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# Annual Report and Accounts

2022/23



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DOROTHY HOUSE  
(formerly THE DOROTHY HOUSE FOUNDATION LIMITED)

Company number: 1360961

Charity registration: number 275745

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

The Trustees (who are directors of the Charity for the purposes of the Companies Act) present their report together with the financial statements of the Charity for the year ended 31 March 2023.

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

# Trustees' and Strategic Report

## Introduction

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The last year has seen us continue our ambitious period of transformation, implementing and developing the changes outlined by our 2020 Clinical Service Review. We continue to focus on delivering care closer to patients' homes and making access to our services for both patients and families easier. Our 10 locally focussed, multidisciplinary community teams are now operational and this has contributed to us seeing 12% more patients and 16% more family members compared to FY (Financial Year) 21/22.

In June we received an unannounced visit from the Care Quality Commission (CQC) and are delighted and proud that we maintained our 'outstanding' rating as a "well led" organisation. This is a testament to the ongoing exceptional care our health and social care teams deliver to patients, their families and carers, every day. In addition, in March 2023 we were awarded the "iWantGreatCare" certificate of excellence for consistently delivering outstanding care. Over the last year we have received 146 patient and family reviews on this site, with an average rating of 4.92/5 stars. We're hugely proud that these two external bodies recognise the exceptional quality of our care, however more importantly this demonstrates the positive impact our services have on those we care for.

Despite the well-documented long-term impacts of COVID-19 on fundraising, we have finished the year 7% over our ambitious target. Our Retail teams have also performed incredibly well, providing their biggest ever income of £5.3m.

Dorothy House 'stepped up' early in 2023 to support the Royal United Hospital (RUH) Bath, and temporarily opened an additional two (fully funded) Inpatient beds, helping to ease some of the winter pressure on the hospital and offering greater choice to patients.

We are focussing on collaboration, working closely with community partners and Salisbury and Prospect Hospices on a number of projects. We are learning from each other, sharing best practise and focussing on providing equitable access to services across the communities we serve thereby addressing any inequalities that may exist.

## 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 FY22/23 we cared for 3,782 people - patients, their families and carers - with people accessing one or more of our services below including some of our “open access” services, where a formal referral is not required.

Below is a list of the services we provide out in the community or at Winsley. Following our Services Review and with effect from 1 April 2022, 90% of 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.

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

**24/7 Advice Line:** Clinical advice and support for patients, their families/carers and professional colleagues about any palliative and/or end of life care issue irrespective of a person’s diagnosis or whether they are known to us.

**Community Palliative Care Teams (CPCTs):** Locally focussed, multi-disciplinary teams comprising Nurse Specialists, Community Nurses and Clinical Support Assistants. CPCTs 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 (H@H):** Experienced healthcare assistants providing 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

**Family Support Services** providing access to:

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

**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:**

A key pillar of Dorothy House services:

- Research to improve palliative and end of life care in the future.
- Professional development and palliative care updates for Dorothy House clinical staff
- Education programmes for health and social care colleagues in the community and in HE institutions i.e. University of the West of England.
- A facility to host education programmes and visits and student placements from a wealth of professional backgrounds.

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

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**Volunteering:** Throughout FY22/23 the Volunteer Services Team has expanded to support volunteers across the community and in retail at a more local level. This has entailed some reorganisation of our volunteer teams - we are grateful for the loyalty and support of all our volunteers who have adapted so well to these changes.

As at the end of FY22/23, our volunteers number 387 in Hospice/community roles and 624 in retail. In total 1,002 volunteers support the work of Dorothy House (with many volunteers performing dual roles across retail and community). This is a significant increase compared to 811 volunteers at the end of FY21/22.

Our volunteer recruitment post-COVID-19 has been very successful and our new volunteer management software system has contributed to this by improving the speed and efficiency of on-boarding volunteers. Throughout Q3 and Q4 22/23, we successfully processed 25 volunteers per month, far more quickly than previously, as this new software reduces paperwork.

We are now looking forward to embedding the new ways of working over FY23/24, engaging with communities and developing our volunteering offer further.

