
Annual Report and Accounts 2021/22



Contents

Trustees' and Strategic Report	3
Introduction	4
Objectives and Activities	5
Achievements and Performance	7
Financial Review	9
Plans for the Future	11
Structure, Governance and Management	12
Reference and Administrative Details	15
Independent Auditor's Report to the Members	17
Financial Statements	21
Consolidated Statement of Financial Activities	22
Group and Parent Charitable Company Balance sheet	23
Consolidated Cash Flow Statement	24
Notes to the Financial Statements	25

DOROTHY HOUSE
(formerly THE DOROTHY HOUSE FOUNDATION LIMITED)

Company number: 1360961

Charity registration: number 275745

Principal address: Winsley, Bradford on Avon, Wiltshire BA15 2LE

The Trustees (who are directors of the Charity for the purposes of the Companies Act) present their report together with the financial statements of the Charity for the year ended 31 March 2022.

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

Trustees' and Strategic Report

Introduction

Over the last year, we have been able to focus on our plans to “revive and thrive” organisationally as we emerge from the COVID-19 pandemic. The third national lockdown ended in March 2021 with public restrictions in place until July. However here at Dorothy House, as a health and social care organisation adhering to guidance issued by the UK Health Security Agency (UKHSA), we continue to have testing and measures in place to protect our patients, their families and carers and our own workforce.

COVID-19 and its impact along with the need to progress our ambitious Strategic Plan and ongoing changes in the wider health and social care system were the three key reasons to start a review of our services in the autumn of 2020. As we now make changes to our model of care in light of the review, we are working through a period of transformation at Dorothy House.

A first phase of changes has been made to our services including a new referral process and the re-organisation of our community care into 10 locally-focussed and multi-disciplinary Dorothy House care teams. As we continue to make changes it is important that we remain guided by our Strategic Plan which we are halfway through, working in partnership with key organisations such as the NHS’s B&NES, Swindon and Wiltshire (BSW) and Somerset Integrated Care Systems.

Whilst COVID-19 may be retreating, its ramifications continue to be felt, exacerbated by international relations and an impact on the cost of living and recruitment issues. Despite some of these issues we cared for an additional 10% more people and our Retail team in

particular saw a strong financial year contributing £650k over budget – an amazing performance given some of the challenges faced including ongoing COVID-19 restrictions.

Dorothy House ‘stepped up’ again to support the NHS during January and February 2022 with our clinical staff taking on additional Hospice at Home shifts to help move / keep people at home rather than in hospital with our support. This was achieved in the face of ongoing recruitment challenges across our clinical teams and currently experienced in so many sectors.

Dorothy House capabilities have grown in many areas including Education and Research and also the work of our new Green Team, established to develop policy, best practice and also champion environmental change as we move towards incorporating ESG (Environment, Social, Governance) considerations across our operations.

Now half way through, we remain committed to our Strategic Plan, our vision and our mission to ensure that everyone has access to outstanding palliative and end of life care. As we make changes to our care model, our aim is to deliver our mission through having a stronger presence in our community, empowering people to take control and plan for the end of their lives and equipping more people in our society with the skills and courage to provide the palliative and end of life care that everyone needs.

Objectives and Activities

Overall purpose

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

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

Main activities

All our services help us to achieve our overall purpose and objectives and provide the best care we can for patients, their families and carers. In FY21/22 we cared for 3,343 people - patients, their families and carers - with people accessing one or more of our services below including some of our “open access” day services, where a formal referral is not required.

Below is a list of the services we provide out in the community or at Winsley, some of which were adapted as a result of ongoing COVID-19 restrictions. Following our Services Review and with effect from 1 April 2022, our care is now provided in the community through ten locally-focussed Dorothy House care teams comprising a range of health and social care specialisms:

Medical Service: Our doctors deliver care and professional advice at Dorothy House’s Inpatient Unit, out in the community and also at the Royal United Hospital (RUH) Bath. They also provide support to community colleagues via Cinapsis.

Inpatient Unit - Specialist Palliative Care: 10-bed specialist unit at Dorothy House, Winsley,

24hr Advice Line: Clinical advice and support for patients, their families/carers and professional colleagues about any palliative and/or end of life care issue irrespective of a person’s diagnosis or whether they are known to us.

Community Nurse Specialists (CNSs): Supporting patients and their families within the community, closely aligned to the NHS’s Primary Care Networks (PCNs), GP surgeries and District Nursing teams.

Hospice at Home: Experienced healthcare assistants providing respite, crisis and end of life care – day and night – within homes or residential care settings.

Therapies including:

- Physiotherapy
- Occupational Therapy
- Lymphoedema Service
- Complementary Therapy
- Creative Arts
- Nutrition

During the pandemic we have continued to provide assessments and support to patients over the phone, via video consultation, virtual group work, in their own home or via the Inpatient Unit.

Family Support Services providing access to:

- Adult social work
- Children and Young People’s Service
- Bereavement services
- Psychological support (pre-bereavement)
- Chaplaincy/spiritual care
- Companions service

With ongoing pandemic restrictions, we continued to support people in person and remotely using telephone or video consultation.

Day Services: These include nurse-led services, clinics and a growing range of informal wellbeing, relaxation, exercise and social groups across our area.

Education, Research & Professional Development:

As a key pillar of Dorothy House services, we offer:

- Professional development and palliative care updates for Dorothy House clinical staff
- Education programmes for health and social care colleagues in the community and in HE institutions i.e. University of the West of England
- A facility to host education programmes and visits and student placements.

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- A move from being a “research aware” organisation to one that “generates and leads” research in palliative and end of life care (Payne, Preston et al 2013)

Dorothy House continues to develop its resources in palliative and end of life care for health and social care colleagues in the community, particularly in light of the COVID-19 pandemic. These include downloadable guides and videos on subjects such as Advance Care Planning, symptom control, bereavement and loss.

Further details of our services can be found in our annual Quality Account, prepared for our NHS partners.

Volunteering: After a difficult two years of COVID-19, we are incredibly grateful for the loyalty and support of our many volunteers who our vital to the care and support we can provide in our community.

As at the end of FY 21/22, our volunteers numbered 349 in Hospice/Community roles and 462 in Retail, making a current total of 811 volunteers. Our recent volunteer survey showed that on average each volunteer has 1.2 roles and 96% of respondents said they were proud to volunteer with the Hospice.

Whilst much of our face-to-face volunteering had to stop during the pandemic, some roles continued such as our Pharmacy Volunteer Drivers and our Winsley Volunteer Gardening Team.

Volunteer supported areas such as Day Services, Complementary Therapies and Companions services resumed over the year and our Fundraising Volunteers were able to support “in person” events again from September 2021 with our Paddleboard challenge in Bath. We have also seen the introduction of new volunteering roles such as the Blood Transfusion Clinic Volunteer Drivers who courier blood products to Winsley.

