



**dovehouse**  
hospice

# Trustees' Report and Financial Statements



March 2024

**Dove House Hospice Limited Directors' Report**  
For the year ended 31 March 2024



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**Chris Sadler**  
Chief Executive



**Philip Daniels**  
Chairman  
of the Board of  
Trustees





“He was in the best place possible with the best possible care. Thank you so much!”

Patient's Family

# Welcome

As we look back over another year, we celebrate 44 years of providing care and support to patients, families and friends throughout Hull and the East Riding of Yorkshire. Dove House is an essential part of the local healthcare system, and our experienced and passionate healthcare professionals listen, respond, and deliver what matters most to those affected by a life limiting illness. It has also been a record-breaking year for our fundraising teams, without which we couldn't deliver the extensive range of care services at the hospice and in the community. Our Trustees Report and Financial Statements bring together both elements, our clinical services and funding streams and take you through the past 12 months, looking at the progress we have made and the ambitions which remain, as we focus on the next 5 years.

Over the past year we have strengthened our Board with the appointment of 4 new trustees, broadening the skills and experience needed to take the organisation forward. We will continually review this process and appoint new trustees as and when the need arises. Trustees play a pivotal role in overseeing our hospice's strategic direction to ensure we deliver on our 5-year vision and plan. They ensure alignment with our mission and purpose, deliver financial stewardship, champion best practice and innovation and provide support to the Executive Leadership Team to keep Dove House relevant in a constantly changing healthcare environment.

It's been a long time coming but in December 2023 we were subject to an assessment of our care and services from the Care Quality Commission (CQC), the independent regulator for health and social care in England. The inspection team spent a full day at the hospice and the initial feedback was very positive. So, it was pleasing to receive an excellent report following the inspection, with an overall rating

of Good and an 'Outstanding' marker for the element of 'Caring'. This independent report acknowledges and recognises the work we have done across the organisation to ensure we provide safe, responsive, effective and compassionate care and services.

Whilst we face many challenges, undoubtedly one of the biggest remains our ability to attract and retain staff in key roles across the organisation. The hospice sector is not exempt from the national shortage of healthcare workers, but we also suffer due to the diversity of roles in areas such as fundraising, given the limited availability of suitable candidates. Within this report you will see the work we are doing to address these issues as we realise the importance of working proactively so we become an employer of choice. Recruiting and retaining the right people cannot be overstated, as only through our people will we achieve success across the organisation.

We hope this report gives you an insight into the amazing work we do at Dove House. We are extremely proud of the progress we have made but remain focused on the plans and ambitions we have for the future. Thank you to all our staff, volunteers and for the unwavering support we receive from the community.

**Chris Sadler**  
Chief Executive

and

**Philip Daniels**  
Chairman of the Board  
of Trustees



## Who we are

Dove House Hospice is based in Hull and serves the whole of the East Riding of Yorkshire region. For over 40 years we have provided specialist, personalised care for those dealing with a life limiting diagnosis and those approaching the very end of their lives, either in our Inpatient Unit or across Outpatient Clinics and groups. We also support the patient and their family with their emotional wellbeing, offer bereavement support, including a specialist service for children, as well as providing community groups to help tackle issues such as loneliness and social isolation.

We were developed **by the community, for the community** and will continue to adapt our services to meet their needs.

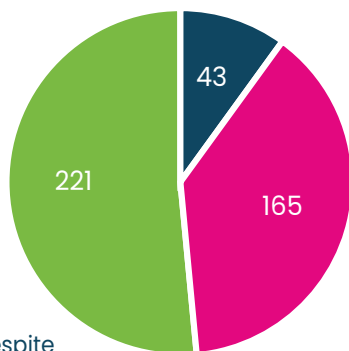
## Our Care In Numbers

**429** Inpatient Admissions

**59%** of Inpatients were from Hull

**90%** average occupancy

### Admissions



■ Respite  
■ End of Life Care  
■ Pain & Symptom Management

**23**  
Living Well Group sessions

**19%**  
increase in referrals since 22/23

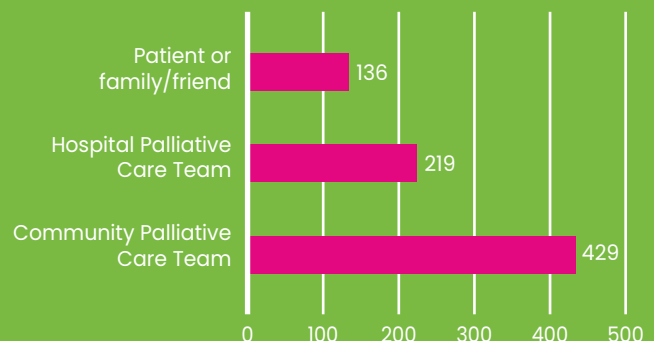
**1.65**  
Days waiting time for admission

**221**  
Admissions for End of Life Care

**213**  
Home visits by MND nurse

**96%** of deaths achieved Preferred Place Of Care

### External Referral Sources



**9.3** Average days stay on Inpatient Unit

**99%**  
increase in online referrals

**4**

Dove House Hospice cares for anyone over the age of 18 who is living with a progressive life limiting illness across Hull and the East Riding of Yorkshire. Providing holistic care, the hospice ensures that the patient and their family are the centre of all areas of care.

## Services provided by Dove House:



**Inpatient Unit** for pain and symptom management, respite and end of life care.



**Family Support** for loved ones and carers, as well as looking after the patient's emotional needs.



**Bereavement Care** for families using our services and for the wider community, including Children's Bereavement Groups and the Welcome Wednesdays Bereavement Café.



**Community Groups** such as Friday Friends and Welcome Wednesdays reach out to the community and open the doors of Dove House to those who need social support.



**Therapies** including Complementary therapy, Occupational therapy and Physiotherapy.



**Outpatient Clinics** with doctors, specialist nurses and therapists.

**41%**

of Inpatients were from the East Riding

**134**

People attended Friday Friends

**150**

Complementary Therapy Assessments

**352**

Patients accessed Physiotherapy

**80**

People attended Welcome Wednesdays

**3649**

Contacts to adults and children from the Family Support Team

**165**

Admissions for Pain and Symptom Management

**238**

Referrals to the Children's Bereavement Groups

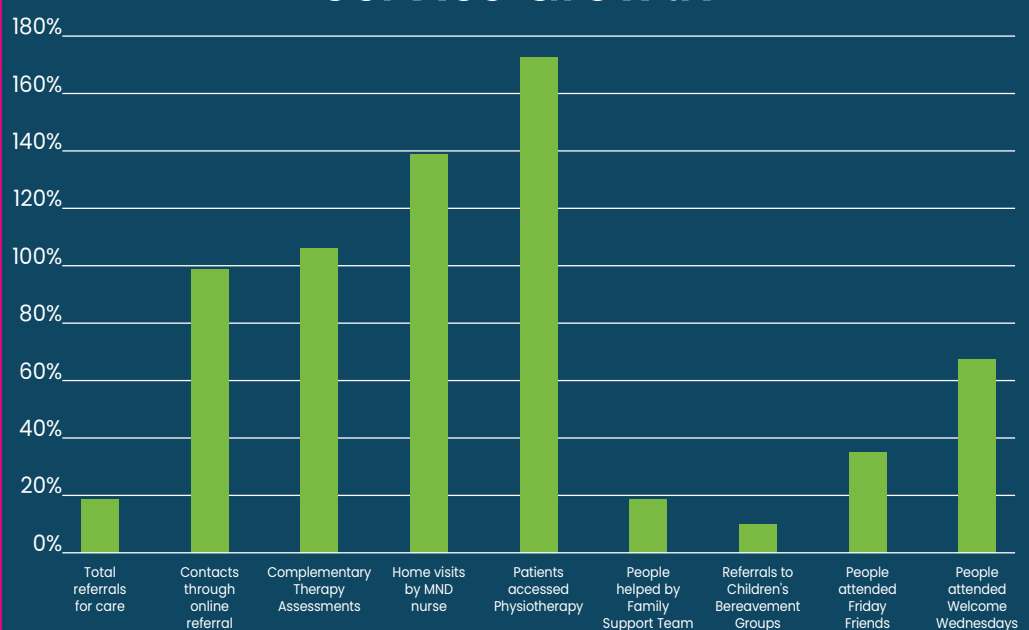
**51%**

Non-cancer diagnosis

**501**

People helped by the Family Support Team

## Service Growth





# Lawrie's Story

“ I first became ill in 1985. I was happily married, had a young family and everything was going right for me. I had a great physically active job with the council and I was really happy. All of a sudden I was struck down with excruciating stomach cramps that just kept getting worse. I was doubling over with pain at work. After three months nothing was helping, I went to the doctors. They put it down to stress, told me I had Irritable Bowel Syndrome and to manage it at home with pain relief. But I couldn't live like that; it was destroying my life. I tried herbal remedies but still nothing was working.

I finally found a doctor who was taking my illness seriously. He told me it needed dealing with as an emergency and I was admitted to hospital. Three months later I was discharged from hospital and looked like a skeleton. I nearly died. I discovered I had cancer and they had opened me up to try and take it all out. Four times in the end and then I developed septicemia. Life was terrible for myself and my wife. When you become a cancer patient you lose a lot of family and friends. They are frightened to death of it but so am I. I was a fighter, I didn't know it, but I was.

I hadn't seen my kids for three whole months. I had just disappeared from their life and they had no idea what was happening. The first time my kids were brought to see me was amazing and heartbreaking. I really did think I had the all clear and started to rebuild my life, I had no idea that the cancer was going to come back. I returned to work but soon enough my life became an endless merry go round of appointments and hospitals. I ended up losing my job due to ill health, I was devastated.

My dad and brother had both died from bowel cancer and they did genetic testing and it was discovered that I have Lynch syndrome which runs in families and means you are more likely to develop certain types of cancers. Keyhole cameras had just been introduced but no new treatments had come about. I had to tell my children that they needed to get tested for Lynch Syndrome which was really difficult. Three of them turned out to also have it and I am devastated. I feel so guilty for giving them it.

Up until that point I didn't know Dove House existed. During Covid a doctor at Castle Hill recommended the hospice to help with back pain and that is how I was introduced to Aromatherapy with Caty at the hospice. It was so relaxing and from there my whole world changed. **There was so much the hospice could offer and I never knew it was available. I thought a hospice was just somewhere you spent your final days and that was it, I had no idea how much support they could give you.**



**The best time to come to a hospice is the beginning of your journey, and not the end.**

The therapy I was receiving from Caty was helping so much, I am so glad that I gave it a go. Caty also referred me to the Family Support Team as I was having a few problems and needed someone to talk to. I was in a state and didn't know where to turn to. I was doing the best I could do at home but the mental stress of being ill was getting to me, the hospice recommended a respite stay on the Inpatient Unit. **Everything down to the food was amazing and the calming garden was incredible and just what I needed. It gave me time to reflect on everything and helped give me a positive outlook on things.**

The staff at Dove House have helped me so much, especially when my sister died of cancer, she had the same genetic Lynch syndrome that I have. She was living in a different country during Covid 19 and I was too ill to travel. I didn't feel like I could grieve as I couldn't be there, I was really struggling. Dove House arranged for me have a service in her memory at the hospice, it helped me emotionally. It helped me let go of the pain I was carrying. I didn't know they were able to do that for people but they did and it was so important to me, it helped with my mental health. **The hospice gave me peace and the opportunity to say goodbye to my sister.**

The hospice supported me so much and helped me to help myself.

**I look back now and I can't believe how far I have come and that is thanks to Dove House. Now I know the hospice is there for me whenever I need them.**”

# Strategic Ambitions

Our 5-year strategy outlines all we aim to achieve over the coming years. It was important for us that our strategy reflect not only our clinical ambitions, but also our financial ones; as well as how we ensure we attract and retain the right people and where we fit in the wider healthcare arena. We recognize that without focus on each of these areas, we could never achieve all we want to clinically as they are reliant on one another.

The strategy was devised in consultation with our key stakeholders and each year we produce operational plans for each of these four areas. In the coming pages you can read about the progress we've already made in achieving these goals and the challenges we face.

**From the results of our stakeholder engagement and analysis we have created four Strategic Ambitions:**

**Excellent care,  
excellent support,  
excellent outcomes**

Exceed expectations

Be innovative in  
our approach

Care for more  
patients and  
expand services

**Ambition 1:  
Care and  
Services**

**Better together:  
collaborate to  
succeed**

Strengthen our place in  
local healthcare system

Collaborate to provide  
seamless care

Raise our profile  
and dispel myths

**Ambition 2:  
Reaching  
Out**

**Achieving  
success  
through  
our people**

Ensure workforce is  
appreciated and motivated

Become an employer of choice

Leadership will be values led,  
compassionate and inclusive

**Ambition 3:  
People and  
Development**

**Ambition 4:  
Financial**

**A coherent  
financial plan  
to achieve  
our strategic  
ambitions**

Sound financial model to  
underpin existing services

Develop proactive strategies  
to raise additional funds

Prudent in our approach to ensure  
resilience and sustainability

# Strategic Ambition 1: Care and Services

## Excellent care, excellent support, excellent outcomes

Dove House has continued to grow and develop its services to meet the increasing demand, this year we have seen a 19% increase in referrals to our care, bed occupancy has increase and evidence of an increase in patients with non – cancer diagnosis demonstrating our commitment to providing access to a wide range of patients in the community.