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**Community Development:** In Q1-3 FY22/23, Dorothy House employed five Community Engagement & Volunteer Coordinators each working in their neighbourhoods of West Wiltshire, North Wiltshire, Bath & Keynsham (job share) and East Somerset. The benefit

of this new role will be to continue nurturing relationships with our communities and to increase our understanding of the strengths that exist within them.

To enable this work, in September 2022, Dorothy House collaborated with Nurture Development and Strathcarron Hospice who facilitated Asset Based Community Development (ABCD) workshops for 50 of our staff. Workshops supported both senior and frontline staff to view the Hospice's service developments through the lens of ABCD, which puts a focus on understanding existing community strengths and what matters to people, aligning us with the wider integrated care system approach to population health management.

The Hospice continued to develop Bereavement Help Points across North & West Wiltshire in FY22/23 in partnership with Carer Support Wiltshire and began co-production in B&NES (Bath & North East Somerset). Our partnerships will continue to build on this vital community resource through FY23/24. Dorothy House has also provided support to the communities of Warminster, Keynsham and Calne in developing their own community bereavement support groups by providing training and resources to over 70 members of these communities.

## Achievements and Performance

Below are key achievements resulting from our annual objectives and linked to our strategic goals. These annual objectives and target outcomes were approved by the Trustees and set out in the Annual Report FY21/22. Please note that Dorothy House also produces an Annual Impact Report, giving further details, examples and case studies of how our charitable activities impact our community. This report can be found on our website.

**1. People who need our care:** *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 B&NES, 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. (i.e. the Services Review outcomes)

We have cared for 12% more patients and 16% more family members/carers than throughout FY21/22. We have completed the first phase of Service Review changes – 90% of our care is now carried out in the community, and our 10 locally-focussed and multi-disciplinary Community Palliative Care Teams are fully operational. We opened five nurse-led Community Palliative Care Clinics (with a sixth opening in May 2023) – bringing our care closer to the homes of our patients. We are seeing people earlier, communicating to referrers that we can offer support through a person’s last 1000 days. Our Bereavement Help Points continue to expand, and our first Joint Specialist Clinic has passed its first anniversary. We are in discussions with the RUH

regarding a second, Neurology clinic at the RUH.

**2. Research and education:** *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.

### Research

Throughout the year our Research team has progressed with 22 different research projects, and now have three Dorothy House led projects underway. Dorothy House is a part of two randomised, controlled trials and we ran our first research ‘Working Together’ conference, with 90 delegates. The Research team have also supported 9 Service Review Phase 1 “task and finish” groups to define and track Hospice outcome measures.

### Education

The work of the Education team has continued to grow throughout the year, especially the development of our flagship training for non-registered clinicians, The Tulip Standard, Essentials of Care. This 5-day course has now been delivered to 55 members of staff and 23 external delegates. Over 300 education sessions have been run during FY2022/23, and 10 undergraduate student placements have been hosted from University of the West of England (UWE), Oxford Brookes and Gloucester University. We continue our work reaching out to other partner providers, such as care homes, with our education programme.

**3. Our People:** *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.

Recruitment has continued to be challenging in some areas, but we have made good progress in the Hospice at Home and Retail teams. We have continued our programme of recruitment marketing, including a successful in-person clinical recruitment event in Winsley. We have also attended external events such as the NHS ‘New to Care’ recruitment fairs. We have digitalised our recruitment process, improving our recruitment website to attract more candidates, and making the on boarding process more streamline.

We have further developed our wellbeing offer, providing our workforce access to a variety of wellbeing resources including weekly ‘Humble Gatherings’ with Dr Ash Bhatia which promote mindfulness, calmness and open communication.

We have made good progress with Equality, Diversity and Inclusivity (ED&I). We have developed an ED&I strategy, and have a robust action plan to support its delivery. Both of these documents sit on our website. At the heart of our approach is inclusive recruitment, equity of access, reaching underserved community groups and celebrating significant cultural events

throughout the year. Ensuring we represent diversity is a key consideration in all of our new photography and recruitment advertising.