Significantly, our retail volunteers have achieved huge success and exceeded financial targets in spite of some reduction in numbers due to COVID-19.

We are looking forward to moving out into the community further with our new model of volunteering and hope to see new growth and expansion in FY22/23.

Achievements and Performance

Below are key achievements resulting from our annual objectives and linked to our strategic goals. These annual objectives were approved by the Trustees and set out in the Annual Report FY20/21.

1. People who need our care: *To ensure that Dorothy House understands and can meet the palliative and end of life care needs of our community as articulated in our 2018-25 Strategic Plan and in the emerging NHS landscape. Aspiring to double the number of people who have access to outstanding palliative and end of life care by 2025 is essential, ambitious and will require the designated service development reserve as we increase expenditure.*

Now mid-way through the life of our Strategic Plan, we are in the process of rolling out changes to our model of care following our Services Review. These changes aim to provide the following:

- Care for more people
- Local care, closer to home
- Earlier support, through a person's last 1,000 days
- Easy access for everyone, using a simple referral process
- Compassionate communities, developing partnerships and volunteering

These, in turn, will help us achieve our strategic goals and accompanying Key Organisational Outcomes (KOOs).

Using a Task and Finish methodology and engaging with stakeholders across the organisation, we have developed an Operational Plan with detailed costings to deliver these changes to our model of care.

In this first phase of change, a new Joint Specialty Clinic was introduced in February 2022, designed to enable earlier referrals to our care, working alongside colleagues with different clinical specialisms at the Royal United Hospital, Bath. A new referral process to Dorothy House was launched on 1st April 2022 along with the re-organisation of our community care into 10 locally-focussed and multi-disciplinary Dorothy House care teams. Planning continues around changes to our volunteering model, spiritual support, community engagement, support to care homes and expansion of our Bereavement Help Points which are open to all with a bereavement need in our community.

2. Research and education: *To deliver education and research strategies that enhance our own and other organisations' ability to deliver and evidence "outstanding" palliative and end of life care.*

Research

Further to the publication of Dorothy House's first Research Strategy in FY20/21, Dorothy House continues to grow as a research-active organisation. The Research Team measures its work systematically and regularly including research activity, research reports/articles and conference abstracts, presentations and grants submitted with income received.

Research activities for FY21/22 were initiated in areas including malignant spinal cord compression and nutritional management for MND patients. Abstracts were submitted to the Hospice UK conference 2021, to the European Palliative Care World Congress 2022 and to the Living Knowledge Conference 2022.

The Research Team, working with a Higher Education (HE) partner, are now closely involved with the Services Review, changes to our model of care and subsequent evaluation. Coupled with internal presentations and updates from the Team, there is growing understanding and use of research skills across the whole organisation.

Education

Expanded over FY21/22, the Education Team now supports the whole workforce (not just clinical) at Dorothy House and holds the budget for all staff and volunteer training. The new Workforce Development Strategy and Group now informs the ongoing internal training programme.

Key external education and training delivered by Dorothy House includes an increased number of Health Education England (HEE) funded student placements for Nurses, Medics and AHPs at Dorothy House and also delivery of the post graduate UWE Complexities of Supportive End of Life Care Module. Over the year, the team has worked with B&NES Council to develop an education programme for care home staff.

Capturing the impact of our research activities and education programmes on palliative and end of life care is critical for all participants and we have developed a set of measures as part of our Key Organisational Objectives.

3. Our People: *Recruiting and retaining the highest calibre of staff and volunteers that are well led, enabled and empowered.*

Recruitment has been a challenge across all industries in the last year, and Dorothy House has been no different. We have set up a comprehensive calendar of recruitment marketing, specifically for our Retail and Hospice at Home roles. This has included paid digital, social media, print and bus advertising, as well as a series of virtual ‘open evening’ recruitment events.

Given recruitment difficulties, staff retention has become even more important. In December 2021 we carried out a Staff Survey as part of a Hospice UK 2021 benchmarking exercise and have put in place action plans to address the key areas of learning. Dorothy House has strengthened its appraisal process and launched a new digital Performance Development Review (PDR) process to ensure our staff have the opportunity to discuss career plans, wellbeing concerns and key objectives with their manager. We have also renewed our focus on training across the organisation with the creation of a ‘Workforce Development Group’. This bi-monthly group of key individuals from across different directorates ensures staff training and development is prioritised and budgets are allocated appropriately to both clinical and non-clinical staff.

For volunteers, we are launching a new piece of software and app which will not only make our on-boarding process for volunteers much more efficient, but will also help us to provide a flexible and responsive volunteer offer.

4. Governance & Finance: *Ensuring best practice and sustainability to deliver our Strategic Plan.*

In 2021, Dorothy House continued its commitment to continuous improvement in governance, recognising the increasing need for the three key strands; charity, clinical and information to be intrinsically interlinked to ensure our beneficiaries, supporters and the general public can have trust and confidence in us. Please see the Governance, Structure and Management Section below for more detail on activity.

We continue in our aim to reduce our reliance on uncontrollable income streams such as investments and legacies and as such we have increased our income from yearly, regular NHS commissioned sources by 5.6% (3.7% increase last year).

We held a separate NHS Continuing Health Care Fast-Track (CHC FT) contract with Wiltshire NHS Commissioners to test the perception that Dorothy House care provided would reduce the hours of care needed per patient given the increased expertise provided by the Hospice at Home care staff. Recruitment issues, felt sector-wide, have resulted in the end of this contract but the results did indeed demonstrate a reduction in care hours required and therefore a 49% decrease in cost per patient.

The new commissioning framework and specification has been published and will inform our commissioning discussions going forward.

5. Partnership: *Identifying and developing alliances and partnerships to deliver our Strategic Plan.*

Our work as part of the emerging B&NES, Swindon

and Wiltshire (BSW) Integrated Care System continues, within which Dorothy House, Salisbury and Prospect Hospice have led the development of a palliative and end of life strategy, with allocated funding, to focus on implementing 8 key recommendations in the BSW community. A BSW Palliative and End of Life Care Alliance Project Manager is now in post and tangible progress made against these 8 recommendations.

Closer partnership working with our neighbouring hospices has also centred around the support we are providing with the roll out of the SystemOne clinical computer system across these hospices.

Dorothy House and Carers Support Wiltshire have developed a significant partnership to design and jointly run new Bereavement Help points in West Wiltshire. This year has seen two new Bereavement Help Points launched in Devizes and Chippenham.

Partnerships with specific providers continue to grow including those with SWALLOW (a user-led learning disabilities charity) as we roll out a joint, reciprocal palliative and learning disabilities education programme and local charity We Hear You (WHY) with whom we co-host a friendly social group – “Coffee Connections” – aimed at those affected directly or indirectly by cancer or a life-limiting illness.

Partnerships are key to our ongoing work and embedding a culture of Community Engagement and Development across the Hospice. They will enable us to respond more effectively and cohesively to “What matters to you?” in our community.