Last year we published a new 5-year strategy identifying four key ambitions. The focus within care and services is on providing high quality care, embracing innovation, and ensuring our services meet the needs of our community. At the beginning of 2024 we appointed a new Director of Clinical Services with extensive experience of working at a strategic level in the NHS. This appointment will play an integral part in helping the organisation align new and existing services to these ambitions. We are committed to achieving high standards of care, delivered by highly skilled staff so we can meet the physical, emotional, spiritual and practical needs of our patients and their loved ones.

### Goal:

Updating the hospice site to optimise its layout and create an environment that is homely, peaceful and one which complements the care we deliver.

This year planning permission was successfully sought for a major hospice improvement project and although our future is to redevelop the entire site, we have engaged and listened to our patients and staff and continue to make improvements to our current facilities. A communication tool has been developed for staff to make suggestions regarding improvement in facilities and equipment, we have been fortunate to be able implement a significant number of these initiatives and suggestions.

### What we have done in 23/24:

- We refurbished an unused room into a new Family Room which gives patients and their families another private space away from the Inpatient Unit where they can enjoy relaxed time together.
- Visitors Information – redesigned a new display of information for visitors in the Inpatient Unit. This bright space aims to welcome visitors to the hospice and provides useful information about the facilities available.
- A welcoming space has been created at the hospice entrance where people can chat directly to our Fundraising team. This helps services users understand how the charity is funded, providing them or their families the opportunity to get involved if they wish.
- Identified an additional space to safely dispense medication in response to clinical incidents that had occurred regarding distractions.
- Undertaken engagement sessions for all the team as we plan the re development of the hospice.

### CQC Inspection:

In December 2023 we were inspected by the CQC all the key domains were tested including safe, effective responsive, caring, and well-led. We maintained our overall rating of Good, however we are very pleased to have been rated Outstanding for the caring domain.



Overall Rating: **Good**

Safe: **Good**

Effective: **Good**

Caring: **Outstanding**

Responsive: **Good**

Well-led: **Good**

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The inspection report can be found at: [dovehouse.org.uk/resources](https://dovehouse.org.uk/resources)



## Goal:

Increasing the capacity and reach of our non-inpatient services by expanding out into the community, developing new services, and utilising digital technologies to improve wellbeing.

### Therapies & Well Being Services

The Therapy Team workforce has been increased resulting in a greater impact to patient care and services. The recruitment of a Therapy Team leader, and an additional physiotherapist has increased our capacity to help more service users.

### What we have introduced in 23/24

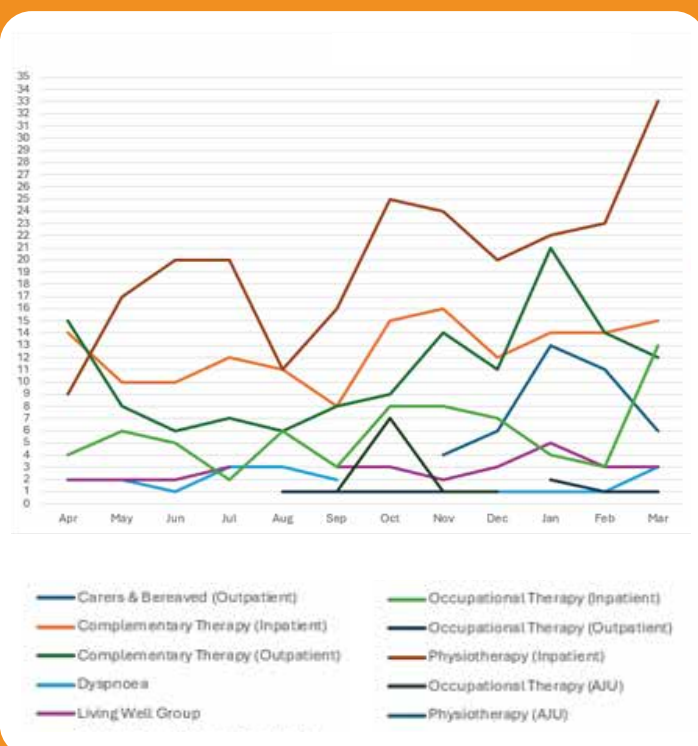
- The Carers Wellbeing Service has been developed to provide carers of hospice patients time to recharge. This was initially one day per week but due to the increase in demand we have needed to increase to two days.
- Dyspnoea Group, our Breathlessness Clinic has been re-launched as a new group to support patients who struggle with their breathing because of their illness.
- We have introduced an activities coordinator who whilst supporting our wellbeing groups, also provides patients and families on the Inpatient Unit, the opportunity to create many special moments and memory keepsakes.
- We have started to reintroduce some of our day therapy services with the increase of the workforce.

### Family support

There has been a significant increase in the need for bereavement and family support care, the Family Support Team continue to review how the service can be provided for those who turn to the hospice for support.

### Children's Bereavement Service

This year there were 238 referrals to this service showing the vital provision it provides locally. This service commenced in 2019 with the support from Children in Need and has since developed from working with groups at the hospice to working closely with schools in the community. The school groups have grown in demand and are a lifeline to schools in both Hull and East Yorkshire. They bring together children to allow them to explore their thoughts and feelings around their bereavement and support each other to develop coping strategies. A positive of facilitating the groups in schools is that friendships are formed that can easily be sustained in the school setting. Although the funding from Children in Need has now stopped the hospice has recognised the need that exists and so will fund this from voluntary sources.



The Living Well Group continues to be a success and is planned to be reviewed next year to reach further into the community.



## Goal:

**Defining, measuring, and evaluating the effectiveness of our care to ensure it is consistently high quality.**

We currently monitor care quality and safety through a range of measures, which include clinical audits, patient outcome measures, clinical incident reviews, patient and family feedback, complaints, and other forms of intelligence. A review is being led by the Director of Clinical Services to determine how we design our data collection to ensure that we can monitor and demonstrate the ongoing improvements to evidence that effective, safe care is being delivered. A detailed review of staffing has taken place to support the increase in bed occupancy.

### **What we have completed in 23/24:**

- Used the national tools developed by Hospice UK along with in house tools created to deliver this year's audit plan, enabling us to assure ourselves that our services are benchmarked against standards of excellence on a range of health, safety, and care delivery standards.
- We have reviewed the purpose and expected outcomes of the audit group and are committed to making continuous improvements. The results following the audits are shared and discussed with the relevant teams and used to develop action plans.
- Introduced specific bedside assessment tools to gain assurance in the completion of patient assessments.
- Worked in collaboration with the improvement academy to determine the safety culture in the hospice.
- Embarked on Quality improvement programmes to enhance communication huddles.
- Designed ways of working to reduce the number of falls and reduce pressure ulcers attributed to the hospice.
- Workforce skills review and rota management introduced an annual leave allocation tool and rota tool to determine appropriate staffing levels.
- We have worked closely with the ICB and pharmacy providers to determine an effective high-quality model of service delivery for 24/25.

## Integrated Palliative Care Outcome Scale (IPOS)

IPOS is a measure of symptoms and concerns that matter to a patient and help us provide the best care. There are ten questions, scored on a scale of 1-4, which assess a patient's symptoms and needs with regards to physical, social, psychological, and spiritual. We aim to record two scores during a patient's stay.

This year we have worked closely with the Palliative Care Research Centre at The University of Hull to get a deeper understanding of our IPOS scores. We are proud that this has highlighted the positive impact of our care.

### **2023/24 Full Year Averages:**

**First IPOS recording - 100%.**

**Second IPOS recording - 95%.**

## Digital transformation

The hospice is embarking on a digital transformation programme which will not only include the design and development of clinical care records and electronic prescribing but will provide the opportunity to view the various methods of gathering and analysing patient feedback. A Digital Nurse has been appointed from the acute trust to support this project work.

## Goal:

**Developing a hospice without walls to allow access to hospice care for those who wish to remain at home.**

As a result in the change in the Director of Clinical Services, the planning around delivering this goal is yet to be determined. The hospice participates in the cancer alliance whereby discussions are taking place in relation to Supportive Oncology and where we can enhance the service. The Clinical team are working alongside community teams in partnership looking at the frailty / palliative care pathway and how this may be developed.

### **What we have done 23/24**

- Community Outreach - piloted a project where one of our consultants supported the community teams to provide care in patient's homes when they were too unwell to attend the hospice for an outpatient appointment. The pilot was a success and saw a positive impact for people needing our care and we are exploring on how we can build on this.



## Care and Services: Key Priorities for 2024/25

**Defining, measuring, and evaluating the effectiveness of our care to ensure it is consistently high quality.**

Drive quality and innovation, provide monthly quality assurance audits ensuring the fundamentals of care are monitored and any shortcomings acted upon.

Develop a culture ensuring quality improvement is at the forefront for all staff and relevant training is provided.

Ensure that clinical audit takes place with the results driving required change and improvement.

Improve the quality of data collected to demonstrate the impact of the care we deliver.

**Updating the hospice site to optimise its layout and create an environment that is homely, peaceful and one which complements the care we deliver.**

Involve service users in the future planning of the hospice environment by providing opportunities to hear their voice through surveys and groups.

**Developing a hospice without walls to allow access to hospice care for those who wish to remain at home.**

Begin new conversations with community partners to design how hospice services can be delivered in the community.

Map how and what will be required for community services for a specific group of patients over the next 18 months.

Further develop Community Outreach Consultant service.

Engage with commissioners and partners to ensure all services are aligned.

**Increasing the capacity and reach of our non-inpatient services by expanding out into the community, developing new services, and utilising digital technologies to improve wellbeing.**

### Therapies

Increase the number of patients we can support with therapy services by developing more clinics and growing the team.

Implement better data capturing to measure impact of the services and strengthen outcome measures.



# Strategic Ambition 2: Reaching Out

## Better together: collaborate to succeed

The main focus of this ambition is to strengthen our place in the local healthcare system, provide seamless care for our community and raise our profile whilst dispelling myths about our care.

### Goal:

**Improving partnership working across the NHS, social care, and the voluntary sector to provide a seamless care experience for the community and strengthen our place in the local healthcare arena.**

#### Community MDT

These are now hosted at the hospice site every week with an identified person from Dove House attending (Senior Sister or a member of the Family Support Team) which promotes continuity of care across all relevant services.

#### Respite Referrals

The referral process for respite admissions has been improved to include an electronic calendar which enables all teams to be aware of a patient's upcoming stay and gives advanced opportunities to link with community services. The Senior Sisters now also make an additional phone call prior to admission for patients with complex needs which helps ensure there is continuity of care.

#### Building Links

We provided room hire, hospice tours and teaching sessions to Yorkshire Ambulance Service and MacMillan Haematology and Oncology which has helped cultivate relationships and awareness of Dove House to the wider health care community.

### Goal:

**Elevating hospice service promotion in line with the promotion of income generation activity**

This year new roles in the Marketing Team have meant social media coverage has included more hospice stories. Across the year the posts which have received the most engagement were those which were about our services rather than fundraising for the charity.

Service user stories that were covered in press releases also had a big impact, including a front-page story in the Hull Daily Mail for Hospice Care Week raising the profile of the care we provide.

### Goal:

**Forging links and increasing engagement with the local community to improve accessibility, especially for those in hard-to-reach groups**

#### Friday Friends

Our weekly community group continues to go from strength to strength with many regular attendees and new people coming every week. In October we introduced a morning session as the afternoons were nearly always full to capacity, this meant a quieter environment but also that we could welcome more of the community into the hospice.

#### Talks and stalls

Our Community Engagement lead has attended over 20 events this year to spread the word about hospice care and build links with our community.



## Reaching Out Key Priorities for 2024/25

**Improve partnership working across the NHS, social care, and the voluntary sector to provide a seamless care experience for the community and strengthen our place in the local healthcare arena.**

Deliver educational sessions to our local GPs, acute trust, local ambulance trust on the work and referral process to the hospice.

Ensure that we have a strong voice within the system, providing support and services.

Embrace new roles and ways of working.

**Forge links and improve engagement with the local community to improve accessibility, especially for those in hard-to-reach groups.**

Analyse our patient data and compare it with the census to establish who we have cared for and if there are pockets of our community that we currently underserve.

Refine the patient information we collect so we can better establish if our patients identify as being from a 'hard to reach' group; as defined in the 2021 Hospice UK report, Equality in hospice and end of life care.

**Roll out a multi-audience awareness campaign to improve understanding of hospice services and increase referrals.**

Put systems in place to track attempted referrals that do not result in an admission, including the reasons for this.

Identify GP Practices that do not currently refer to the hospice and engage with them to identify the reasons for this.

Devise key messages based on the outcome of the above.

Introduce regular reporting on web traffic and performance.

**Elevate hospice service promotion in line with the promotion of income generation activity.**

Continue to encourage families to share their stories to bolster our case study library.

Circulate quarterly reports on social media performance and adapt our messaging accordingly.

Establish key metrics for social media performance including reach and engagement.

# Strategic Ambition 3: People and Development

## Achieving success through our people.

The main focuses of this ambition is to ensure our workforce feel appreciated and motivated, to become an employer of choice and to always be values-led, compassionate and inclusive.