We have released a series of short, monthly ‘pulse surveys’ to staff and volunteers. These are designed to act as a check-in on key topics identified in our 2021 full staff survey. These surveys will continue into Q1 2023/24.

Assemble, our new volunteering software has been rolled out. Training is ongoing to really embed this system and ensure its potential is maximised.

**4. Governance:** *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.

In August 2022 Dorothy House was delighted to maintain its ‘outstanding’ rating following a Care Quality Commission (CQC) inspection. This really demonstrates the effort of our teams to provide the best possible care to patients and families.

During 2022, a new Chair, Vice-Chair and three new trustees were appointed to the Board at Dorothy House, presenting an excellent opportunity to check-in on our governance practice, specifically in areas such as trustee evaluation and Board effectiveness. With the large strategic agenda ahead of us, coupled with a challenging external environment it was useful to

reflect, in order to ensure our strategy is on track and Board members are utilised effectively. The Board have approved all the recommendations of the review and consider themselves to be in a strong position to take forward our strategic priorities for FY23/24, and be ready to embark on the strategy re-design process that will be initiated at the end of next year.

In 2022 the Hospice appointed a new Head of Governance, tasked with leading a collaborative best-practice approach and significant progress has been made in understanding the critical interdependencies between Dorothy House’s strands of governance. The Head of Governance will also play an integral role, working alongside the Green Team, to set the strategic direction of our approach to ESG.

Work on the digital strategy laid the foundations for information governance to be fully integrated into all areas of operation at Dorothy House – the Hospice remains compliant with the NHS Data Security and Protection Toolkit.

A new programme governance framework has been introduced, ensuring a strategic approach to project management, and a formalised annual strategic business planning cycle.

**4. Finance:** *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 Commission) rating.

We have put in place a new internal commissioning structure, strengthening our team with commissioning experts. This will ensure we maximise commissioning as a future funding stream. We have seen our Fundraising and Retail income grow this year – a highlight was our viral funding ‘Always Here Appeal’ which raised £471K.

A new digital strategy has been agreed to embrace the potential that technology offers hospice care. We will think ‘digital first’ to drive efficiencies, provide greater choice to patients and families, share insightful information collaboratively with partners and raise vital funds.

Looking forward, we are working closely with commissioners to ensure hospices play a greater part in the commissioned delivery of end of life care in our community.

**5. Partnership:** *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)

A group of 50 people made up of both leadership and “on the ground” community-facing staff have now been through Asset Based Community Development (ABCD) training. Work continues to assess the methodology



and review the impact of the training but it is already influencing how we deliver the second phase of our Service Review changes, with teams focussed on looking at the existing groups and assets in the community.

Wayne de Leeuw (CEO) is Chair of the Southwest Hospice Forum of CEOs, the South West representative for Hospice UK and sits on the advisory council, allowing Dorothy House to advise the Hospice UK board and senior team on key issues and priorities relating to hospices which in turn helps set the strategic national agenda for Hospice UK. This work has also allowed us to explore opportunities for strategic collaboration across the South West, such as education, research and training in end of life care.

We are now in our third year of co-chairing the BSW ICS Palliative and End of Life Alliance. This work is creating the platform for making statutory changes to palliative and end of life care funding, as per the Health and Care Act 2022, focussing on key topics such as removing inequalities in palliative and end of life care.

We are also working closely with Salisbury and Prospect Hospices on several projects to benchmark our services and learn from each other, aligning care for our communities and exploring future opportunities for collaboration.

We have launched a new website, Part of Life, which holds interviews, podcasts and videos all aimed at educating our community and destigmatising death and dying. We have featured content from other charities such as Age UK and high profile health professionals both independent and from partner care providers.

We are also reviewing the materials on the Dorothy House website with the aim of creating a self-service information hub for our community to access useful end of life resources – empowering our community to make death a part of life.

### Measuring and assessing our impact

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

We have also developed a series of measurable outcomes linked to the Services Review changes implemented in April 2022, tracking the impact of the new ways we are delivering our care. At a service level in the 10 new community teams we have area-specific dashboards tracking key metrics such as referral numbers and response times, to ensure our teams are working as effectively as possible.