Financial Review

Measuring and assessing our impact

In order to chart Dorothy House's progress over the life of the 7-year Strategic Plan, we are using a set of Key Organisational Outcomes (KOOs) linked to the 5 strategic goals against which we measure our performance on an ongoing basis. These KOOs lie at the heart of our planning and development of a new model of care.

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

Overview

The challenges of COVID-19 were felt as acutely by Dorothy House as by the NHS and other health and care providers. Exhausted by staff shortages from self-isolation requirements and severe recruitment difficulties, we are proud to have cared for 10% more people than last year.

Financially, we have had another strong year thanks to the continued, amazing local support received and once again taking advantage of additional Government funding made available. We succeeded in delivering a net surplus of £2,747k (2021: £1,366k surplus). Net cash outflow of £2,196k (2021: £4,036k inflow) resulted from cash inflow from operating activities of £876k (2021: £2,732k inflow) offset by repayment of the £1,750k Coronavirus Business Interruption Loan Scheme and cashflow to our investment portfolio of £1,000k. At year end, we held unrestricted and undesignated funds of £5,780k (free reserves). This is 23% higher than the minimum reserves required of our risk based reserves policy, enabling us to invest in the growth of our care following our Services Review. Please see page 11 for more details.

Income grew by £1,833k (2021: £824k) to £16,323k. Our shops were open for 50 weeks this year and delivered their strongest ever contribution thanks to the support of our shoppers, donors, staff and volunteers. Income was £4,654k (2021: £1,610k). Government grants amounted to £1,697k (2021: £5,152k) including a reduced NHS restricted funding via Hospice UK of £1,375k. Number of Legacies kindly left to Dorothy House increased by 33% and totalled £3,435k (2021: £1,475k).

Last year we received amazing support from our Donations appeals but unfortunately saw a decline in this to £1,903k (2021: £2,221k).

Costs of raising funds reduced by £261k (2021: £231k decrease). Two retail shops in Bath were vacated and we moved our shop in Warminster, saving costs for three months. Charitable activities costs increased by £200k (2021: £233k reduction) primarily due to vacating our two Outreach Centres. Clinical costs increased 9% second half of the year and we are investing in similar growth next year from delivery of our new models of care.

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

Investment Policy

The Charity has the power to make any investments which the Trustees see fit. In applying this, the Trustees have formulated and approved an Investment Policy. Day-to-day management of the investments is delegated to external advisor (Rathbones), who invest a proportion of the Charity's funds in equity, fixed interest and other funds within guidelines set by the Trustees. The external advisors are prohibited from investing funds directly in tobacco companies, are guided on the amounts that can be invested in one institution and in the proportion of cash that can be held in relation to other investments.

Rathbones continues to deliver growth on our investments in the long-term and exceeds benchmark expectations. We remain confident in Rathbones' ability to deliver returns in excess of market based benchmarks in the long term.

Key Risks and Uncertainties

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

High level risks identified within FY21/22 were as follows:

Pandemics: Although pandemics have always been on our risk register, COVID-19 has had a far greater impact than anyone could have envisaged, impacting every aspect of what we do. In this second year of the pandemic, we have continued to adapt. Keeping our patients, their families and our staff and volunteers as safe as possible remains our priority as we follow national guidance. A significant challenge has been maintaining safe staffing levels, constantly threatened by the need for them to self-isolate. Despite this, we have avoided closure of our inpatient ward and also increased care provided in the community.

Our investment in technology has served us well and we have been able to adopt a virtual format to our Trustees meeting cycle.

Recruitment of skilled staff: With the need to grow our services alongside an experienced yet ageing workforce, the recruitment of appropriate staff is increasingly important and challenging given a competitive recruitment market at a time when health and social care staff are re-evaluating their career options, exhausted from having worked through the pandemic and less likely to take on new challenges and risks. Employment at Dorothy House is

viewed as hugely rewarding and extremely fulfilling by its workforce and, aligned to a fair salary and comprehensive training and education support, we are focused on attracting the calibre of staff our patients and their families require to meet their needs both now and in the future.

Income: This includes fluctuations in fundraising (including legacy) and retail income. It also includes the risks we face from a changing commissioning landscape through a move from local Clinical Commissioning Groups (CCGs) to larger Integrated Care Systems. Whilst challenging, this situation presents us with an opportunity to remove inequalities in accessing care and lead the development of palliative and end of life care for a larger population in partnership with local hospices.

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

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

Information on Fundraising Agreements with Third Parties (As required by the Charities Act 2016): Dorothy House continued to work with Local Hospice Lottery, a

wholly owned subsidiary of Farleigh Hospice. Activities were monitored by Dorothy House through regular meetings as well as shadow days with the Lottery team whilst they were fundraising out in the community.

There were 4 complaints registered in FY21/22. All related to fundraiser activity and all complaints were upheld. All complaints were resolved satisfactorily. The Local Hospice Lottery adheres to the Institute of Fundraising guidelines for dealing with vulnerable people.

Reserves Policy

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

In FY18/19 we moved to a risk-based reserves methodology to calculate the 'free' reserves amount we should hold. Each year the Trustees review the policy for maintaining free reserves, taking into consideration the major risks faced by the Charity in the following year to both income and planned expenditure and an assessment of ways to mitigate these. The resulting minimum free reserves to be held was set at £4.2m for FY 21/22 and £4.7m for FY22/23. In addition, it is our intent to not allow free reserves to build above 9 months expected expenditure.

As at 31 March 2022, our Designated Funds comprised Tangible Fixed Assets of £7.4m and a Service Development Fund of £4.2m. Our Free Reserves/ General Funds totalled £4.5m plus a £1.3m legacy volatility reserve.

Plans for the Future

The Service Development Fund reflects our current five-year financial plan which details a 67% increase in charitable activity costs, and significant investment required in improving efficiencies and interoperability with our partners. However, in addition to this investment, further funding will be needed from voluntary sources to meet the ever growing need for our care.

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

Organisational objectives for FY22/23 are listed below under the relevant strategic area and with the outcomes we are seeking to achieve:

1) Strategic Area: People who need our care

Annual organisational objective: In FY22/23 we will complete the first set of changes to our model of care and complete phase two of our Services Review, working with the BaNES, Swindon & Wilts (BSW) and Somerset Integrated Care Systems (ICSs) and other partners.

Outcome to achieve: *More people, Local care, Earlier support, Easy access, Compassionate communities for everyone. (ie. the Services Review outcomes)*

2) Strategic Area: Research and Education

Annual organisational objective: In FY22/23 we will continue to roll out our programme of formal, commissioned research projects and expansion of palliative and end of life care training and education, including relaunching our educational events programme.