There has been great progress this year in developing hospice staff and volunteers, a new People and Development strategy has been completed and will be underway in 2024-25, and a major investment in a new HR system, Staffology, has been introduced. The focus this year has been around the two strategic goals outlined below.

In 2023-24 there were 90 new staff and 152 new volunteers who joined team Dove House!

### Goal:

**Implementing proactive strategies to aid recruitment and retention.**

#### Nurse Establishment Review

We have continued reviewing our nurse establishment to ensure a systematic and structured approach which meets the needs of the patients in a responsive manner.

We have introduced longer shift patterns to align to external organisations, increased support roles, improved our rota tools, increased the number of bank staff and filled all clinical vacancies through proactive recruitment.

#### Industry Insights

The hospice became an Industry Insights provider in 2023 with 6 days taking place so far. Organisations are provided with the opportunity to observe hospice professionals in the course of their work, undertake tasks, and engage in day-to-day activities and discussions.

#### Hospice School

During the summer Hospice School was delivered to 10 participants. This two-day course is a unique opportunity for students aged 16-19 to develop essential care and communication skills as well as learn hands on skills which are transferable to any health and care environment. Students also meet experienced health and social care professionals from across the organisation.

#### Local Education

We have attended events at local colleges to promote hospice services and provide career information relating to the different areas of clinical practice.

#### Mindful Employer status

We successfully retained our 'Mindful Employer' status after re-signing the charter and supplying evidence of our work around mental health. By signing the 'Charter for Employers Positive about Mental Health', the hospice is making a public declaration of our ambition to meet the aspirations set out in the charter, and to support the mental wellbeing of our staff.

Training for staff around mental health is part of everyone's essential education, line managers have also undertaken 'wellness plans' with staff when appropriate using a template from MIND.

#### Volunteering

In December 2023 with the support of a local sponsor, we were thrilled to welcome over 200 volunteers to The Guildhall in Hull for our first appreciation event since the pandemic. We were delighted to once again have the opportunity to show our thanks and celebrate their commitment, dedication, and hard work through volunteering.



## Goal:

**Planning for future workforce challenges and putting long-term plans in place to maintain our ability to staff our services.**

### Introducing Staffology

Staffology was introduced as a new staff software package with the full migration of over 6500 training events, 3500 absence records and digital document uploaded pre-launch by the People and Development team.

30 clinical and 10 non-clinical dashboards with dynamic dates have been developed which enable easier reporting and allow us to track, analyse, measure, and readily access data when required. The system also automates events, alerting staff of their compliance related responsibilities.

The system gives the Executive Leadership Team access to organisation wide data, information and metrics and managers can see all relevant team data making organising Annual Leave and tracking absences more efficient.

Employees can directly update personal information, have access to their Terms and Conditions of employment, request Annual Leave and access training records. There is also the functionality to give Kudos to colleagues for going the extra mile.

### Sickness absence

In April 2023 we experienced an increase in staff absences across the hospice with a lost time rate of 5.2%. Due to these high sickness levels we adopted a balanced approach to managing absence in 2023-24. Through the introduction of supportive welfare calls on Day 1 of absence, timely absence management meetings and robust training for managers, the hospice saw a reduction in absence rates this year, with an average lost time rate of 3.9% The CIPD states the national benchmark is 3.4% Lost Time Rate per year.

### Clinical Services

A key priority in our Clinical departments this year have been planning for future workforce challenges. We introduced the Clinical Educator role in October with a focus on Compliance and training new staff. SMART Objectives have been developed for each role and improved rotas which protect study leave time introduced to provide a structured approach to nursing development; staff have also been given the opportunity to train in extended optional competencies.

## Gender Pay Gap

The hospice's 'snapshot' date for reporting was the 5th April 2023. Our results show that women earn 98p for every £1 that men earn when comparing average hourly pay. The Office for National Statistics (ONS) reported the average gap among full-time employees in the UK for 2023 was 14.3%.



**290**  
people employed,  
equivalent of  
**217**  
full time staff

**763**  
volunteers

**15**



## People and Development: Goals 2024-25

**Creating a leadership programme to give staff the right people management skills to lead their teams and drive performance.**

**Define leadership potential and create leader ready programme:**

- Establish criteria for how the hospice defines leadership potential for those that could excel in a leadership position.
- Create optional management skills e-learning module.

**Line manager training:**

- Roll out line manager survey to provide a baseline for feelings around management.
- Launch 'Acas e-learning management skills' training programme.

**Develop framework of leadership behaviours:**

- Identify roles classed as organisational leaders and define compassionate leadership and associated behaviours.
- Communicate to all staff what they should expect from hospice leaders.

**Equality, Diversity and Inclusion (EDI):**

- Representation at the national Hospice EDI Leads Group, to share knowledge, best practise and benchmark.
- Develop an EDI policy recognising EDI as a continuous process of improvement.

**Embedding the hospice's values throughout the organisation and making all staff accountable to them.**

- Create a 'Values and Behaviour' working group to review values and establish linked behaviours.
- Develop a behaviour framework.
- Plan annual programme of staff surveys.

**Implementing proactive strategies to aid recruitment and retention.**

**Recruitment and onboarding:**

- Develop recruitment advertising to maximise interest from diverse range of quality candidates.
- Carry out research with new recruits to understand applicant experience.
- Measure impact of any change in advertising and onboarding.

**Retention:**

- Review induction activities to ensure a positive onboarding experience.
- Develop and enhance our Total Rewards Package.
- Carry out 'Health needs assessment' and action results.
- Launch 'Aspire to Retire' package for employees 50 and over.

**Volunteering:**

- Develop an actionable volunteer strategy for 2025-28.





## Sheila's Story

“ My husband and I had been together for 55 years and we had two sons, Derek and Michael who then gave us four wonderful grandchildren. Bryan was very active, played table tennis, would walk for miles, and had been part of the Reckitts Ramblers for 44 years. He was also part of Men in Sheds which had him doing all sorts like woodwork, metalwork, photography and gardening. He adored it, he was very handy and would just get stuck in. He was always painting and decorating at home or for one of our children.

In late June 2021 a couple of days after we had come back from a holiday in Hexham, Bryan came in from the garden complaining he had been bitten. His leg was very swollen but we struggled to get a doctor's appointment because of the pandemic. A couple of days later his leg was no better and I managed to get him an appointment but they didn't know what was the matter and sent him away. I had a feeling it wasn't right and he couldn't live with his leg like that. Something told me to take him to A&E and I am so glad I did. I left him at the door due to hospital restrictions and

three hours later I got a phone call to say they were keeping him in for more tests. When I called they advised he had been moved to Castle Hill, the Queen's department. I knew why people went there and I was all of a sudden filled with dread. Did that mean that Bryan had cancer? I had so many thoughts rushing through my head.

Bryan was diagnosed with Non-Hodgkins Lymphoma and after two rounds of chemotherapy, he was really unwell. I took him into hospital on the Tuesday and when I went to visit a doctor advised that Bryan was dying. We both had no idea, it was such a shock. There was no compassion, I had just gone in for my hourly visit I was allowed at the time. I refused to leave, how could I leave the man I loved after being together for so many years? There was no way I was leaving him, not now, not ever. Bryan died on the Saturday just four days later and I was heartbroken. Just six weeks after getting ill he was no longer with me, it all happened so quickly.

After Bryan died I contacted my doctor and she recommended me to ring Dove House as she knew I enjoyed walking and they did a 'Together in Grief' walking group. I went along and straight away I felt I could talk and walk with friends. Next I joined the Welcome Wednesday Bereavement Café group which subsequently led to Friday Friends.

I had no idea you could access the groups when the person you lost hadn't died at the hospice but you could. That very first session was daunting, I didn't know what to expect but I have become such good friends with so many other people who have lost their partners. I love taking part in the crafts each time and the great company that I am surrounded with.

**Welcome Wednesday and Friday Friends have helped me so much, I have gained so many friends that I now meet up with outside the groups.** Three friends and I call ourselves the 'Golden Girls' as we have all lost our husbands. We have even booked a Mediterranean cruise to go on next year together.

I like to organise trips so we have been on all sorts of adventures together, afternoon tea, the seaside, and shows. It's something for us all to look forward to. We have something in common and support each other when we need it. **Thanks to the groups at the hospice I have these incredible people who I get to call my friends and I am very pleased about that.**

**I have also been volunteering for over a year on the hospice's reception, I feel very happy and privileged to be part of such an amazing team.** ”



# Strategic Ambition 4: Finance

Our financial success underpins all that the charity can achieve and enables our vision to come to life. This area of the Strategy aims to provide a sound model to fund existing services by being prudent in our approach to maintain resilience and sustainability.

## Goal:

**Achieve a balanced budget without any reliance on legacy income**

### Fundraising

2023/24 witnessed a remarkable accomplishment for the hospice's Fundraising Team, they secured a record-breaking fundraising total, exceeding the previous year's achievement by a significant £241,000, a result of the team's commitment and strategic expansion efforts.

**Team Expansion:** To bolster operational capacity, two Fundraising Assistants were recruited across the year and a dedicated Partnerships Fundraiser also joined the team to focus on cultivating corporate relationships and securing sponsorships.

**Supporter Hub:** In September the launch of the Supporter Hub within the hospice reception marked a significant innovation. This centralised space enhances the donor experience and streamlines fundraising activities, meaning dedicated staff can help anyone interested in raising funds in a prominent environment which showcases how to support Dove House.

**Community Fundraising:** Schools and nurseries continued to be a cornerstone of fundraising success. A total of 8,111 staff and children from 58 settings took part in Rudolph Run, generating a remarkable £53,457! The Santa Run 2023 witnessed equally enthusiastic participation from five secondary schools, with a total of 2,937 individuals taking part.

**Events and Challenges:** Throughout the year, supporters went the extra mile to raise funds including a team of 14 intrepid individuals who trekked the Sahara, raising £45,000. Some other examples include, a dedicated group conquering the Yorkshire 3 Peaks challenge, raising over £9,700 and two determined individuals completing a 43-mile ultra marathon, raising over £4,000.

## Goal:

**Increasing the money we generate from our conventional fundraising and our commercial activities to fund our strategic ambitions.**

The hospice's own events were equally successful, attracting 36 teams to It's a Knockout and a record-breaking 448 people taking part in Get Caked.

**Legacy Giving:** This year we partnered with fundraising agency Pebblebeach for a collaboration which involved a comprehensive legacy giving audit and development of a strategic plan. This ongoing project is expected to yield substantial financial benefits in the years to come, ensuring the hospice's continued ability to provide vital services.

### Your Charity Lottery

We are delighted to report a continued decline in our average cancellation rate compared to the previous year. This positive trend reflects our ongoing commitment to providing exceptional support and to recruiting new supporters.

**New Beneficiaries:** Throughout the year we welcomed 4 new beneficiaries to Your Charity Lottery including Jerry Green Dog Rescue, Hull Women's Aid, Keeping Digital and Radar Dog Rescue, representing a diverse range of community needs. We are proud to partner with them and help them in raising new funds for their causes.

**Investing in Digital:** July marked the launch of a new website, a vibrant and user-friendly platform offering enhanced navigation with the ability to purchase tickets online providing greater convenience and accessibility for our supporters.

## Retail

This year Retail raised more than ever before for the third consecutive year, exceeding the fundraising total from 2022/23 by a significant £250,000! The team continue to show unwavering dedication despite ongoing challenges such as volunteer recruitment and rising operational costs.

A key contributor to this success is the focus on operational efficiency with the 2022 Retail Division Conference theme, "Working Smarter, Not Harder," continuing to have a positive impact and the 2023 Conference theme, "One Direction," emphasising the importance of unified teamwork, building on this foundation.

**Leadership Transition:** This year we acknowledge the invaluable contributions of Marisa Haines, who retired in January 2024 after serving as Head of Retail for 23 years. During her tenure, the number of retail locations grew from 10 to 32, a testament to her fantastic leadership and commercial acumen. We wish her a very happy retirement.

**Gift Aid:** Gift Aid conversion reached our highest level of 39% in August. We also made our largest annual Gift Aid claim of £387,990.

**Furniture Superstore Launch:** The former At Home Furniture Shop successfully transitioned to a larger location on Hessle Road, expanding to 18,000 square feet and re-opening in June as the Furniture Superstore. This move has proven to be strategically sound, generating significant additional nett revenue of £302,124.

**Hessle Road Expansion:** In July the Hessle Road shop expanded into the former At Home Furniture Shop space resulting in a notable increase in sales, with opening day transactions totalling £7,854 from the sale of 2,677 items. Additionally, the Wedding Loft relocated from Market Weighton to its new home within this shop, re-named Bridal by Dove House.

**Clearance Shop Closure:** Following a period of declining profitability, the decision was made to close the Marfleet Lane Clearance Shop in December.

**Re-Use Shop Expansion:** A second Re-Use Shop was opened on Beverley Road in January. This collaborative effort with FCC Environment, Hull City Council, and East Riding Council enables the diversion of waste from household recycling centres, fostering a sustainable approach and generating revenue.

## Fundraising Good Practice

**We take fundraising compliance seriously and address concerns promptly.** We adhere to all relevant laws, including the Charities Act 2011 and the Gambling Act 2005. We are regulated by both the Fundraising Regulator and the Gambling Commission, ensuring our practices meet their Codes of Practice and licensing conditions.