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

## Financial Review

### Overview

We were proud to announce a strong surplus last year due to amazing local support and additional government grants we were able to take advantage of. Our Reserves Policy however is to only retain enough to protect us from risks out of our control, so this year we have been investing our surpluses in growing the services we provide and strengthen our foundations to sustainably ensure that everyone has access to outstanding palliative and end of life care.

In the year ended 31 March 2023 we grew our charitable activities expenditure by 30%, resulting in a net deficit of £1,670k (2022: £2,747k surplus). Cash outflow from operating activities of £368k (2022: £876k inflow), lower than the deficit due to change in our working capital. We made further investments of £303k (2022: 1,323k including Coronavirus Business Interruption Loan repayment). At year-end, we held unrestricted and undesignated funds of £4,935k (free reserves) which remains above minimum reserves, and we have plans to further increase our care spend throughout FY23/24.

Income declined by £939k (2022: £1,833k) to £15,384k, primarily due to the reduction of Government COVID-19 grants by £1,671k. Our shops delivered their strongest ever contribution thanks to the support of our shoppers, donors, staff and volunteers, totalling income of £5,258k (2022: £4,654k from 50 weeks trading). The number of legacies kindly left to Dorothy House in wills increased by 10% and the value of them totalled £2,596k (2022: £3,435k). Our Always Here Appeal received amazing support, contributing to donations increasing to £2,365k (2022: £1,903k). Investment returns also suffered from the last year's macro-economic turmoil, declining £264k

(2022: £227k growth).

Inflation and cost of living pressures have significantly impacted our expenditure this year with CPI of 8.9%. To attract professional clinical staff appropriate for our patients, Dorothy House pays in line with NHS Agenda for Change, which averaged a 4.5% salary increase. The charitable activity costs throughout the year totalled £11,496k (2022: £8,895k). Most notable areas of investment were in Education, our Community Palliative Care Teams and Hospice at Home. Costs of raising funds increased to £5,295k (2022: £4,909k) reflecting post-pandemic activity increase in retail and fundraising.

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

### Investment Policy

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

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

Rathbones look to invest in organisations which are well governed and have sound environmental and social

policies. In addition to their own proprietary analysis, Rathbones look at MSCI's ESG (environmental, social and governance) rating system. Rathbones continues to deliver growth on our investments in the long-term and exceeds benchmark expectations. We remain confident in Rathbones' ability to deliver returns in excess of market based benchmarks in the long term, whilst adhering to ethical investment principles.

### Key Risks and Uncertainties

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

High level risks identified within FY22/23 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 third 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 continue to offer some services and key meetings virtually.

**Recruitment of skilled staff:** With the need to grow our

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

**Income:** Raising funds through voluntary donations is an ongoing challenge, especially within the current socioeconomic climate. This means fluctuations in fundraising, legacies and retail income pose a significant risk. We also face risks from a changing commissioning landscape, including a move from local Clinical Commissioning Groups (CCGs) to larger Integrated Care Systems (ICS). Whilst challenging, this situation presents us with an opportunity to remove inequalities in accessing care and lead the development of palliative and end of life care for a larger population in partnership with local hospices.

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

### **Corporate Governance, Information Governance and Cyber Security:**

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

### **Information on Fundraising Agreements with Third Parties (As required by the Charities Act 2016):**

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

There were 5 complaints registered in FY22/23. 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. In FY22/23

following an in-depth review of risk volatility, we concluded we were comfortable to reduce our minimum levels by 26%. The resulting minimum free reserves to be held is set at £3.5m for FY23/24. FY22/23 was £4.7m. In addition, it is our intent to not allow free reserves to build above 9 months expected expenditure.

As at 31 March 2023, our Designated Funds included Tangible Fixed Assets of £7.4m and a Service Development Fund of £3.3m. Our Free Reserves/General Funds totalled £4.9m including a £0.8m legacy volatility reserve.

The Service Development Fund reflects our current five-year financial plan which details a 42% 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 B&NES, Swindon and Wiltshire Integrated Care System (BSW ICS) develops further, we hope to secure an increase in NHS funding towards the ongoing delivery of this increased care. This is essential to the sustainability of our funding and we recognise that this will take time.