Outcome to achieve: *Research-active and significant training organisation.*

3) Strategic Area: Our People

Annual organisational objective: In FY22/23 we aim to ensure that we empower our people. By taking a strategic approach to equality, diversity and inclusion we will have in place the right people, in the right skill mix, with the right competencies provided with wellbeing support where required and with a new annual and mid-year appraisal cycle engaging every staff member.

Outcome to achieve: *Great place to work – employer of choice.*

4) Strategic Area: Governance

Annual organisational objective: In FY22/23 we will continue to bring together the organisation's strands of governance (clinical, charity, information), leaving us ready by year end to start developing our future ESG (Environmental, Social, Governance) strategy.

Outcome to achieve: *Best practice in all areas of governance including 'outstanding' CQC (Care Quality Commission) rating.*

5) Strategic Area: Finance

Annual organisational objective: In FY22/23 we will continue to challenge the local ICSs to increase their contribution to our core services whilst at the same time growing sustainable and predictable income sources, putting in place a new commissioning structure which is fully embedded by year end.

Outcome to achieve: *Financial sustainability and efficiency.*

6) Strategic Area: Partnership

Annual organisational objective: In FY22/23 we will continue to grow our strategic alliances, working with partners to deliver our mission effectively and embedding an Asset Based Community Development (ABCD) approach to community collaboration across every relevant team through a two stage training programme.

Outcome to achieve: *Lived values. (We Care, We Connect, We Create)*

Structure, Governance and Management

Governing Documents and Structure

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

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

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

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

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

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

Public Benefit

The Charities Act 2011 explicitly includes public benefit in the definition of a charitable purpose, which every charity must have. The Act sets out 13 different charitable purposes, of which DH meets 3:

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

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

Trustees: Recruitment and Appointment

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

The members of the Charity are automatically members of the Board and Trustees, and there must be at least five and not more than 15 Trustees at any time. The term of office is three years, and a member can serve up to three consecutive terms. No Trustee shall serve beyond three terms unless Trustees unanimously consider it would be in the best interests of the Charity. The names of the Trustees in this year are set out on page 15. During FY21/22, Trustee attendance at Board meetings was over 80% and at standing committee meetings it was over 90%.

The Governance Committee leads Trustee succession planning and is responsible for the recruitment, appointment and induction of new Trustees. Appointments are recommended by the Governance Committee to the Board for final approval. Trustee vacancies are advertised externally and recruited through interview. We have a skills-based approach to recruitment, regularly undertaking 'skills audits' of our Board of Trustees. Each vacancy is reviewed to ensure the Board has a wide representation of skills and experience reflecting the needs of the organisation. Our Board composition is reflective of the community in which we serve and our Equality, Diversity and Inclusion Policy applies to trustees, employees and volunteers.

Responding to the refreshed Charity Governance Code Equality, Diversity and Inclusion principle, we have made a conscious commitment to strengthening the diversity of our trustee board, for example considering ‘lived experience’ as a crucial component of our skills matrix.

Trustees: Induction and Training

Updated in 2021, there is a core induction programme for new Trustees, supported by the governance handbook which incorporates statutory, regulatory, financial and specialist sector information and clearly sets out Trustee’s responsibilities. Additionally, the Chair/Vice Chair hold annual Trustee evaluations. These are an opportunity for Trustees to meet individually and discuss performance and development. This process enables the charity to respond more effectively to the needs of Trustees and ensure they feel supported and fully equipped to discharge their duties.

Trustee training forms a fundamental part of DH’s commitment to the learning and development of all our people. Following a review of trustee training and development in 2021, trustees are offered a mix of internal, external, virtual and face-face training, ranging from refresher training on the six key legal duties, to sector/operational specific training through a variety of resources. This programme will be further expanded in 2022 with trustee training plans established. Regular Board Away Days provide an opportunity for ongoing Board development. Supporting the Board to horizon-scan, consider strategic issues and their effectiveness as a Board.

Charity Governance Code

Committed to continuous improvement in its governance, Dorothy House has adopted the Charity Governance Code (CGC) since 2018 as a tool to regularly assess itself against best practice and identify areas for improvement.

In FY21/22, following participation in a focused workshop to understand the refreshed CGC principles of Integrity and Equality, Diversity and Inclusion trustees created a Board Development Action Plan to implement activity and track progress. The action plan is monitored by the Governance Committee quarterly, and reported to the Board annually. Highlights include the embedding of EDI principles in board reporting and evaluation, and trustee involvement in the development of organisational values.

The Board strives to evaluate itself annually, with an external facilitated evaluation every three years. An independent review of governance arrangements is planned for 22/23.

In addition, at the end of each Board meeting, a different Trustee evaluates the meeting. The Governance Committee then reviews and recommends any actions.

Environmental, Social and Governance (ESG) considerations

The reporting year has seen the establishment of a staff-led Green Team to develop policy, best practice and champion environmental change.

Notwithstanding the moral imperative for universal action on the climate and ecological crises as identified

by the United Nations, there is growing understanding that making environmental and sustainability changes to the way we work will help Dorothy House to fulfil its charitable objectives. Sustainability and environmental considerations are increasingly important to our stakeholders - NHS commissioners and funders, staff and volunteers, supporters and patients - and ultimately could create a barrier to our care if not addressed: People who live sustainably will want to die sustainably.

Last autumn, a group of staff members took up this call to action and created the Green Team – a working group established to develop policy and best practice and also champion / communicate environmental change internally. Driven to think innovatively, the group meets monthly, considers and proposes how we can work in a more sustainable way across 8 key areas of the organisation - Energy, Waste, Transport, Water, Estate, Procurement, Investments and Information Management.

A coalition of the willing, our aim is to have a representative from each Dorothy House department bringing passion and energy and acting as an influencer for change within the Hospice. An increasing priority on our senior leaders’ agenda, Green Team proposals are submitted to the Executive Team and Board of Trustees for review and approval.

We are making tangible progress, as “greener” practice has already been achieved in a number of significant areas including pensions and investments. Future plans include greener travel options, reduced waste and embedding a ‘culture’ of green-thinking.

Establishment of the Green Team is the start to ensuring that Environmental, Social and Governance (ESG) considerations are systematically at the heart of all our operations.

Executive Team Remuneration Policy

The Trustees consider that the Executive Team are the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All Trustees give of their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in note 6 to the accounts.

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

The principles used when determining the pay and remuneration are:

- To pay a fair salary, sufficient to attract and retain skilled, expert senior leaders of the charity.
- Salaries and benefits should be competitive, proportionate to the complexity of each role and reflect the range of responsibilities.
- The Chief Executive and members of the Executive Team will have an annual appraisal. Whilst maintaining confidentiality any noteworthy considerations that would impact on pay should be brought to the Remuneration Committee's attention by either the CEO (Executive Directors) or Chair (Chief Executive).
- Research will be made available to inform the

Remuneration Committee on market rates, trends and comparative data from a variety of sources to ensure relevance to each role.

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

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

Trustees' Responsibilities for the Financial Statements

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

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

basis unless it is inappropriate to assume that the charity will continue in operation.