**Protecting vulnerable individuals is a priority.** Our staff and volunteers are trained to recognise signs of vulnerability, and any suspected cases halt fundraising activities with documented records. We also implement measures like limiting lottery entries to safeguard this group.

**Transparency and support are key.** Most fundraising involves our supporters, guided by our diverse team of fundraisers, canvassers, and administrative staff. Professional fundraisers assist with lottery canvassing, with contracts reviewed annually. We provide comprehensive support through the Fundraising Team and online resources to ensure everyone raises funds ethically and legally.

In 2023/24 there have been no complaints.



## Trading Company

### Little Owls Day Nurseries

The nurseries enjoyed another successful year, caring for over 300 children across both locations. Parent satisfaction remained exceptionally high, with 100% of respondents to our Parent Survey confirming their children were happy, felt safe, and received attentive care from approachable staff. An impressive 97% of parents indicated they would recommend Little Owls to others.

**Strengthening Communication:** We are always striving to improve communication with parents and have implemented enhancements to our Learning Journals app, providing more detailed information and photos about children's activities.

**Commitment to a Safe and Healthy Environment:** The health and safety of our children is paramount. Following an isolated case of E. coli (not linked to our nursery), we undertook upgrades at our Ainthorpe site to further enhance hygiene protocols including the installation of sensor-activated taps, new flooring, and full redecoration. We are proud to announce that Ainthorpe achieved a 5-star environmental health rating in March and the Dove House nursery maintained its 5-star rating.

**Financial Performance:** While this year presented some unforeseen financial challenges at Ainthorpe largely due to the environment improvements, we are confident in its future success. With renovations complete and new government funding commencing in April 2024, we anticipate Ainthorpe returning to profitability in the coming year. Little Owls Dove House continues to perform strongly and remains on target for continued financial success.

### Humber Wood Recycling Project

Humber Wood Recycling Project concluded its operations in July. This decision came after a period of sustained changes in the volume of wood collected, making it difficult to continue the project in its current form.

### Dulcies Café

Dulcies Café celebrated a phenomenal year, achieving a remarkable 78% increase in revenue compared to the previous year! This success can be attributed to a menu revamp and extended operating hours. These changes proved to be a recipe for success, and we're excited to build on this momentum in 2024/25.

## Financial: Key Priorities for 2024/25

**Our targets for next year aim to further progress all goals within our Financial Strategic Ambition.**

### Securing Our Future:

We'll continue building our legacy strategy and collaborate with Hospice UK on a national campaign to secure vital future funding.

Our summer Forget Me Not Appeal will raise awareness and vital funds.

We're committed to developing innovative community fundraising initiatives.

A Capital Campaign feasibility study will explore the possibility of a major fundraising campaign to expand the hospice and build a new Inpatient Unit.

### Enhancing Our Retail Presence:

We'll launch our new concept store, "The Market," at the Retail Distribution Centre.

Our Hessle shop will relocate to a larger and more prominent location to better serve the community.

We'll further develop the MyCard loyalty scheme to reward our supporters.

By leveraging online platforms we'll expand our reach and grow online sales.

Aim to increase Gift Aid contributions to 40%, maximising the impact of donations.

### Lottery Boost:

Invest in canvassing efforts to increase Lottery participation.

Actively seek new beneficiaries to join Your Charity Lottery.

A new scratch card will be introduced to generate additional excitement and revenue.

### Trading Co. Expansion:

Explore new commercial catering opportunities building on the success of Dulcies Café.

Expand our House Clearance service to meet the growing demand.

Focus on maximising year-round occupancy at both Little Owls Day Nursery sites.





# Financial Review

## Regulations and Accounting Standards

### 1. Financial Regulations

The financial statements have been prepared in accordance with all major requirements of the Statement of Recommended Practice (SORP FRS102) "Accounting and Reporting by Charities" issued in October 2019 and applicable accounting standards.

### 2. Financial Results

A summary of the financial activities for the year ending 31 March 2024 are shown opposite, with fuller details including comparative results on page 37.

### 3. Taxation

Dove House Hospice Limited is a UK registered charity. All the £12,173,058 income is applied to its charitable objectives and the charitable company is therefore exempt under current legislation from most forms of taxation. A proportion of value added tax is recoverable by the charity and is therefore credited to the statement of financial activities or balance sheet as received. Reclaimable tax credits on legacy income and dividends are accounted for on an accrual basis.

### 4. Goodwill

Goodwill, being the amount paid in connection with the acquisition of a business in 2019, is being amortised evenly over its estimated useful life of five years.

### 5. Fixed Assets and Depreciation

Expenditure on tangible items of an enduring nature is capitalised and depreciated in accordance with normal accounting principles. The rates generally applicable are:

Freehold Property	2%
Motor Vehicles	25%
Plant & Equipment	20%
Hi Tech Equipment	25%
Fixtures & Fittings	10%
Leasehold Improvements	over lease period

### 6. Financial Commitments

The Trustees confirm that the charity's current funds as outlined in the balance sheet and the new budget for 2024-2025 can meet obligations around the financial commitments of that year and meet the direct and indirect costs of providing a specialist palliative care service to the local community.

### Financial Results:

	2023/2024	2022/2023
Incoming Resources	£12,173,058	£10,911,359
Resources Expended	£11,200,293	£10,235,718
Gain/ (Loss) on Investments	£222,842	(£20,655)
Net Surplus	£1,195,607	£654,986
Total income of £12,173,058 was generated from the following sources:		
Donations & Gifts	£362,291	£508,847
Legacies	£1,375,122	£931,360
Grants	-	£12,752
Charitable Activities	£1,255,482	£1,215,161
Activity for Generating Funds	£9,007,114	£8,174,743
Investments	£165,789	£68,496
Other Income	£7,260	-
Charitable Expenditure amounted to £11,200,512 comprising the following:		
Charitable Activities	£4,869,399	£4,309,128
Cost of Generating Funds	£6,330,894	£5,926,590



## Reserves Policy

It is the charity's stated policy to retain sufficient funds to cover fluctuations in income, current liabilities and unplanned expenditure in line with the forecasted needs of the organisation.

The most significant risk to the financial sustainability of the charity is the over reliance on internal fundraising, given the relatively low levels of statutory funding. The volatility that exists within our conventional fundraising is an ongoing risk that is assessed by the Audit Committee and the Trustees on an annual basis.

Included within the reserves policy section of the TAR entities are required to disclose the level of total funds and restricted funds held at the year end (plus comparatives).

Therefore, Trustees have reviewed the charity's need for reserves in line with the guidance issued by the Charity Commission taking account of the following:

- Volatility and unforeseen reduction in income levels
- Unexpected material levels of expenditure
- Capital commitments
- Long term viability of the charity

Total funds available at the year-end are £20,363,976 (2023: £19,168,369), of which £11,464,555 are unrestricted (2023: £11,923,753), £5,000,000 are designated funds (2023: £3,200,000), £3,868,956 are held for restricted purposes (2023: £4,016,680) and there are endowment funds of £30,465 (2023: £27,936).

### Free Reserves

The Trustees have set a level to achieve 6 months operational running costs in reserve, which currently equates to £5.6 million. The charity had free reserves, defined as unrestricted funds excluding any designated funds or tangible fixed assets of £4,098,049 (2023: £5,101,963).

## Designated Funds

The charity can designate funds for specific purposes. Trustees review the need for designated funds on an annual basis taking into account current operational and future plans.

The Trustees have one designated fund: Reconfiguration of the existing hospice site as at present there are only 5 single rooms which is a major barrier to referrals to the current Inpatient Unit. Most of the other clinical services are either disconnected or isolated on the first floor making access difficult. Adaptations over the years have created a deep building layout, limiting natural daylight, desirable views or access to outside spaces. There is also limited scope to develop new and existing services.

## Investment Policy

The Board of Trustees have approved an investment policy and strategy, which is supervised by the Audit Committee.

The Charity's aim for the invested assets is to protect their purchasing power against inflation as a minimum requirement while offering an opportunity to provide an additional level of return to support its ongoing operational activities. The Trustees have agreed to delegate to Rathbone Investment Management the investment of the long-term funds held on a discretionary basis. The Trustees agreed to invest an initial £2 million in 2022 and have agreed to invest a further £1 million in 2024, with £500,000 of this invested in March 2024 and the balance (£500,000) invested in April 2024. The Charity adopts a total return approach to investment, generating the investment return from income and capital gains or losses. As such, there is no target level of investment income required, and income is currently reinvested.

At 31 March 2024 the total value of the investment portfolio stood at £2,687,560. We also have 2 other small investment portfolios which total £313,468.





# Finance Report

## Summary

These financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP 2019) and include the consolidated results of Dove House Hospice Ltd and its trading subsidiary Dove House Trading Ltd for the year ending 31 March 2024.

Dove House Hospice is predominantly funded through voluntary sources with only 10% of the funds required to sustain the organisation coming from the government. With such a significant level of funding and reliance placed on the community through fundraising activities, the Trustees are prudent in their approach to managing the long term financial position of the charity to ensure the organisation remains resilient and sustainable. One of the organisations strategic ambitions is to achieve a balanced operational budget without any reliance on legacy income. Whilst the budget projections for the year ending March 2024 were for a relatively small operational deficit budget, the Trustees remain committed and are working towards this balanced position over the next 5 years.

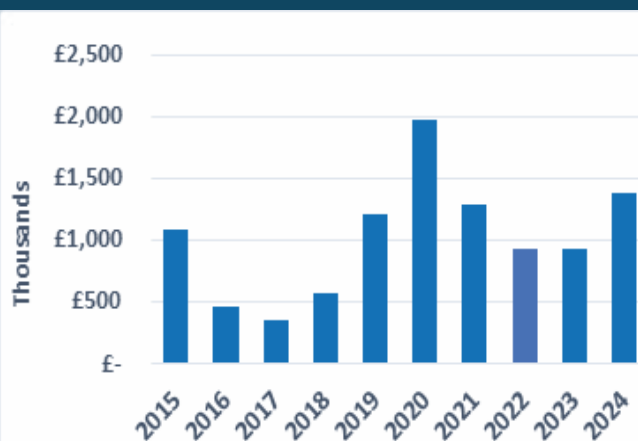
Looking at the headline figures, overall, the consolidated results show a surplus of £1,195,607, which is an increase of 82% on the previous year's surplus of £654,986. This has been achieved against a difficult economic climate, with double digit inflation, stubbornly high energy costs and higher than expected wage inflation. The impact of all the above pushed our overall costs for the year to £11,200,293, an increase from the previous year of £964,575. On the plus side whilst costs have been increasing throughout the organisation, we have offset these with record levels of fundraising through the hard work and support of our income generation teams. Both retail and general fundraising achieved levels well above our expectations, raising more this year than in any previous year. We received some substantial legacies throughout year, which has been another key factor in pushing our total income to £12,173,058, compared to £10,911,359 in the previous year.

## Legacy Funding

The volatility within legacy income makes it difficult to include legacy funds in any sustainable long term funding model. Any reliance on large amounts of unrestricted legacy income can lead to hospices becoming blinkered and slow at responding to the obvious warning signs around their financial sustainability. The trustees are clear that legacy funds should support our capital investment program, provide funding over the short term to develop new projects, help maintain our reserves position and address any one off under performance in our fundraising activities. This long term view is part of a coherent financial plan that focuses our attention on how we achieve a balanced financial position through stable levels of recurring funding.

Legacy funds in the year totalled £1.38 million which is an uplift on the previous year of £444,000. The graph below shows legacy income received over the past 10 years, which demonstrates the volatility which exists with this element of funding.

Nevertheless, we are proactive in the way we approach legacy funds as these are an essential part of our overall funding model. This year we have engaged and worked with an external company to look at how we develop and market legacy gifts, especially given the competitive environment we now face. We have also joined forces with Hospice UK in their national legacy campaign, aimed at supporting local hospices through greater exposure in local and national media.



### NHS Statutory Grants

We are commissioned to provide specialist palliative care and hospice services through Humber and North Yorkshire Health and Care Partnership, the Integrated Care System (ICS) which includes 6 defined areas (Places). Dove House provides services across 2 Place areas, Hull and the East Riding of Yorkshire, with grants agreed separately for each locality. In the current year we received £876,000 from Hull and £185,000 from the East Riding which in the current year equates to around 10% of the funds required to maintain the services at Dove House.

Despite the excellent care and services provided by Dove House, this is one of the lowest levels of statutory funding that any hospice receives across the country. There are significant national and regional variations which stem from outdated agreements with commissioners, that have no correlation to activity, cost or the services provided. This at a time when there is an ever increasing demand for care and services provided by Dove House as highlighted by the increase in referrals and activity levels in this report.

One of our key strategic ambitions is to increase the level of statutory funding in line with the national average for hospice funding based on the figures published by Hospice UK throughout the country. We are keen to see a fair and equitable long term funding plan agreed with the Integrated Care Board (ICB) which reflects activity levels and the services provided by each hospice. Over the past year we have been working collaboratively with the 5 other hospices in the ICS to achieve a sustainable long term funding plan for hospice care. At present we have no firm commitment from the ICS to address this, but we continue to work as a collaborative group to deliver a fairer system of statutory funding.