## Plans for the Future

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FY23/24 offers huge opportunities. Dorothy House is planning a year of continued investment, with a systematic focus on “digital first”, efficiency, effective leadership and strategic collaboration.

Organisational objectives for FY23/24 are listed below under the relevant strategic area and with the outcomes we are seeking to achieve:

### 1) People who need our care

Deliver new models of care enhanced through phase two and service improvement to reach more people and improve our understanding of the assets that exist in our communities to deliver our mission.

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

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### 2) Alliances and collaboration

Deliver our strategic mission through: direct specialist end of life care (including teaching others), “progressive collaboration” and embedding an Asset Based Community Development approach to delivering our services.

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

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### 3) Research and education

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

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

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### 4) Digital

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

**Outcome to achieve:** *Solutions that empower us to deliver strategy – effectively, efficiently and economically*

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### 5) Our People

To have a thriving, diverse, well supported, workforce comprised of the right people, with the right skills and competences, working in the best possible environments, supporting the delivery of the new models of care.

**Outcome to achieve:** *Great place to work and volunteer*

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### 6) Funding

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

**Outcome to achieve:** *Financial sustainability and efficiency*

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### 7) Governance

Ensure our governance structure is fit for purpose to support the effective delivery of DH’s strategy.

**Outcome to achieve:** *Best practice in all areas of governance*

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## 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, monitors the quality of all clinical and professional activity within Dorothy House.

### Public Benefit

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

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

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

to promote excellence in end of life care.

### Trustees: Recruitment and Appointment

The Charity adheres to a governance handbook, which sets out our approach to governance and translates the Articles into operational practice, including how we recruit and appoint Trustees. 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 17. During FY22/23, Trustee attendance at Board meetings was almost 90% 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. We have recently reviewed our approach to succession-planning, ensuring our skills matrix is reflective of the strategic challenges that the organisation faces, what is needed to address these now and in the future and the importance of the team

dynamic. We are taking a more holistic approach, identifying soft skills, knowledge and experience, in addition to the traditional professional skills.

Our Board composition is reflective of the community in which we serve and our Equality, Diversity and Inclusion (EDI) 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. In 2022, DH introduced a Board approved EDI Strategy and Charter which demonstrates commitment at the highest level to EDI.

#### **Board and Trustee Evaluation and Effectiveness**

Committed to continuous improvement in its governance, Dorothy House uses the Charity Governance Code (CGC) as a tool to regularly assess itself against best practice and identify areas for improvement. The Board strives to evaluate itself annually, with an external facilitated evaluation every three years.

FY22/23 presented an excellent opportunity to undertake a 'deeper dive' into reviewing the Board's effectiveness with a new chair and vice-chair and the appointment of three new trustees. The self-assessment approach focused on principle 5 (Board Effectiveness) of the CGC. This was supported by an internal audit of compliance against the other principles, providing an evidenced approach to sit alongside the qualitative output of the self-assessment.

The Board have approved all the recommendations of the review and have committed to a continuous improvement action plan which is monitored by the Governance Committee and reported to the Board.

To complement whole Board Evaluation, individual Trustee Evaluations are undertaken annually. These are an opportunity for Trustees to meet individually and discuss performance and development. This process enables the charity to respond more effectively to the needs of Trustees and ensure they feel supported and fully equipped to discharge their duties. The outcome of these meetings are fed into the Board Effectiveness Action Plan and into individually tailored training plans.

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.

#### **Trustees: Induction and Training**

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 which is regularly reviewed and updated. Understanding clinical activity is crucial to the Trustee's wider understanding of the operation of DH. Trustees are offered regular opportunities to shadow, visit or experience clinical services both during the induction phase and throughout their term of office.

Trustee training forms a fundamental part of Dorothy House's commitment to the learning and development

of all our people. 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 is tailored to the needs of the individual identified through the evaluation process.