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

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

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



Kate Tompkins
Chair of Trustees

Date **1.7.22**

Reference and administrative details

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

Trustees in the period

B, D, E (Chair), F (Chair)	Kate Tompkins	Chair Of Board of Trustees and E&F
A (Chair), C, G	Christine Davis	Retired 31.12.21
B, E, F, G	Ian Lafferty	Vice Chair of Trustees Retired 29.03.22 Remaining as Director for G
B (Chair), D	Brian Mansfield	Chair of B
A, C	Simon Burrell	Chair of A 01.12.22
D (Chair), E	Warren Reid	Chair of D
C, F, G	David Cavaliero	Director for G 31.12.21
A, F, E	Francesca Thompson	Joint Vice-Chair 01.12.21 Joined F & E 01.12.21 Vice-Chair 29.03.22
A, C (Chair), B, F, E	James Gare	Treasurer – 30.06.20 Joined B, F & E – February 2020 Left A – April 2020
D, A, F, E	Stephen Taylor	Chair Elect 01.12.21 Joined F & E 01.12.21
B, A	Nathan Baranowski	Resigned 31.12.21
B, D	Neil Deuchar	Appointed 12.11.21

Committees

A	Member of Patient and Family Services Committee
B	Member of Finance and Performance Committee
C	Member of Audit Committee
D	Member of People and Development Committee
E	Member of Remuneration Committee
F	Member of Governance Committee
G	Director of Dorothy House Trading Ltd

Executive Team

Wayne de Leeuw	Chief Executive
Tony De Jaeger (G)	Deputy CEO and Director of Finance
Dr Emma Frampton	Medical Director
Maggie Crowe	Director of Patient & Family Services
James Byron	Director of Marketing and Engagement
Liza Pinching	Director of People & Services – appointed 02.08.21

Principal Bankers HSBC, Bristol, NatWest plc, Bath

Auditor Bishop Fleming LLP, Bristol

Investment Advisers Rathbones, London

Solicitors Thrings, Swindon Bath
Royds Withy King, Bath
Stone King, Bath

Adviser to Finance & Performance Committee Simon Coombe (resigned Sept 2021)
Charlotte Parkin

Adviser to Patient and Family Services Committee Dr Charlie Berrisford (appointed Sept 2021)

Director of Dorothy House Trading Ltd Jonathan Newbound

Independent Auditor's Report to the Members

Opinion

We have audited the financial statements of Dorothy House (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the parent charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

audit of the financial statements section of our report.

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

Conclusions relating to going concern

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

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

Other information

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

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

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit; or

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

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

- We have considered the nature of the sector, control environment and financial performance of the charity;
- We have considered the results of enquiries with management and Trustees in relation to their own identification and assessment of the risk of irregularities within the entity; and
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation.

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

perform specific procedures to respond to the risk of management override.

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

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Enquiring of management in relation to actual and potential claims or litigations;
- Performing detailed testing in relation to the recognition of revenue, with a particular focus around year-end cut off; and

-
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

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

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

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

Use of our report

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



Joseph Scaife FCA DChA (Senior Statutory Auditor)
for and on behalf of
Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
10 Temple Back
Bristol
BS1 6FL

Date:

7/7/22

Financial Statements

Consolidated Statement of Financial Activities including Income & Expenditure Account For the Year Ended 31 March 2022

	Note	Unrestricted Funds Unassigned £	Designated £	Restricted Funds £	Group 2022 £	Group 2021 £
Income and endowments from:						
Donations, Grants and Legacies	3B	5,308,643	-	1,726,632	7,035,275	8,848,030
Charitable activities	3/12	3,376,691	-	-	3,376,691	2,962,522
Other trading activities	3A	5,795,420	-	-	5,795,420	2,591,292
Investments		115,737	-	-	115,737	88,091
Total income and endowments		14,596,491	-	1,726,632	16,323,123	14,489,935
Expenditure on:						
Raising funds	4	(4,909,039)	-	-	(4,909,039)	(5,170,057)
Charitable activities	4/12	(7,168,014)	-	(1,726,632)	(8,894,646)	(8,694,762)
Total expenditure		(12,077,053)	-	(1,726,632)	(13,803,685)	(13,864,820)
Net income/(expenditure) before investment gains/(losses)		2,519,438	-	(0)	2,519,438	625,116
Net gains/(losses) on investments	9	227,251	-	-	227,251	741,381
Net income/(expenditure)	4	2,746,689	-	(0)	2,746,689	1,366,497
Transfers between funds		(1,279,621)	1,279,621	-	-	-
Other recognised gains/ (losses)		-	-	-	-	-
Net movement in funds		1,467,068	1,279,621	(0)	2,746,689	1,366,497
Reconciliation of funds:						
Total funds brought forward		4,312,440	10,276,590	-	14,589,030	13,222,533
Total funds carried forward		5,779,508	11,556,211	(0)	17,335,719	14,589,030

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

Consolidated and Charity Balance Sheet at 31 March 2022

		At 31 March 2022		At 31 March 2021	
		Group £	Charity £	Group £	Charity £
Fixed assets					
Tangible fixed assets	8	7,394,422	7,394,061	7,396,031	7,388,601
Investments - subsidiary	2	-	2	-	2
Investments - portfolio	9	5,702,229	5,702,229	4,392,947	4,392,947
		13,096,651	13,096,292	11,788,978	11,781,550
Current assets					
Stock	2	35,310	-	35,784	-
Debtors	10	4,345,480	4,390,221	2,087,719	2,126,363
Cash at bank and in hand		2,428,966	2,391,490	4,625,460	4,590,660
		6,809,756	6,781,711	6,748,963	6,717,023
Liabilities					
Creditors: falling due within one year	11	(1,630,688)	(1,617,075)	(3,028,911)	(3,004,332)
Net current assets		5,179,068	5,164,638	3,720,052	3,712,691
Total assets less current liabilities		18,275,719	18,260,930	15,509,030	15,494,241
Provisions	11	(940,000)	(940,000)	(920,000)	(920,000)
Net assets		17,335,719	17,320,930	14,589,030	14,574,241
Income funds					
Restricted	12	-	-	-	-
Unrestricted:					
Designated - tangible fixed assets	13,14	7,394,422	7,394,422	7,396,031	7,396,031
Designated - Service Develop't	13,14	4,147,000	4,147,000	2,865,770	2,865,770
Designated - trading funds	2	14,789	-	14,789	-
Total designated funds		11,556,211	11,541,422	10,276,590	10,261,801
General funds	13,14	5,779,508	5,779,508	4,312,440	4,312,440
Total unrestricted funds		17,335,719	17,320,930	14,589,030	14,574,241
Total funds		17,335,719	17,320,930	14,589,030	14,574,241

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

Kate Tompkins
Chairman

Date:

1.7.22

James Gare
Treasurer

Date:

1 July 2022

Consolidated Cash Flow Statement for the Year Ended 31 March 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash provided by operating activities	Note A	876,481	2,372,196
Cash flows from investing activities			
Dividends, interest and rents from investments	9	115,737	88,098
Purchase of property, plant and equipment	8	(356,681)	(115,983)
Proceeds from the disposal of fixed assets	8	-	3
Cash from/(to) investment portfolio	9	(1,000,000)	-
Net additions to the investment portfolio		(82,031)	(58,205)
Net cash (used in) investing activities		(1,322,975)	(86,087)
Cash flows from financing activities			
Coronavirus Business Interruption Loan Scheme		(1,750,000)	1,750,000
Net cash provided by (used in) financing activities		(1,750,000)	1,750,000
Change in cash in the reporting period		(2,196,494)	4,036,109
Cash at the beginning of the reporting period		4,625,460	589,351
Cash at the end of the reporting period	Note B	2,428,966	4,625,460

Note A) Reconciliation of cash flows from operating activities

	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	2,746,689	1,366,497
Adjustments for:		
Net losses/(gains) on investments	(227,251)	(741,381)
Depreciation charges	358,290	399,877
Dividends, interest and rents from investments	(115,737)	(88,098)
(Profit)/loss on the sale of fixed assets	-	26,819
(Increase)/decrease in stocks	474	15,132
(Increase)/decrease in debtors	(2,257,761)	532,940
Increase/(decrease) in creditors	351,776.62	279,410
Increase/(decrease) in provisions	20,000	581,000
Net cash inflow/(outflow) from operating activities	876,481	2,372,196

Note B) Analysis of net cash resources

	At 31 March 2021 £	Net cash outflow £	At 31 March 2022 £
Bank and petty cash balances	4,625,460	(2,196,494)	2,428,966

Notes to the Financial Statements For the Year Ended 31 March 2022

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

1. Accounting Policies

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

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

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

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

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

The Trustees continue to monitor the impact that Covid-19 is having on operations and are taking actions to minimise their effect on the long-term reserves of the charity. Under all the scenarios reviewed, the charity has sufficient reserves to enable it to continue as a going concern for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements.

Incoming resources

* All monetary donations and gifts are included in full in the Statement of Financial Activities when receivable;

- * Contract and grant income is included when receivable, provided conditions for receipt have been complied with, unless they relate to a specific future period in which case they are deferred;
- * Legacies are included when the charity is advised that payment will be made or property transferred, and the amount involved can be quantified;
- * When donors specify that donations and grants, including grants for the purchase of fixed assets, are for particular restricted purposes, the income is included in incoming resources of restricted funds when receivable;
- * Intangible income, which comprises donations in kind, are included at the Trustees' valuation when known;
- * No amounts are included in the financial statements for services donated by volunteers.
- * Charity shop sales include donations arising from the charity's Gift Aid scheme for donated goods.

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

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

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

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

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

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

Cash – Cash comprises cash at bank and in hand.

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

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

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

Tangible Fixed Assets – Freehold properties

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

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

Tangible Fixed Assets – other assets

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

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

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

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

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

Fund Accounting

Funds held by the charity are either:

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

2. Commercial Trading Activities and Investment In Trading Subsidiary

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

	Note	2022 £	2021 £
Summary Profit and Loss Account			
Turnover		163,353	92,157
Cost of sales and administrative costs	4	(60,687)	(32,692)
Management charge from Dorothy House Foundation	4	(34,004)	(33,256)
Net income		<u>68,662</u>	<u>26,209</u>
Amount gifted to the charity under deed of covenant		<u>(68,662)</u>	<u>(26,209)</u>
Profit retained in the subsidiary		<u>-</u>	<u>-</u>
Summary Balance sheet			
	Note	2022 £	2021 £
Fixed Assets		359	7,430
Stock		35,310	35,784
Other debtors		9,924	7,107
Bank balances		37,476	34,800
Creditors-due to Dorothy House	10	(54,667)	(45,753)
Other creditors		(13,611)	(24,577)
Total net assets		<u>14,791</u>	<u>14,790</u>
Share Capital		2	2
Profit and Loss Account		<u>14,789</u>	<u>14,789</u>
		<u>14,791</u>	<u>14,791</u>

3. Analysis of Income from Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Group 2022 £	Group 2021 £
Contracts and operating income:				
NHS contracts	2,991,622	-	2,991,622	2,617,060
Catering, subletting and other similar income	128,723	-	128,723	145,195
Education and training income	256,346	-	256,346	200,267
	<u>3,376,691</u>	<u>-</u>	<u>3,376,691</u>	<u>2,962,522</u>

3A. OTHER TRADING ACTIVITIES

	Group 2022	Group 2021
Shops' Income	4,654,093	1,610,186
Fundraising events	520,630	373,574
Lottery	620,697	607,532
	<u>5,795,420</u>	<u>2,591,292</u>

3B. DONATIONS, GRANTS AND LEGACIES

	Unrestricted Funds	Restricted Funds	Group 2022	Group 2021
Donations	1,634,925	268,352	1,903,277	2,220,923
Legacies	3,435,140	-	3,435,140	1,475,458
Governments grants	238,578	1,458,280	1,696,858	5,151,649
	<u>5,308,643</u>	<u>1,726,632</u>	<u>7,035,275</u>	<u>8,848,030</u>

The Restricted Government grants include £1.4m NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation.

4. Analysis of Resources Expended

	Staff costs	Other costs (including depreciation)	Support costs	Total 2022	Total 2021
	£	£	£	£	£
Cost of raising funds					
Charity shop costs	1,754,348	1,201,351	523,450	3,479,149	3,882,998
Fundraising and publicity	768,911	393,790	134,309	1,297,010	1,186,137
Expenses of subsidiary - Note 2	-	94,691	-	94,691	65,948
Lottery costs	-	3,900	-	3,900	5,525
Investment Management Costs	-	34,289	-	34,289	29,449
	<u>2,523,259</u>	<u>1,728,021</u>	<u>657,758</u>	<u>4,909,039</u>	<u>5,170,057</u>
Direct charitable activities					
Patient Services costs	6,263,838	859,974	1,147,620	8,271,432	8,203,327
Education services	371,818	84,552	73,940	530,310	405,358
	<u>6,635,656</u>	<u>944,527</u>	<u>1,221,560</u>	<u>8,801,742</u>	<u>8,608,685</u>
Governance Costs	<u>33,926</u>	<u>58,978</u>	<u>-</u>	<u>92,904</u>	<u>86,077</u>
	<u>6,669,582</u>	<u>1,003,505</u>	<u>1,221,560</u>	<u>8,894,646</u>	<u>8,694,762</u>
Total resources expended: 2022	<u>9,192,840</u>	<u>2,731,526</u>	<u>1,879,319</u>	<u>13,803,685</u>	<u>13,864,819</u>
Total resources expended: 2021	<u>8,781,556</u>	<u>3,273,011</u>	<u>1,810,252</u>	<u>13,864,819</u>	

Included in the Governance Costs above are the following costs:

		2022	2021
		£	£
Auditor's remuneration	External audit	12,300	11,750
(inc. applicable VAT) :	Non-audit services	11,880	11,880
Internal Auditor (inc. applicable VAT):		8,040	4,130

Governance Costs also include an apportionment of Senior Management costs.