### Retail

Retail had another record breaking year with a surplus of £1.89 million (£1.64 million, 2023) which is an increase of 15%, despite the challenging trading conditions. Gross income totalled £5.98 million compared to £5.45 million in the previous year, achieved from like for like sales with no change in the number of outlets. Primarily this excellent performance is due to the concerted effort to increase levels of Gift Aid and the annual review of our pricing structures to ensure we remain competitive but maximise the return on donated goods. Expenditure levels also increased significantly due to inflationary pressures across the division, with the costs totalling £4.08 million, an uplift on the previous year of 7%.

### Fundraising

Fundraising delivered an outstanding return on their activities throughout the year, with total income up by £241,000 (32%) from 2022/23. The fundraising team have worked hard across all areas, engaging with the community to provide this vital support. Whether this has been working with schools and early years settings on various community appeals, working with individual fundraisers on different challenges or with the business community, all areas have delivered a significant increase on our expectations. On a similar vein to the improvements we have made in retail, gift aid on monetary donations is also at a record level, with the amount claimed this year totalling £111,000 (£83,000, 2023).

### Your Charity Lottery

We mentioned in last year's report the importance of recruiting professional canvassing teams to ensure we met our expectations with growth, but also the obligations from our beneficiary partners. Throughout the year we have employed 2 external teams and recruitment has been strong, albeit the dropout rate of members has also been high given the obvious financial pressures people are facing. With the additional costs for recruitment the nett contribution from the lottery scheme dropped this year, although this was still above our budgeted forecast. Gross income increased by £42,000, partly from the membership but also from an increase in scratch cards sales. Costs increased by £175,000, but this was in line with our expectations. In the new financial year we expect the recruitment to continue at the current levels and with the increase to our membership, the nett contribution should start to improve.

## Dove House funding



Funded by  
the State



Comes from local  
communities

On average hospice's nationally  
receive **34%** funding from the state

## Dove House Trading

One of the major elements of our trading and commercial activities is our Little Owls Nursery Project with the 2 early years settings based at the main hospice site on Chamberlain Road and within Ainthorpe Primary School. Although the site at Dove House made a profit in line with our expectations, the one at Ainthorpe made a loss, due to various staffing issues limiting our ability to enrol more children. We have also incurred the final year of the amortisation charge in relation to the goodwill when we acquired this site. With the new funded children's tariffs from the government coming into play from April 2024 we are confident that both sites will produce a surplus in the new financial year.

The other notable issue in the trading company was the closure of Humber Wood, our wood recycling project. Throughout the first quarter of the financial year there was no improvement in the figures and no indication that things would get any better and so we had to close the facility. Unfortunately, this involved some redundancies, and we are still incurring some costs for the site as the lease does not expire until August 2024.

On the positive side the house clearance venture has grown and delivered better than expected returns and our onsite café has continued to grow its nett contribution. General resale goods sold throughout the retail division have delivered good returns and we have started to explore the potential of selling new furniture to supplement the second hand sales in our furniture superstore. Although the overall trading contribution was down on our expectations for the year, we are confident, given the exceptional issues, there will be a marked improvement in the nett contribution from the Trading Company in the new financial year.

## Charitable Activities

Whilst we have developed and enhanced some of our existing services, there have been no significant changes to our care offer in 2023/24. The appointment of a new Director of Clinical Services in the latter part of the year will provide the vision and impetus across our charitable activities to take the organisation forward over the coming years. Therefore, in relation to costs these are very much influenced by external issues than by changes made internally. However, we have incurred some relatively small cost uplifts through enhancing our child bereavement service, developing our therapies team, and increasing admissions on the inpatient unit.

One area we have struggled with over the year has been the high levels of sickness across the organisation. This has put pressure on services but also increased staffing costs due to the use of temporary staff. However external factors including the National Living Wage, healthcare inflation and general inflation have been the main factors in pushing charitable costs up by £560,000, which is an increase on the previous year of 13%. We are hopeful that as inflation starts to drop, the pressure on costs will start to ease as we move into the new financial year.





A Christmas party for last family Christmas



Helped plan a funeral for a non-english speaking bereaved wife



Horseriding session for a service user and her daughter



## Special Moments



Enabled a patient to go to son's funeral with a hospice doctor

Christmas clothes bundle for bereaved boy



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# Structure, Governance & Management

## Trustees' Responsibilities

The Trustees who are also Directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the Trustees' Report and financial statements of the charity. The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland published in October 2019.

The Trustees (who are also directors of Dove House Hospice Limited for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence 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 charitable company's auditor is 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 auditor is aware of that information.

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

## Administration & Reference Details

### Registered Office:

Dove House Hospice Limited,  
Chamberlain Road,  
Hull, HU8 8DH  
Registered Charity Number:  
509551  
Company Number:  
01498747

### President: Vacancy

### Vice Presidents:

Dr Sean Dunn  
Maureen Lipman, DBE

### Governing Board of Trustees:

**Philip Daniels** – Chairman  
**Maggie Butt** – Vice Chairman  
– appointed as Vice Chair  
11/05/2023  
**Jim Doyle** – Vice Chairman  
– resigned 11/05/2023  
**Jan Antons**  
**Sally Booker**  
– appointed 11/05/2023  
**Annie Bowes**  
– appointed 11/05/2023  
**John Dunning**  
**Dan Harman**  
**Jim Harris**  
**Rajarshi Roy**  
– resigned 04/07/2023  
**Jae Saleh**  
– appointed 11/05/2023  
**Claire Thomas**  
– appointed 11/05/2023

### Executive Leadership Team

**Christopher Sadler:**  
*Chief Executive/Director of  
Finance and Support Services*

**Sarah Cash:**  
*Deputy Chief Executive/  
Director of Business and  
Income Development*

**Andrew Walker:**  
*Director of People and  
Development*

**Helen Hudson:**  
*Director of Clinical Services*

**Dr Rachael Dixon:**  
*Consultant in Palliative  
Medicine*

### Principal Advisors

### Solicitors:

**Graham & Rosen**  
8 Parliament Street  
Hull  
HU1 2BB

**Pepperells Solicitors**  
100 Alfred Gelder Street  
Hull  
HU1 2AE

### Auditors:

**Smailes Goldie**  
Statutory Auditor  
Regents Court  
Princess Street  
Hull  
HU2 8BA

### Bankers:

**HSBC**  
3-4 Jameson Street  
Hull  
HU1 3JX

### Investment Managers:

**Rathbone Investment  
Management Limited**  
Earl Grey House  
75-85 Grey Street  
Newcastle Upon Tyne  
NE1 6EF





## Governing Document

Dove House Hospice Limited is a registered charity and company limited by guarantee without share capital. The charity's governing document is its Memorandum and Articles of Association which restricts the charity's operations to all such lawful acts as are incidental or necessary to the attainment of its objectives.

## Appointment, Induction, and Training of Trustees

Appointment, induction, and training of Trustees takes place in accordance with Fit and Proper Person legislation (Health and Social Care Act (2008) Regulated activities (Regulations) 2014). That being that Trustees are appointed rather than elected by a membership.

Any person may apply to become a Trustee and a process is in place whereby the applicant's suitability for the role is tested through an appropriate application and interview process which assesses the applicant's suitability for the role and that they fulfil the requirements of the Fit and Proper persons legislation. Any potential new Trustee would have to complement and enhance the existing skill mix of the Board prior to undergoing a 'fit and proper person check'. Appointment is agreed by resolution at a meeting of the Board of Trustees. The term of office begins on this date. All terms of office will be for 3 years without time limit.

All newly appointed Trustees are provided with an information pack including guidance on being a trustee of a charity and specific guidance related to being a Trustee at Dove House Hospice Limited. Induction includes a detailed site visit and meetings with the Chair and the Executive Leadership Team. Specific time is set aside to meet with the Director of Finance ensuring that new appointments have a full understanding of the finances of the organisation. Training is delivered on a rolling programme and includes essential elements such as annual Safeguarding and Information Governance (IG) training.

Every year, the Trustees meet outside of the Board meetings to have two development days. This includes a review of the hospice's 5 year strategy, presentations from the Executive Leadership Team, plans for the future and discussions on governance.

The hospice has also introduced a Trustee appraisal system and all trustees have had an appraisal with the Chairman. Among other things, regular appraisal sits well within the 'fit and proper person' legislation, as it helps to ensure the ongoing suitability of the Trustee for their role and also, it gives Trustees the opportunity to ask any questions and raise any concerns they may have. The process has been welcomed by the Trustees and the feedback has been positive.

## Organisation

The responsibility to ensure appropriate management of the charity is vested in the Board of Trustees. To assist the Board in discharging and achieving its responsibilities, it receives regular reports on some aspects of its principal functions from the Chief Executive and the Executive Leadership Team (ELT). These reports ensure Board Members have relevant information to review all the financial and clinical activities of the charity. The Chief Executive, who leads the leadership team, is responsible to the Board of Trustees for the day to day management of the charity and the execution of the policies and strategies defined by the Board.

## Audit Committee

The purpose of the Audit Committee is to ensure robust governance in relation to risk and financial processes. This is a non-executive committee of the Board of Trustees and has no executive powers other than those specifically delegated in the agreed terms of reference. The committee will include a minimum of three Trustees and two members of the Executive Leadership Team and will focus on governance, risk management and internal control.



## Related Parties

The charity has a wholly owned trading subsidiary, Dove House Trading Limited. The activities of Dove House Trading Limited are restricted to activities that assist in the furtherance of the objects of the charity. As noted within the notes to the financial statements the charity provides services by way of management charges, which are considered to be at an arm's length price, to Dove House Trading Limited. All of the income of Dove House Trading Limited is donated to the charity under the Gift Aid scheme.

## Risk Management

The Trustees and the ELT are responsible for managing the risks faced by the organisation. A Risk Register is in place. Key areas of risk have been identified as follows:

- Day to day reputational risk
- Safeguarding (protecting people (non-regulated activity))
- Recruitment of senior nursing/medical/executive/staff
- Threats to current funding especially internal income streams, but also external NHS funding
- Core staffing levels (key personnel)
- IG security

The Trustees and the Executive Leadership Team continually review the risks faced by the charity and have satisfied themselves that systems and procedures are established in order to mitigate these risks as far as possible.

## Remuneration

The Chair and Audit Committee are responsible for setting the pay and remuneration levels for the Chief Executive. The pay of other key management personnel is also set by this group, along with the Chief Executive. These are benchmarked against regional hospices and reviewed annually.



## Serious Incidents

There have been no serious incidents during 2023-24.

## Objectives and Activities

The objectives of the charity are:

- a. to maintain and conduct a specialist palliative care service which provides relief for those who are suffering from a life limiting illness, their families, and significant carers.
- b. supplementary to providing for the relief of sickness, the hospice will promote and assist in the teaching and training of doctors, nurses, physiotherapists, and other persons engaged in any branch of medicine, surgery, nursing, or allied services.
- c. the organisation will promote or conduct research into the care and treatment of persons suffering from a life limiting illness, disability, disease or infirmity, and in particular into the care and treatment of persons from cancer and terminal illnesses and to disseminate the results thereof to the public.
- d. the organisation will engage in such activities as to raise sufficient funds which will enable it to achieve the charity's objectives and provide care and treatment of persons suffering from a life limiting illness, disability, disease, or infirmity.

## Public Benefit

The Trustees have reviewed the current activities of the charity and confirm they are in line with its objectives. All the activities of the organisation carried out during 2023-24 are in pursuance of the charity's objectives and considered to be for the public benefit. All services provided are free to all beneficiaries irrespective of capacity, ethnicity, faith, religious conviction, sexual orientation, or social economic environment.

The Trustees also confirm that the organisation's aims and objectives fall within the descriptions of purposes in the Charities Act 2011 and are recognised as charitable and are carried out for the public benefit.

The Trustees refer to the Charity Commission's guidance on public benefit to ensure all activities meet the guidance.

## Section 172 Statement - The Trustees duty to promote the success of the Charity.

The Trustees are the Directors of Dove House Hospice Limited and have a duty to promote the success of the charity, and in doing so, are required by section 172 (1) of the Companies Act 2006 to have regard to various specific factors including:

- The likely consequences of decisions in the long term
- The interests of employees
- The need to foster the Charity's relationships with third party stakeholders, which in the case of Dove House Hospice, includes patients, their friends and family, the local community, healthcare professionals and those working in the local healthcare system and out supporters.
- The impact of the Charity's operations on the community and the environment.
- The desirability of the Charity maintaining a reputation for high standards of business conduct

The Trustees have recently approved the new strategic plan covering the period 2023-2028. The Charity's strategy sets out the vision and ambitions for the Charity over the next 5 years in a balanced approach and considers the likely consequences of any decisions in the long term.

The Trustees meets bi-monthly throughout the year to discuss the progress made against the ambitions and also reviews the relevance of the strategic direction at a full Board development day on an annual basis. The Trustees obtain assurance that attention is given to the factors set out in section 172 when promoting the success of the Charity, and through monitoring and holding to account the Executive Leadership Team.

The Charity has carried out a major stakeholder engagement and analysis project, through an external company, which was a key factor in developing the new 5 year plan. Ongoing engagement with stakeholders will continue and the Executive Leadership Team will report to the Trustees on key stakeholder relations and engagement activities, current issues and relevant feedback received from interaction with stakeholders.

