151,037	846,761	87,200	7,424,739	

9. Investments

Market value at the start of the year	2024 £	2024 £	2023 £	2023 £
		5,545,143		5,702,229
Net additions to the investment portfolio:				
Movement in cash balances invested: (reduction)/increase		-700,000		-
Portfolio investment income held by brokers		127,264		139,337
Management fees charged		-32,177		-32,782
Gains or (losses) in the year:				
Realised - on sale of investments	182,607		117,706	
Unrealised - change in value of portfolio in the year	108,725		-381,347	
Market value at the end of the year		291,332		-263,641
		<u>5,231,562</u>		<u>5,545,143</u>
The investments are held as follows:		£		£
Managed by brokers:				
Fixed interest stocks		892,813		848,397
Equities - UK		1,373,510		1,882,137
Equities - non-UK		2,207,875		1,745,902
Other Investments		720,456		834,611
Uninvested cash balances		36,908		234,096
		<u>5,231,562</u>		<u>5,545,143</u>
Investment in subsidiary				
		<u>2</u>		<u>2</u>

One investment, Treasury 7/8% Green Gilt 31/07/2033 accounted for 7.39% (2023: 5.43%) of the portfolio managed by the investment advisers at 31 March 2024. There were no other investments accounting for more than 5% of the value of the portfolio.

10. Debtors

	At 31 March 2024		At 31 March 2023	
	Group	Charity	Group	Charity
	£	£	£	£
Trade debtors	1,074,280	1,074,280	132,294	132,294
Legacies	2,616,792	2,616,792	2,612,111	2,612,111
Other accrued income	146,835	146,835	127,038	127,038
Other debtors	715,748	699,328	354,242	341,027
Amount owed from subsidiary	-	94,244	-	134,898
Prepayments	239,454	239,454	307,458	307,458
	4,793,109	4,870,933	3,533,143	3,654,826

11. Liabilities

AMOUNTS DUE IN LESS THAN ONE YEAR

	At 31 March 2024		At 31 March 2023	
	Group	Charity	Group	Charity
	£	£	£	£
Trade creditors	299,872	299,872	405,238	405,238
Taxes and social security	282,468	282,468	260,808	260,808
Other creditors	139,119	126,883	150,399	144,882
Accruals and deferred income	1,333,632	1,333,632	924,485	924,485
	2,055,091	2,042,855	1,740,930	1,735,413

DEFERRED INCOME

	Group	Group
	2024	2023
	£	£
Deferred income at 1 April	250,575	515,519
Resources deferred during the year	405,443	250,575
Amounts released from previous years	-250,575	-515,519
Deferred income at 31 March	405,443	250,575

Deferred income represents amounts paid in advance for clinical services.

PROVISIONS

	Group	Group
	2024	2023
	£	£
Provisions at 1 April	937,350	940,000
Increases to provisions during the year	7,500	-
Utilisation of provisions during the year	-	-2,650
Release of provisions during the year	-	-
Provisions at 31 March	944,850	937,350

Provisions relate to property dilapidations provisions in respect of leased properties.

12. Restricted Funds

The funds of the charity include restricted funds comprising the following donations and grants held on trust to be applied for specific purposes as described in the titles below:

	At 31 March 2023 £	Incoming £	Expense £	At 31 March 2024 £
Private Capital Grants, Trusts & Legacies	45,247	417,546	-389,693	73,100
	<u>45,247</u>	<u>417,546</u>	<u>-389,693</u>	<u>73,100</u>

13. Designated funds

The bulk of the charity's fixed assets have been funded from unrestricted income, mainly donations and legacies; at 31 March 2024 this funding amounted to £7,504,611. As these funds are not available for expenditure on future charitable objects the Trustees believe it appropriate to show these amounts as designated reserves, separate to the free funds of the charity.

Designated service development reserves are in line with our five year plan to deliver our strategic ambition. Unrestricted and unassigned reserves are held to protect against the risk of volatile income streams and compliant with the minimum levels defined by our risk based reserves policy.

14. Analysis of Group Net Assets between Funds

Fund balances at 31 March 2024 are held as follows:

	Restricted Funds £	Designated - fixed assets £	Designated - DHT Trading Ltd £	Designated - Service Develop't £	Unrestricted & Unassigned £	Total 2024 £
Tangible fixed assets	73,100	7,504,611	-	-	-	7,577,711
Investment portfolio	-	-	-	1,366,535	3,865,027	5,231,562
Current assets	-	-	14,789	-	3,492,570	3,507,359
Liabilities	-	-	-	-	-2,999,941	-2,999,941
	73,100	7,504,611	14,789	1,366,535	4,357,656	13,316,691

Current assets includes £827,000 representing the year on year volatility of legacy income identified in our Reserves Policy

Fund balances at 31 March 2023 are held as follows:

	Restricted Funds £	Designated - fixed assets £	Designated - DHT Trading Ltd £	Designated - Service Develop't £	Unrestricted & Unassigned £	Total 2023 £
Tangible fixed assets	45,247	7,379,492	-	-	-	7,424,739
Investment portfolio	-	-	-	3,291,000	2,254,143	5,545,143
Current assets	-	-	14,789	-	5,359,528	5,374,317
Liabilities	-	-	-	-	-2,678,280	-2,678,280
	45,247	7,379,492	14,789	3,291,000	4,935,391	15,665,919

15. Commitments Under Operating Leases

The total commitments under operating leases were:

Payments falling due:

- Less than one year
- One to two years
- Two to five years
- More than five years

	Shop Leases £	Other Leases £
Less than one year	629,803	35,279
One to two years	435,409	19,040
Two to five years	936,787	17,021
More than five years	571,003	-
	2,573,002	71,340

16. Capital Commitments

Contracted for
Authorised but not yet contracted for

2024	2023
£	£
88,870	121,170
275,665	481,000

17. Financial Instruments

Financial assets

Financial assets that are measured at fair value through profit or loss:

- Listed securities
- Deposit accounts

Financial assets that are measured at amortised cost:

- Cash at bank and in hand
- Trade debtors
- Other debtors

Financial liabilities

Financial assets that are measured at amortised cost:

- Trade creditors
- Accruals

2024	2023
£	£
5,194,654	5,311,047
36,908	234,096
-1,388,043	1,757,860
1,074,280	132,294
3,479,375	3,093,391
8,397,174	10,528,688
299,872	405,238
928,189	673,910
1,228,061	1,079,148