4. Analysis of Resources Expended

Charitable Activities	Staff Costs	Other Direct Costs	Support Costs	Total	Total
	£	£	£	2022 £	2021 £
In Patient Unit	1,477,918	313,275	207,971	1,999,164	2,118,844
Day Patient Unit/Comp Therapy	412,947	63,626	65,741	542,314	473,921
Lodges	15,791	21,063	-	36,854	35,865
Nurse Specialists	1,295,881	79,212	254,687	1,629,780	1,708,487
Hospice at Home	1,172,057	135,537	297,892	1,605,486	1,310,324
Lymphoedema & Physiotherapy	532,053	55,980	149,690	737,723	836,943
Medical Services	689,773	119,841	67,030	876,644	859,494
Family Support	667,418	71,440	104,609	843,467	859,449
Education	371,818	84,552	73,940	530,310	405,358
TOTAL	6,635,656	944,526	1,221,560	8,801,742	8,608,685

Support Costs Breakdown	Administration & Telecoms	IM	Finance & Personnel	Provisions/Non recurring costs	Total	
	Staff Numbers (excl. shops)	Number of PCs	Staff Numbers	Staff Numbers	2022	2021
Basis of Allocation:	£	£	£	£	£	£
In Patient Unit	41,435	41,868	118,625	6,043	207,971	244,702
Day Patient Unit/Comp Therapy	13,614	11,165	38,977	1,985	65,741	60,331
Lodges	-	-	-	-	-	-
Nurse Specialists	39,511	96,297	113,117	5,762	254,687	225,359
Hospice at Home	59,340	60,011	169,887	8,654	297,892	209,577
Lymphoedema & Physiotherapy	19,238	72,571	55,076	2,805	149,690	147,217
Medical Services	10,803	23,725	30,927	1,575	67,030	65,749
Family Support	13,910	48,846	39,824	2,029	104,609	125,557
Education	12,874	22,330	36,858	1,878	73,940	73,862
Charitable Activities	210,725	376,813	603,291	30,731	1,221,560	1,152,354
Retail	28,412	115,835	288,936	90,267	523,450	507,578
Fundraising	26,193	29,308	74,988	3,820	134,309	150,320
Total	265,330	521,956	967,216	124,818	1,879,319	1,810,252

5. Employee Information

	2022 £	2021 £
Wages and salaries	9,031,547	8,702,314
Social security costs	808,162	742,031
Pension costs	770,611	862,165
	<u>10,610,320</u>	<u>10,306,510</u>

£1,925,998 of the above are included in Support and Other Costs shown in Note 4.

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

Patient services	Nursing staff	108	104
	Medical	7	7
	Chaplain	1	1
	Social worker	9	10
	Support staff	17	20
		<u>142</u>	<u>142</u>
Education & Research		8	5
Fundraising		16	17
Management and administration		44	42
Dorothy House shops		73	84
		<u>283</u>	<u>290</u>

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

	2022	2021
£60,000 - £70,000	4	4
£70,000 - £80,000	3	2
£80,000 - £90,000	0	0
£90,000 - £100,000	2	4
£100,000 - £110,000	2	0

Of these, 6 (2021 5) are Clinical staff. Pension contributions for all 11 employees amounted to £90,866 (2021: 10 employees, £80,295). £2,554 pension contributions (2021 £7,146) were paid on behalf of key management staff not included in the bandings above.

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

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

The total salaries and employer pension contributions of the key management personnel of the charity were £581,137 (2021 £549,833).

6. Trustees' Remuneration and Expenses

The Trustees of the charity received no remuneration, travel expenses totalling £338 (2021: £nil) were reimbursed to 2 (2021: nil) Trustees.

In addition to their time, the trustees often provide support to the charity in the form of monetary donations and the donation of goods for sale in the charity's shops. The value of such donations was less than £882 from 1 trustee. All other donations were below £500 (2021: all donations less than £500 per Trustee).

The charity has insurance costing £610 (2021: £361 Trustees only) to indemnify the Trustees from any loss arising from their neglect or default.

7. Pension Costs

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

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

The charity's contributions to pension schemes in the year amounted to £770,611 (2021: £862,165); the amount of contributions due by the charity to the schemes at the year end was £106,465 (2021: £253,360).

8. Fixed Assets

CHARITY:	Land and Buildings:		Fixtures and Equipment	Motor Vehicles	Charity Total
	Freehold	Leasehold			
Cost	£	£	£	£	£
At start of year	6,339,741	384,382	5,190,762	120,042	12,034,927
Additions	-	-	298,154	58,527	356,681
Disposals	-	-	-	-	-
At end of year	6,339,741	384,382	5,488,916	178,569	12,391,608
Depreciation					
At start of year	-	194,055	4,332,286	119,985	4,646,326
Charge for the year	-	37,265	310,242	3,714	351,221
Depreciation on Disposals	-	-	-	-	-
Eliminated on disposal	-	-	-	-	-
At end of year	-	231,320	4,642,527	123,699	4,997,547
Net Book Value					
At end of year	6,339,741	153,062	846,389	54,870	7,394,061
At start of year	6,339,741	190,327	858,476	57	7,388,601

8. Fixed Assets (continued)

GROUP:	Land and Buildings:		Fixtures and	Motor	Group Total
	Freehold	Leasehold	Equipment	Vehicles	
Cost	£	£	£	£	£
At start of year	6,339,741	384,382	5,216,001	120,042	12,060,166
Additions	-	-	298,154	58,527	356,681
Disposals	-	-	-	-	-
At end of year	6,339,741	384,382	5,514,155	178,569	12,416,847
Depreciation					
At start of year	-	194,055	4,350,095	119,985	4,664,135
Charge for the year	-	37,265	317,311	3,714	358,290
Depreciation on Disposals	-	-	-	-	-
Eliminated on disposal	-	-	-	-	-
At end of year	-	231,320	4,667,406	123,699	5,022,425
Net Book Value					
At end of year	6,339,741	153,062	846,749	54,870	7,394,422
At start of year	6,339,741	190,327	865,906	57	7,396,031

The net book value at the end of the year represents assets used for the following purposes:

	Land and Buildings:		Fixtures and	Motor	Total
	Freehold	Leasehold	Equipment	Vehicles	
	£	£	£	£	£
Patient services	6,026,737	35,529	560,225	-	6,622,491
Other purposes:					
Management	-	-	113,597	-	113,597
Charity shops	313,004	117,533	172,927	54,870	658,334
	6,339,741	153,062	846,749	54,870	7,394,422

The freehold property shown under patient services is the charity's property at Winsley. Parts of this property are used for management, administration and educational purposes, and part is let; the Trustees do not believe it is practical to try and apportion the net book value between these various uses.