The Trustees follow a formal process to regularly manage and review risks that are faced by the Charity. At each Board meeting the 10 major risks are presented in the Board papers and the whole risk register, including mitigation is discussed at one of the 2 Board away days each year. Risks are reviewed periodically by department heads, and we also have a dedicated 'risk week' in the calendar to ensure the risk register reflects and prioritises risks across the organisation.

The Charity ensures that it maintains a reputation for high standards of business conduct by having in place a range of policies and procedures that promote corporate responsibility and ethical behaviour. Areas covered include Fundraising and our compliance through the Code of Fundraising Practice, The Gambling Commission, Gifts and Hospitality and Money Laundering policies. Other organisational policies include Conflict of Interests, Safeguarding, Bullying, Harassment and Whistleblowing. All staff have to carry out essential education covering keys aspects of behaviour and we also have dedicated leads in Safeguarding and a Freedom to Speak Up Guardian. The interests of employees is discussed in more detail in the People and Development section of this report.





# Environmental Sustainability

We recognise that our operations have an impact on the environment and are committed to minimising our impact, preventing pollution, and complying with relevant legislation.

We take actions to continually improve our environmental performance and set objectives and targets that are monitored and continually reviewed. We actively seek to:

## We actively seek to:

- Carry out regular maintenance and improvement programmes to ensure we operate an environmentally responsible estate.
- Minimise our use of raw materials.
- Minimise production of waste and waste sent to landfill by reusing and recycling where possible.
- Minimise our use of fuel through route planning and informing our drivers of best practice in efficient driving techniques.
- Monitor consumption of energy and water, minimise our consumption by following good practice and setting targets for reduction.
- Raise staff awareness of environmental issues and involve staff in the delivery of our aims.
- Consider the environmental impact of goods and services when purchasing and during procurement of goods and services.
- Work with others, e.g., local authorities, organisations, and service providers, to maximise opportunities for improving environmental benefits.

## Carbon Dioxide Emissions (CO<sub>2</sub>e)

Tonnes of CO<sub>2</sub>e generated by Dove House from gas, fuel for transport and electricity for fuel:

Gas = 123.75 tonnes CO<sub>2</sub>e

Electricity = 163.17 tonnes CO<sub>2</sub>e

Business transport = 81.32 tonnes CO<sub>2</sub>e

The total CO<sub>2</sub>e generated by Dove House Hospice during 2023-24 was 368.24 tonnes.

## Water Use

Water use for the main hospice building was 4,076m<sup>3</sup> for the reporting period.

## Energy Consumed

The aggregate of the annual totals of gas, electricity and business transport consumed from activities for which the charity is responsible is 1,576,827 kWh.

## Methodology

Energy consumption data was generated from meter readings and billing information. Business travel information was obtained from staff mileage claims for the period and billing information. As retrieving car type, fuel type, etc. was not possible, aggregated conversion factors were used for petrol and diesel cars, based on an 'average' car in the government guidance. For owned vehicles fuel usage from fuel cards was used.

## Energy Efficiency

- Continuation of use of web-based video conferencing to help minimise unnecessary travel.
- Inspection of solar panel system (hospice site) to ensure correct operation and efficiency.
- Engagement with staff to reduce energy and water consumption.
- Installation of LED lights during phased refurbishment work and when reactive work is required.
- Improvements in energy metering and monitoring
- Support and review our ongoing initiatives with local authorities/partners that reduce waste going to landfill; Electrical Re-Use (white goods), Re-Use (general) including a change of use of an existing shop to Re-Use
- Continuation of supporting staff to work from home where this is possible.
- Replacement of equipment with energy efficient at the end of their life.

We will continue with all the above projects and continue to improve monitoring and metering arrangements to help identify further opportunities.

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

[Signature]

**Philip Daniels**  
Chair of the Board of Trustees

Date:

[Date]

The notes on pages 41 to 63 form part of these financial statements.

# Independent Auditor's Report

## to the members of Dove House Hospice Limited

We have audited the financial statements of Dove House Hospice Limited (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2024, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charitable Company Balance Sheet, Consolidated Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP – FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

### Opinion on other matter prescribed by the Companies Act 2006

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

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

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

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, 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
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Statement of trustees' responsibilities (set out on page 28), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

### **Auditor responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee

that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### **Extent to which our procedures are capable of detecting irregularities, including fraud**

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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charity Act 2011, the Companies Act 2006, the Gambling Act 2005, Care Quality regulations, Ofsted regulations, data protection laws and employment laws. An understanding of these laws and regulations was obtained through discussion with management and inspecting legal and regulatory correspondence.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management and considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.



In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the charity's legal advisors.

Due to the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

This report is made solely to the charitable parent company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Stephen Bramall FCA, BSc.  
(Senior Statutory Auditor)

For and on behalf of

**Smailes Goldie,**  
Statutory Auditor  
Regents Court  
Princess Street  
Hull  
HU2 8BA

Date:

## Use of our report

# Consolidated Statement of Financial Activities for the Year Ended 31 March 2024

(Including Consolidated Income and Expenditure Account and  
Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2024 £	Total 2023 £
<b>Income from:</b>						
<i>Donations and legacies:</i>	3					
Donations and gifts		326,861	35,430	-	362,291	508,847
Legacies		1,375,122	-	-	1,375,122	931,360
Grants		-	-	-	-	12,752
Charitable activities	4	1,255,482	-	-	1,255,482	1,215,161
Activities for generating funds	6	9,007,114	-	-	9,007,114	8,174,743
Investments		165,789	-	-	165,789	68,496
Other	7	7,260	-	-	7,260	-
Total income		<u>12,137,628</u>	<u>35,430</u>	<u>-</u>	<u>12,173,058</u>	<u>10,911,359</u>
<b>Expenditure on:</b>						
Raising funds	8	6,264,132	66,762	-	6,330,894	5,926,590
Charitable activities	9	4,753,007	116,392	-	4,869,399	4,309,128
Total expenditure		<u>11,017,139</u>	<u>183,154</u>	<u>-</u>	<u>11,200,293</u>	<u>10,235,718</u>
Net income before net gains on investments		1,120,489	(147,724)	-	972,765	675,641
Net gains/losses on investments		<u>220,313</u>	<u>-</u>	<u>2,529</u>	<u>222,842</u>	<u>(20,655)</u>
Net movement in funds		1,340,802	(147,724)	2,529	1,195,607	654,986
<b>Reconciliation of funds</b>						
Total funds brought forward		<u>15,123,753</u>	<u>4,016,680</u>	<u>27,936</u>	<u>19,168,369</u>	<u>18,513,383</u>
Total funds carried forward	25	<u>16,464,555</u>	<u>3,868,956</u>	<u>30,465</u>	<u>20,363,976</u>	<u>19,168,369</u>

The Consolidated Statement of Financial Activities complies with the requirements for an income and expenditure account under the Company Act 2006 and includes all gains and losses recognised in the year.

All of the group's activities derive from continuing operations during the above two periods.

The notes on pages 41 to 63 form an integral part of these financial statements.

# Consolidated Balance Sheet as at 31 March 2024

(Registration number: 01498747)

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Intangible assets	16	-	11,667
Tangible assets	17	10,822,671	10,647,069
Investments	18	3,001,028	2,291,964
		<u>13,823,699</u>	<u>12,950,700</u>
<b>Current assets</b>			
Stocks	19	103,677	95,264
Debtors	20	760,100	963,353
Cash at bank and in hand		6,314,232	5,777,791
		<u>7,178,009</u>	<u>6,836,408</u>
<b>Creditors: Amounts falling due within one year</b>	21	<u>(637,059)</u>	<u>(615,434)</u>
<b>Net current assets</b>		<u>6,540,950</u>	<u>6,220,974</u>
<b>Total assets less current liabilities</b>		20,364,649	19,171,674
<b>Provisions for liabilities</b>		<u>(673)</u>	<u>(3,305)</u>
<b>Net assets</b>		<u>20,363,976</u>	<u>19,168,369</u>
<b>Funds of the group:</b>			
<b>Endowment funds</b>		<u>30,465</u>	<u>27,936</u>
<b>Restricted income funds</b>			
Restricted funds		3,868,956	4,016,680
<b>Unrestricted income funds</b>			
Designated Funds		5,000,000	3,200,000
General Funds		<u>11,464,555</u>	<u>11,923,753</u>
Total unrestricted funds		<u>16,464,555</u>	<u>15,123,753</u>
<b>Total funds</b>	25	<u>20,363,976</u>	<u>19,168,369</u>

The financial statements were approved by the trustees, and authorised for issue on ..... and signed on their behalf by:

Balance sheet signatories

The notes on pages 41 to 63 form an integral part of these financial statements.



# Charitable Company Balance Sheet as at 31 March 2024

(Registration number: 01498747)

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Tangible assets	17	10,819,130	10,630,829
Investments	18	<u>3,001,029</u>	<u>2,291,965</u>
		<u>13,820,159</u>	<u>12,922,794</u>
<b>Current assets</b>			
Stocks	19	32,897	32,698
Debtors	20	913,814	1,050,572
Cash at bank and in hand		<u>6,178,367</u>	<u>5,711,613</u>
		7,125,078	6,794,883
<b>Creditors: Amounts falling due within one year</b>	21	<u>(581,481)</u>	<u>(549,308)</u>
<b>Net current assets</b>		<u>6,543,597</u>	<u>6,245,575</u>
<b>Net assets</b>		<u>20,363,756</u>	<u>19,168,369</u>
<b>Funds of the charity:</b>			
<b>Endowment funds</b>		<u>30,465</u>	<u>27,936</u>
<b>Restricted income funds</b>			
Restricted funds		3,868,956	4,016,680
<b>Unrestricted income funds</b>			
Designated Funds		5,000,000	3,200,000
General Funds		<u>11,464,335</u>	<u>11,923,753</u>
Total unrestricted funds		<u>16,464,335</u>	<u>15,123,753</u>
<b>Total funds</b>	25	<u>20,363,756</u>	<u>19,168,369</u>

The financial statements were approved by the trustees, and authorised for issue on ..... and signed on their behalf by:

Balance sheet signatories

The notes on pages 41 to 63 form an integral part of these financial statements.

## Consolidated Statement of Cash Flows for the Year Ended 31 March 2024

	Note	2024 £	2023 £
<b>Cash flows from operating activities</b>			
Net income for the year		1,195,607	654,986
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	8	505,833	481,133
Amortisation	8	11,667	20,000
Investment income		(165,789)	(68,496)
Profit on sale of fixed assets		(3,068)	(15,314)
Revaluation of investments		(177,781)	20,655
		<u>1,366,469</u>	<u>1,092,964</u>
<b>Working capital adjustments</b>			
Increase in stocks	19	(8,413)	(20,018)
Decrease/(increase) in debtors	20	203,253	(71,518)
Increase/(decrease) in creditors	21	21,625	(282,005)
Decrease in provisions		(2,632)	
Net cash flows from operating activities		<u>1,580,302</u>	<u>719,423</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets	17	(681,435)	(397,867)
Proceeds from sale of tangible fixed assets		3,068	15,314
Purchase of investments		(1,253,395)	(1,393,103)
Sale of investments		225,797	18,527
Income from dividends		165,789	68,496
Net cash flows from investing activities		<u>(1,540,176)</u>	<u>(1,688,633)</u>
Net decrease in cash and cash equivalents		40,126	(969,210)
Cash and cash equivalents at 1 April		<u>6,453,007</u>	<u>7,422,217</u>
Cash and cash equivalents at 31 March		<u>6,493,133</u>	<u>6,453,007</u>
<b>Analysis of changes in net funds</b>			
		<b>2024 £</b>	<b>2023 £</b>
Cash at bank		6,314,232	5,777,791
Cash held in investment portfolio		<u>178,901</u>	<u>675,216</u>
		<u>6,493,133</u>	<u>6,453,007</u>

The notes on pages 41 to 63 form an integral part of these financial statements.

# Notes to the Financial Statements for the Year Ended 31 March 2024

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## 1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

The address of its registered office is:

Dove House Hospice  
Chamberlain Road  
Hull  
HU8 8DH

## 2 Accounting policies

### Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

### Basis of preparation

Dove House Hospice Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

### Basis of consolidation

The consolidated financial statements consolidate the financial statements of the charity and its subsidiary undertakings drawn up to 31 March 2024.

No statement of financial activities is presented for the charity as permitted by section 408 of the Companies Act 2006. The charity made a profit after tax for the financial year of £1,195,387 (2023 - loss of £690,556).

A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired or disposed of during the year are included in the statement of financial activities from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by the group.



## Notes to the Financial Statements for the Year Ended 31 March 2024

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The purchase method of accounting is used to account for business combinations that result in the acquisition of subsidiaries by the group. The cost of a business combination is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the business combination. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Any excess of the cost of the business combination over the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised is recorded as goodwill.

Inter-company transactions, balances and unrealised gains on transactions between the charity and its subsidiaries, which are related parties, are eliminated in full.

Intra-group losses are also eliminated but may indicate an impairment that requires recognition in the consolidated financial statements.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group. Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the group's equity therein. Non-controlling interests consist of the amount of those interests at the date of the original business combination and the non-controlling shareholder's share of changes in equity since the date of the combination. Total comprehensive income is attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

### Going concern

As part of their assessment of the going concern basis of preparation, the directors have considered the impact of the current and recent events on the group and parent charitable company's activities and workforce, as well as the wider economy and on the forecasted income and expenditure for the year to 31 March 2025. They have also considered the period up to 12 months from the signing of the financial statements. The directors are confident that they have in place plans to deal with any financial losses that may arise.

At the time of approving the financial statements, the directors have a reasonable expectation that the group and parent charitable company have adequate resources to continue in operational existence for the foreseeable future. For this reason, the directors continue to adopt the going concern basis in preparing the financial statements.

### Income and endowments

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

# Notes to the Financial Statements for the Year Ended 31 March 2024

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## ***Donations and legacies***

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Legacy gifts are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

## ***Grants receivable***

Grants are recognised when the group has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

## ***Retail income***

Donated goods for resale are recognised at their realised value at the point of resale.

## ***Investment income***

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

## ***Expenditure***

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

## ***Raising funds***

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

## ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

# Notes to the Financial Statements for the Year Ended 31 March 2024

## Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

## Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

## Goodwill

Goodwill is amortised over its useful life, which shall not exceed ten years if a reliable estimate of the useful life cannot be made.

## Tangible fixed assets

Individual fixed assets costing £750.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

## Amortisation

Amortisation is provided on intangible fixed assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Amortisation method and rate
Goodwill	5 Years

## Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Freehold Property	2%
Leasehold Improvements	over period of lease
Plant and Equipment	20 - 25%
Motor Vehicles	25%
Fixtures and Fittings	10%"



# Notes to the Financial Statements for the Year Ended 31 March 2024

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## **Fixed asset investments**

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

## **Stock**

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

## **Trade debtors**

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

## **Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

## **Trade creditors**

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

## **Provisions**

Provisions are recognised when the charity has an obligation at the reporting date as a result of a past event, it is probable that the charity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

# Notes to the Financial Statements for the Year Ended 31 March 2024

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## **Fund structure**

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

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

## **Hire purchase and finance leases**

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

## **Employee benefits**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

## **Critical accounting estimates and areas of judgement**

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

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

## **Depreciation of tangible assets**

Depreciation policies have been set according to management's experience of the useful lives and residual values of the assets in each category, something which is reviewed annually.

## **Legacies**

Legacy income is recognised when notification has been received from the solicitors, legal entitlement to the funds has been established and sufficient information is available to allow the entitlement to be reliably estimated and measured.

## Notes to the Financial Statements for the Year Ended 31 March 2024

### 3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total 2024 £	Total 2023 £
Legacies	1,375,122	-	1,375,122	931,360
General donations	215,435	35,430	250,865	426,209
Tax refunds	111,426	-	111,426	82,638
Grants	-	-	-	12,752
	<u>1,701,983</u>	<u>35,430</u>	<u>1,737,413</u>	<u>1,452,959</u>

### 4 Income from charitable activities

		Unrestricted funds General £	Total 2024 £	Total 2023 £
Support for patient care		21,323	21,323	1,246
Grants for providing care	5	1,074,898	1,074,898	1,059,292
Training		12,345	12,345	62,049
Sales of goods/services		146,916	146,916	92,574
		<u>1,255,482</u>	<u>1,255,482</u>	<u>1,215,161</u>

### 5 Grants for providing care

	2024 £	2023 £
National health service - grants	1,061,438	1,034,247
National health service - pension funding	8,664	8,320
Other	4,796	16,725
	<u>1,074,898</u>	<u>1,059,292</u>



## Notes to the Financial Statements for the Year Ended 31 March 2024

### 6 Activities for generating funds

	Unrestricted funds General £	Total 2024 £	Total 2023 £
Retail;			
Retail sales	4,410,730	4,410,730	4,091,117
Retail gift aid scheme donations	1,570,808	1,570,808	1,361,480
	<u>5,981,538</u>	<u>5,981,538</u>	<u>5,452,597</u>
Nursery income	875,867	875,867	856,501
Fundraising	995,224	995,224	753,973
Lottery income	1,148,135	1,148,135	1,105,322
Property rental income	6,350	6,350	6,350
	<u>9,007,114</u>	<u>9,007,114</u>	<u>8,174,743</u>

### 7 Other income

	Unrestricted funds General £	Total funds £
Gains on sale of tangible fixed assets for charity's own use	7,260	7,260
<b>Total for 2024</b>	<u>7,260</u>	<u>7,260</u>

### 8 Expenditure on raising funds

#### a) Costs of generating donations and legacies

	Note	Unrestricted funds General £	Restricted funds £	Total 2024 £	Total 2023 £
Donations and gifts		<u>44,338</u>	<u>66,762</u>	<u>111,100</u>	<u>79,270</u>

## Notes to the Financial Statements for the Year Ended 31 March 2024

### b) Costs of trading activities

	Note	Unrestricted funds General £	Total 2024 £	Total 2023 £
Retail		4,087,260	4,087,260	3,807,784
Lottery		789,904	789,904	614,950
Fundraising and publicity		418,598	418,598	449,821
Training		53,894	53,894	55,656
Catering		51,881	51,881	44,568
Nursery		804,472	804,472	871,701
		<u>6,206,009</u>	<u>6,206,009</u>	<u>5,844,480</u>

### c) Investment management costs

	Note	Unrestricted funds General £	Total 2024 £	Total 2023 £
Other investment management costs;				
Other portfolio management costs		13,785	13,785	2,840
		<u>13,785</u>	<u>13,785</u>	<u>2,840</u>

## Notes to the Financial Statements for the Year Ended 31 March 2024

### 9 Expenditure on charitable activities

		Unrestricted funds General £	Restricted funds £	Total 2024 £	Total 2023 £
<b>Patient Care</b>	<b>Note</b>				
Activities undertaken directly		4,003,482	116,392	4,119,874	3,595,252
Allocated support costs	10	749,525	-	749,525	713,876
		<u>4,753,007</u>	<u>116,392</u>	<u>4,869,399</u>	<u>4,309,128</u>

### Analysis of charitable expenditure - direct costs

	Direct costs Patient care £	Total 2024 £	Total 2023 £
Depreciation and amortisation	493,959	493,959	351,790
Salaries, fees and pensions	3,025,558	3,025,558	2,659,508
Catering provisions	105,353	105,353	88,917
Cleaning and laundry expenses	25,483	25,483	14,794
Medical equipment and supplies	94,802	94,802	117,779
Advertising events and promotion	29,905	29,905	32,158
Sundry expenses	61,411	61,411	43,836
Motor and travel	10,027	10,027	8,006
Rent and rates	23,980	23,980	18,745
Light and heat	112,237	112,237	118,063
Insurance	25,602	25,602	44,731
Repairs and renewals	111,557	111,557	96,925
	<u>4,119,874</u>	<u>4,119,874</u>	<u>3,595,252</u>



## Notes to the Financial Statements for the Year Ended 31 March 2024

### 10 Analysis of support costs

	2024 £	2023 £
Salaries, fees and pensions	510,946	488,126
Back up services	2,474	2,536
Cleaning and laundry	1,360	3,439
Telephone and internet	18,144	25,371
Printing, stationery and postage	22,223	24,257
Advertising, events and promotion	1,236	4,055
Sundry expenses	13,115	2,898
Motor and travel	2,340	2,794
Rent and rates	5,995	4,484
Light and heat	28,059	27,828
Insurance	6,401	5,751
Repairs and renewals	58,693	44,312
Legal and professional	23,032	22,722
Bank charges	31,969	32,784
Depreciation	23,538	22,519
	<u>749,525</u>	<u>713,876</u>

### 11 Net incoming/outgoing resources

	2024 £	2023 £
Operating leases - other assets	431,542	320,085
Auditor's remuneration - audit	17,808	21,170
Auditor's remuneration - non-audit services	5,935	7,395
Profit/(loss) on disposal of tangible fixed assets	3,068	15,314
Depreciation of fixed assets	505,831	481,133

### 12 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

No trustees have received any other benefits from the charity during the year.

The amount expenses reimbursed to the trustees during the year totalled £Nil (2023 - £573).

## Notes to the Financial Statements for the Year Ended 31 March 2024

### 13 Staff costs

The aggregate payroll costs were as follows:

	2024 £	2023 £
<b>Staff costs during the year were:</b>		
Wages and salaries	6,406,959	5,713,393
Social security costs	436,481	407,172
Pension costs	408,663	387,424
	<u>7,252,103</u>	<u>6,507,989</u>

The monthly average number of persons (including senior management / leadership team) employed by the group during the year was as follows:

	2024 No	2023 No
Medical	77	64
Admin and support	50	43
Income generation	192	192
	<u>319</u>	<u>299</u>

The monthly average number of persons (including senior management / leadership team) employed by the group during the year expressed as full time equivalents was as follows:

	2024 No	2023 No
Medical	54	43
Admin and support	36	33
Income generation	147	145
	<u>237</u>	<u>221</u>

During the year, the group made redundancy and/or termination payments which totalled £54,434 (2023 - £Nil).

The number of employees whose emoluments fell within the following bands was:

	2024 No	2023 No
£60,001 - £70,000	1	1
£70,001 - £80,000	1	1
£80,001 - £90,000	1	1
£100,001 - £110,000	1	-

# Notes to the Financial Statements for the Year Ended 31 March 2024

## 13 Staff costs (continued)

The total employee benefits of the key management personnel of the group were £344,254 (2023 - £330,596).

Amounts were also paid for services provided externally in relation to a member of key management of £119,018 (2023: £123,073).

## 14 Material notified legacies

The charity has been notified of legacies with an estimated value totalling £849,550 (2023, £1,087,753) which are not recognised within the statement of financial activities as at the balance sheet date these legacies fail to meet one or more of the recognition criteria.

## 15 Prior year comparative for the statement of financial activities

	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2023 £
<b>Income from:</b>					
<i>Donations and legacies:</i>	3				
Donations and gifts		359,480	149,367	-	508,847
Legacies		931,360	-	-	931,360
Grants		12,752	-	-	12,752
Charitable activities	4	1,215,161	-	-	1,215,161
Activities for generating funds	6	8,174,743	-	-	8,174,743
Investments		68,496	-	-	68,496
Total income		10,761,992	149,367	-	10,911,359
<b>Expenditure on:</b>					
Raising funds	8	5,799,012	127,578	-	5,926,590
Charitable activities	9	4,194,784	114,344	-	4,309,128
Total expenditure		9,993,796	241,922	-	10,235,718
Net income before net gains on investments		768,196	(92,555)	-	675,641
Net gains/losses on investments		(19,556)	-	(1,099)	(20,655)
Net movement in funds		748,640	(92,555)	(1,099)	654,986
<b>Reconciliation of funds</b>					
Total funds brought forward		14,375,113	4,109,235	29,035	18,513,383
Total funds carried forward	25	15,123,753	4,016,680	27,936	19,168,369



## Notes to the Financial Statements for the Year Ended 31 March 2024

### 16 Intangible fixed assets

#### Group

	Goodwill £	Total £
<b>Cost</b>		
At 1 April 2023	100,000	100,000
At 31 March 2024	100,000	100,000
<b>Amortisation</b>		
At 1 April 2023	88,333	88,333
Charge for the year	11,667	11,667
At 31 March 2024	100,000	100,000
<b>Net book value</b>		
At 31 March 2024	-	-
At 31 March 2023	11,667	11,667

## Notes to the Financial Statements for the Year Ended 31 March 2024

### 17 Tangible fixed assets

Group	Freehold property £	Leasehold improvements £	Furniture and fittings £	Motor vehicles £	Plant and equipment £	Total £
<b>Cost</b>						
At 1 April 2023	14,522,598	1,804,336	448,016	232,097	1,916,092	18,923,139
Additions	447,411	150,980	32,927	-	50,117	681,435
Disposals	-	-	-	(6,990)	-	(6,990)
At 31 March 2024	<u>14,970,009</u>	<u>1,955,316</u>	<u>480,943</u>	<u>225,107</u>	<u>1,966,209</u>	<u>19,597,584</u>
<b>Depreciation</b>						
At 1 April 2023	4,425,985	1,557,491	387,503	181,949	1,723,142	8,276,070
Charge for the year	295,311	96,222	15,801	23,538	74,961	505,833
Eliminated on disposals	-	-	-	(6,990)	-	(6,990)
At 31 March 2024	<u>4,721,296</u>	<u>1,653,713</u>	<u>403,304</u>	<u>198,497</u>	<u>1,798,103</u>	<u>8,774,913</u>
<b>Net book value</b>						
At 31 March 2024	<u>10,248,713</u>	<u>301,603</u>	<u>77,639</u>	<u>26,610</u>	<u>168,106</u>	<u>10,822,671</u>
At 31 March 2023	<u>10,096,613</u>	<u>246,845</u>	<u>60,513</u>	<u>50,148</u>	<u>192,950</u>	<u>10,647,069</u>

Included within the net book value of land and buildings above is £10,248,713 (2023 - £10,096,613) in respect of freehold land and buildings and £301,603 (2023 - £246,845) in respect of leaseholds.