9. Investments

	2022 £	2022 £	2021 £	2021 £
Market value at the start of the year		4,392,947		3,593,361
Net additions to the investment portfolio:				
Movement in cash balances invested: (reduction)/increase		1,000,000		-
Portfolio investment income held by brokers		115,339		86,684
Management fees charged		(33,308)		(28,479)
Gains or (losses) in the year:				
Realised - on sale of investments	407,736		24,192	
Unrealised - change in value of portfolio in the year	(180,485)		717,189	
		<u>227,251</u>		<u>741,381</u>
Market value at the end of the year		<u>5,702,229</u>		<u>4,392,947</u>
The investments are held as follows:		£		£
Managed by brokers:				
Fixed interest stocks		616,882		654,901
Equities - UK		1,987,371		1,511,455
Equities - non-UK		2,095,606		1,537,495
Other Investments		847,576		606,343
Uninvested cash balances		154,794		82,753
		<u>5,702,229</u>		<u>4,392,947</u>
Investment in subsidiary		<u>2</u>		<u>2</u>

One investment, SPDR Series Trust (S&P 500) ETF accounted for 5.8% (2021: 12.0%) of the portfolio managed by the investment advisers at 31 March 2021. There were no other investments accounting for more than 5% of the value of the portfolio.

10. Debtors

	At 31 March 2022		At 31 March 2021	
	Group £	Charity £	Group £	Charity £
Trade debtors	281,801	281,801	233,025	233,025
Legacies	2,243,391	2,243,391	780,156	780,156
Other accrued income	1,321,921	1,321,921	730,625	730,625
Other debtors	386,000	376,074	201,136	194,027
Amount owed from subsidiary	-	54,667	-	45,753
Prepayments	112,367	112,367	142,777	142,777
	4,345,480	4,390,221	2,087,719	2,126,363

11. Liabilities

	At 31 March 2022		At 31 March 2021	
	Group £	Charity £	Group £	Charity £
AMOUNTS DUE IN LESS THAN ONE YEAR				
Trade creditors	202,654	202,654	174,470	174,470
Taxes and social security	256,210	256,210	189,440	189,440
Other creditors	480,311	466,698	713,112	688,533
Coronavirus Business Interruption Loan Scheme	-	-	1,750,000	1,750,000
Accruals and deferred income	691,513	691,513	201,889	201,889
	1,630,688	1,617,075	3,028,911	3,004,332

	Group 2022 £	Group 2021 £
DEFERRED INCOME		
Deferred income at 1 April	86,973	31,091
Resources deferred during the year	515,519	86,973
Amounts released from previous years	(86,973)	(31,091)
Deferred income at 31 March	515,519	86,973

Deferred income represents amounts paid in advance for clinical services.

	Group 2022 £	Group 2021 £
PROVISIONS		
Provisions at 1 April	920,000	339,000
Increases to provisions during the year	100,000	762,268
Utilisation of provisions during the year	(44,338)	(76,195)
Release of provisions during the year	(35,662)	(105,073)
Provisions at 31 March	940,000	920,000

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

12. Restricted Funds

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

	At 31 March 2021 £	Incoming £	Expense £	At 31 March 2022 £
CCG COVID related funding	-	1,458,280	(1,458,280)	-
Private Capital Grants, Trusts & Legacies	-	268,352	(268,352)	-
	<u>-</u>	<u>1,726,632</u>	<u>(1,726,632)</u>	<u>-</u>

During the prior year the Trustees reviewed the restrictions placed on fixed assets. The Trustees determined that these restrictions have been met and that these assets should now be treated as designated fixed assets.

13. Designated funds

The bulk of the charity's fixed assets have been funded from unrestricted income, mainly donations and legacies; at 31 March 2022 this funding amounted to £7,394,422. As these funds are not available for expenditure on future charitable objects the Trustees believe it appropriate to show these amounts as designated reserves, separate to the free funds of the charity.

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

14. Analysis of Group Net Assets between Funds

Fund balances at 31 March 2022 are held as follows:

	Restricted Funds	Designated - fixed assets	Designated - DHTrading Ltd	Designated - Service Devel't	Unrestricted & Unassigned	Total 2022
	£	£	£	£	£	£
Tangible fixed assets	-	7,394,422	-	-	-	7,394,422
Investment portfolio	-	-	-	4,147,000	1,555,229	5,702,229
Current assets	-	-	14,789	-	6,794,967	6,809,756
Liabilities	-	-	-	-	(2,570,688)	(2,570,688)
	-	7,394,422	14,789	4,147,000	5,779,508	17,335,719

Current assets includes £1,323,000 representing the year on year volatility of legacy income identified in our Reserves Policy

Fund balances at 31 March 2021 are held as follows:

	Restricted Funds	Designated - fixed assets	Designated - DHTrading Ltd	Designated - Service Devel't	Unrestricted & Unassigned	Total 2021
	£	£	£	£	£	£
Tangible fixed assets	-	7,396,031	-	-	-	7,396,031
Investment portfolio	-	-	-	2,865,770	1,527,177	4,392,947
Current assets	-	-	14,789	-	6,734,174	6,748,963
Liabilities	-	-	-	-	(3,948,911)	(3,948,911)
	-	7,396,031	14,789	2,865,770	4,312,440	14,589,030

15. Commitments Under Operating Leases

The total commitments under operating leases were:

	Shop leases	Other Leases
	£	£
Payments falling due:		
Less than one year	573,716	12,015
One to two years	268,035	-
Two to five years	591,781	-
More than five years	85,025	-
	1,518,557	12,015

16. Capital Commitments

	2022 £	2021 £
Contracted for	26,196	14,319
Authorised but not yet contracted for	<u>657,000</u>	<u>307,770</u>

17. Financial Instruments

	2022 £	2021 £
Financial assets		
Financial assets that are measured at fair value through profit or loss:		
- Listed securities	5,547,435	4,310,194
- Deposit accounts	154,794	82,753
Financial assets that are measured at amortised cost:		
- Cash at bank and in hand	2,428,966	4,625,460
- Trade debtors	281,801	233,025
- Other debtors	3,951,312	1,711,917
	<u>12,364,308</u>	<u>10,963,349</u>
Financial liabilities		
Financial assets that are measured at amortised cost:		
- Trade creditors	202,654	174,470
- Accruals	175,994	114,916
	<u>378,648</u>	<u>289,386</u>

18. COVID-19

The Trustees continue to closely monitor the impact of COVID-19 and take actions to help at this time of need through the provision of as much care as possible. Retail operations have resumed positively and management continue to closely monitor cashflow.