## Notes to the Financial Statements for the Year Ended 31 March 2024

Charity	Freehold property £	Leasehold improvements £	Furniture and fittings £	Motor vehicles £	Plant and equipment £	Total £
<b>Cost</b>						
At 1 April 2023	14,522,598	1,727,661	355,375	232,097	1,888,894	18,726,625
Additions	447,411	150,980	30,505	-	49,241	678,137
Disposals	-	-	-	(6,990)	-	(6,990)
At 31 March 2024	<u>14,970,009</u>	<u>1,878,641</u>	<u>385,880</u>	<u>225,107</u>	<u>1,938,135</u>	<u>19,397,772</u>
<b>Depreciation</b>						
At 1 April 2023	4,425,985	1,487,245	302,925	181,949	1,697,692	8,095,796
Charge for the year	295,311	89,794	8,082	23,538	73,111	489,836
Eliminated on disposals	-	-	-	(6,990)	-	(6,990)
At 31 March 2024	<u>4,721,296</u>	<u>1,577,039</u>	<u>311,007</u>	<u>198,497</u>	<u>1,770,803</u>	<u>8,578,642</u>
<b>Net book value</b>						
At 31 March 2024	<u>10,248,713</u>	<u>301,602</u>	<u>74,873</u>	<u>26,610</u>	<u>167,332</u>	<u>10,819,130</u>
At 31 March 2023	<u>10,096,613</u>	<u>240,416</u>	<u>52,450</u>	<u>50,148</u>	<u>191,202</u>	<u>10,630,829</u>

Included within the net book value of land and buildings above is £10,248,713 (2023 - £10,096,613) in respect of freehold land and buildings and £301,602 (2023 - £240,416) in respect of leaseholds.



# Notes to the Financial Statements for the Year Ended 31 March 2024

## 18 Fixed asset investments

### Group and Charity

	2024 £	2023 £
Listed investments	2,822,127	1,616,748
Cash or cash equivalents	178,901	675,216
	<u>3,001,028</u>	<u>2,291,964</u>

	Listed investments £	Cash held in investment portfolio £	Total £
<b>Cost or Valuation</b>			
At 1 April 2023	1,616,748	675,216	2,291,964
Revaluation	177,781	-	177,781
Additions	1,253,395	770,863	2,024,258
Disposals	(225,797)	(1,267,178)	(1,492,975)
At 31 March 2024	<u>2,822,127</u>	<u>178,901</u>	<u>3,001,028</u>
<b>Net book value</b>			
At 31 March 2024	<u>2,822,127</u>	<u>178,901</u>	<u>3,001,028</u>
At 31 March 2023	<u>1,616,748</u>	<u>675,216</u>	<u>2,291,964</u>

### Charity

### Shares in group undertakings and participating interests

	Subsidiary undertakings £	Total £
<b>Cost</b>		
At 1 April 2023	<u>1</u>	<u>1</u>
At 31 March 2024	<u>1</u>	<u>1</u>
<b>Net book value</b>		
At 31 March 2024	<u>1</u>	<u>1</u>
At 31 March 2023	<u>1</u>	<u>1</u>

# Notes to the Financial Statements for the Year Ended 31 March 2024

## Details of undertakings

Details of the investments in which the charity holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Country of incorporation	Holding	Proportion of voting rights and shares held		Principal activity
			2024	2023	
Subsidiary undertakings					
Dove House Trading Limited	England and Wales	Ordinary	100%	100%	Operation of retail stores, cafes and childcare.

The profit for the financial period of Dove House Trading Limited was £101,026 (2023 - £33,415) and the aggregate amount of capital and reserves at the end of the period was £1 (2023 - £1).

## 19 Stock

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Stocks	<u>103,677</u>	<u>95,264</u>	<u>32,897</u>	<u>32,698</u>

## 20 Debtors

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	27,792	47,542	19,752	18,496
Due from group undertakings	-	-	195,880	170,027
Prepayments and accrued income	465,718	715,711	431,592	661,949
Other debtors	<u>266,590</u>	<u>200,100</u>	<u>266,590</u>	<u>200,100</u>
	<u>760,100</u>	<u>963,353</u>	<u>913,814</u>	<u>1,050,572</u>

# Notes to the Financial Statements for the Year Ended 31 March 2024

## 21 Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	185,050	188,697	155,534	166,281
Other taxation and social security	103,293	89,405	102,218	89,019
Other creditors	36,191	53,057	17,246	17,115
Accruals and deferred income	312,525	284,275	306,483	276,893
	<u>637,059</u>	<u>615,434</u>	<u>581,481</u>	<u>549,308</u>

### Deferred income

	2024	2023
	£	£
Deferred income at 1 April 2023	(212,832)	(388,094)
Resources deferred in the period	(222,525)	(212,832)
Amounts released from previous periods	212,832	388,094
Deferred income at year end	<u>(222,525)</u>	<u>(212,832)</u>

Deferred income carried forward relates to pre-paid lottery income for lotteries to be drawn within the 2024/25 year.

## 22 Obligations under leases and hire purchase contracts

### Operating lease commitments

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

	Group & Charity	
	2024	2023
	£	£
<b>Land and buildings</b>		
Within one year	260,122	246,971
Between one and five years	818,326	278,596
After five years	448,848	151,667
	<u>1,527,296</u>	<u>677,234</u>

## 23 Related party transactions

The head of Fundraising, Laura Sadler, is the wife of Chris Sadler who is the Chief Executive and a member of the Executive Leadership Team. During the period she received remuneration for her employment of £41,390 (2023: £39,772)

## 24 Pension and other schemes

The company operates various defined contribution pension schemes for its employees. The pension cost charges represent contributions payable by the company and amounted to £408,663 (2023: £387,425). There were no contributions outstanding or prepaid at 31 March 2024 or 31 March 2023.



## Notes to the Financial Statements for the Year Ended 31 March 2024

### 25 Funds

Group	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 March 2024 £
<b>Unrestricted funds</b>						
<b>General</b>						
General fund	11,808,091	10,859,169	(9,839,487)	(1,583,532)	220,313	11,464,554
Dove House Trading Limited	1	1,278,459	(1,177,652)	(100,807)	-	1
Revaluation reserve	115,661	-	-	(115,661)	-	-
	<u>11,923,753</u>	<u>12,137,628</u>	<u>(11,017,139)</u>	<u>(1,800,000)</u>	<u>220,313</u>	<u>11,464,555</u>
<b>Designated</b>						
Designated funds	<u>3,200,000</u>	<u>-</u>	<u>-</u>	<u>1,800,000</u>	<u>-</u>	<u>5,000,000</u>
<b>Total unrestricted funds</b>	<u>15,123,753</u>	<u>12,137,628</u>	<u>(11,017,139)</u>	<u>-</u>	<u>220,313</u>	<u>16,464,555</u>
<b>Restricted funds</b>						
Dove House Property	897,627	-	(42,772)	-	-	854,855
Bedded unit	91,817	27,325	(34,007)	-	-	85,135
Accessible quality and improvement	224,796	-	(5,634)	-	-	219,162
Day therapy (Hospice)	(32)	300	(2,455)	-	-	(2,187)
Breast cancer relief	7,888	-	-	-	-	7,888
Sundry small funds	46,199	7,805	(32,755)	-	-	21,249
Storr legacy	65,802	-	(1,992)	-	-	63,810
New building funds	2,648,753	-	(63,539)	-	-	2,585,214
Support line	6,142	-	-	-	-	6,142
Physiotherapy	(5,901)	-	-	-	-	(5,901)
Echo project	33,589	-	-	-	-	33,589
<b>Total restricted funds</b>	<u>4,016,680</u>	<u>35,430</u>	<u>(183,154)</u>	<u>-</u>	<u>-</u>	<u>3,868,956</u>
<b>Permanent</b>						
Sutton War Memorial	27,936	-	-	-	2,529	30,465
<b>Total funds</b>	<u>19,168,369</u>	<u>12,173,058</u>	<u>(11,200,293)</u>	<u>-</u>	<u>222,842</u>	<u>20,363,976</u>

## Notes to the Financial Statements for the Year Ended 31 March 2024

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>						
<b>General</b>						
General fund	11,009,821	9,549,169	(8,814,388)	83,045	(19,556)	11,808,091
Dove House Trading Limited	35,571	1,212,823	(1,179,408)	(68,985)	-	1
Revaluation reserve	129,721	-	-	(14,060)	-	115,661
	11,175,113	10,761,992	(9,993,796)	-	(19,556)	11,923,753
<b>Designated</b>						
Designated funds	3,200,000	-	-	-	-	3,200,000
<b>Total unrestricted funds</b>	<b>14,375,113</b>	<b>10,761,992</b>	<b>(9,993,796)</b>	<b>-</b>	<b>(19,556)</b>	<b>15,123,753</b>
<b>Restricted funds</b>						
Dove House Property	940,400	-	(42,773)	-	-	897,627
Bedded unit	58,437	51,586	(18,206)	-	-	91,817
Accessible quality and improvement	227,542	-	(2,746)	-	-	224,796
Day therapy (Hospice)	2,040	383	(2,455)	-	-	(32)
Breast cancer relief	7,888	-	-	-	-	7,888
Sundry small funds	41,714	37,794	(33,309)	-	-	46,199
Storr legacy	67,794	-	(1,992)	-	-	65,802
New building funds	2,713,131	-	(64,378)	-	-	2,648,753
Support line	6,142	-	-	-	-	6,142
Physiotherapy	(5,901)	-	-	-	-	(5,901)
Echo project	50,048	59,604	(76,063)	-	-	33,589
<b>Total restricted funds</b>	<b>4,109,235</b>	<b>149,367</b>	<b>(241,922)</b>	<b>-</b>	<b>-</b>	<b>4,016,680</b>
<b>Permanent</b>						
Sutton War Memorial	29,035	-	-	-	(1,099)	27,936
<b>Total funds</b>	<b>18,513,383</b>	<b>10,911,359</b>	<b>(10,235,718)</b>	<b>-</b>	<b>(20,655)</b>	<b>19,168,369</b>

# Notes to the Financial Statements for the Year Ended 31 March 2024

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## **Designated funds**

The designated fund represents amounts reserved for the reconfiguration of the existing hospice site.

## **Endowment funds**

Funds donated on the closure of the 'Sutton on Hull War Memorial Fund'. Income to be used for the welfare of the people of Sutton.

## **Restricted funds**

**Dove House Property** - Development of hospice and land

**Bedded unit** - Provision of facilities

**Accessibility, quality and improvement** - Redevelopment of reception and clinical outpatient rooms

**Day therapy (Hospice)** - Provision of day therapy facilities

**Breast cancer relief** - Grant funding for the treatment of breast cancer sufferers

**Sundry small funds** - Library, finance, maintenance and staff development

**Storr legacy** - Write down over life of conservatories provided

**New building fund** - Development of new facilities

**Support line** - Development of a palliative care advice line

**Physiotherapy** - Ongoing support for Physiotherapy and Rehabilitation services

**ECHO Project** - Funding to develop communities of practice through video technology

**Hospice UL/NHSE fund** - The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April to July 2020, November 2020 to March 2021 and December 2021 to March 2022, to support people with complex needs in the context of COVID-19.

Restricted funds are funds that can only be used for the particular restricted purpose within the objects of the fund, as stated above. Income may be restricted when specified by the donor or when the funds are raised for a specific restricted purpose. Such income is allocated to a restricted fund.

Resources expended on the above funds represent expenditure incurred in fulfilling the specific objects of the fund. In the case of revenue expenditure this is charged to the fund as incurred. In the case of capital expenditure, the asset is capitalised as a fixed asset. The subsequent depreciation charge is then transferred to the particular restricted fund as to write off the asset over its useful economic life.

## **Transfers**

The transfer to general funds from Dove House Trading Limited relates to the gift aid payment made in relation to profits made by the trading subsidiary.

## Notes to the Financial Statements for the Year Ended 31 March 2024

### 26 Analysis of net assets between funds

#### Group

	<b>Unrestricted funds General £</b>	<b>Restricted funds £</b>	<b>Endowment funds Permanent £</b>	<b>Total funds at 31 March 2024 £</b>
Tangible fixed assets	7,366,506	3,456,165	-	10,822,671
Fixed asset investments	2,970,563	-	30,465	3,001,028
Current assets	6,765,218	412,791	-	7,178,009
Current liabilities	(637,059)	-	-	(637,059)
Provisions	(673)	-	-	(673)
<b>Total net assets</b>	<b>16,464,555</b>	<b>3,868,956</b>	<b>30,465</b>	<b>20,363,976</b>
	<b>Unrestricted funds General £</b>	<b>Restricted funds £</b>	<b>Endowment funds Expendable £</b>	<b>Total funds at 31 March 2023 £</b>
Intangible fixed assets	11,667	-	-	11,667
Tangible fixed assets	6,810,123	3,836,946	-	10,647,069
Fixed asset investments	2,264,028	-	27,936	2,291,964
Current assets	6,656,674	179,734	-	6,836,408
Current liabilities	(615,434)	-	-	(615,434)
Provisions	(3,305)	-	-	(3,305)
<b>Total net assets</b>	<b>15,123,753</b>	<b>4,016,680</b>	<b>27,936</b>	<b>19,168,369</b>





# Get in touch



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**dovehouse**  
hospice



Dove House Hospice Limited a company limited by guarantee.  
Registered office: Dove House Hospice, Chamberlain Road, Hull, HU8 8DH.  
Registered in England and Wales Company number: 01498747  
Registered Charity Number: 509551