#### **Environmental, Social and Governance (ESG) considerations**

Sustainability is an important issue here at Dorothy House. With compassion at our core, we are committed to minimising the environmental impact and carbon footprint connected to our care out in our community and at the Hospice. To communicate our ambitions and progress externally, we have developed a Sustainability Statement of Intent, which is available on our website. The staff-led Green Team continue to develop policy, best practice and champion environmental change at the Hospice. We have made tangible progress in numerous areas over the last year:

**Transport:** Recognising that our nursing and home care work force are out visiting patients, our teams have been designed around neighbourhoods and care runs are planned to ensure effective and efficient use of travel across geographical zones supported by software to do this. Remote advice using digital applications is used as part of these services as clinically appropriate and reduces journeys.

**Energy:** We aim to obtain 'Future Net Zero' accreditation and have already reduced consumption and emissions where possible. Alongside a consultant we have implemented a dashboard to monitor consumption.

Motion sensors have been fitted in many areas of our Winsley base to reduce unnecessary energy for lighting. Solar panels onsite at Winsley produce 18% of our electricity supporting our energy supply.

**Procurement:** We have a new procurement policy which explicitly references environmental and sustainability considerations when making procurement decisions.

**Pensions:** We have changed our default pension fund for all staff who have an Aviva (non-NHS) pension, meaning pension investments for staff are now 'greener'.

### **Streamlined Energy and Carbon Reporting**

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

		2023	2022
Energy Consumption (kWh)	Gas	632,857	639,966
	Electricity	616,272	596,255
	Transport Fuel	684,245	539,239
	<b>Total</b>	<b>1,933,374</b>	<b>1,775,460</b>
Emissions (tCO <sub>2</sub> e)	Gas	116	117
	Electricity	128	115
	Transport Fuel	165	132
	<b>Total</b>	<b>409</b>	<b>364</b>
<b>Intensity Ratio (CO<sub>2</sub>e / WTE)</b>	<b>Emissions per WTE</b>	<b>1.32</b>	<b>1.29</b>

### **Methodology**

Dorothy House's energy consumption and carbon emissions data for 2022-23 and 2022-21 comparative has been calculated as part of our mandatory Streamlined Energy and Carbon Reporting (SECR) reporting requirements. We have followed the 2019 HM Government Environmental Reporting Guidelines.

To calculate our energy and gas emissions for each year reported, Government GHG Conversion Factors 2023 and 2022 have been used to convert our electricity and gas consumption in kWh to CO<sub>2</sub>e and also vehicle fuel usage from litres / miles into kWh's and CO<sub>2</sub>e for each year respectively.

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

### **Analysis of ratios**

Dorothy House has seen a 2.8% increase in the tCO<sub>2</sub>e per WTE from 1.29 to 1.32 from 2022 to 2023. This has been primarily driven by a 43% increase in car mileage across this period as we have become more mobile post COVID. Whilst Dorothy House is committed to minimising its environmental impact where possible, this is also balanced against our charitable objectives and

strategic aims to deliver more care to those requiring our services. During the year we have increased the delivery of care within our communities through increasing the size of our Hospice at Home team by 25% and the creation of multi-disciplinary Community Palliative Care Teams (CPCTs). This increased focus on the delivery of care closer to home has resulted in an increase in total and per Whole Time Equivalent (WTE) KG CO<sub>2</sub>e. However, Dorothy House is committed to running these services as efficiently as possible to minimise travel time and mileage where feasible, reducing the environmental impact and maximising patient / client facing time in order to provide more care.

### **Energy efficiency action**

Dorothy House has implemented a number of energy efficiency initiatives during the year to reduce its environmental impact where possible. These initiatives are a result of previous ESOS recommendations as well as initiatives resulting from our internal "Green Team". These initiatives included the installation of LED and motion sensor lighting around our facilities. We also installed smart meters for both gas and electric across our estate and made improvements to the building management system in the main hospice building to run heating systems more efficiently.

### **Future plans**

Dorothy House is working towards relevant and measurable aspects of ESOS Scope 3 and will carry out an ESOS assessment later in 2023. Dorothy House currently has 18 solar panels in the grounds of the hospice which generate approximately 18% of our electricity required. Dorothy House plans to explore the

feasibility of increasing solar panel capacity and installing an export meter and storage batteries. There are plans to review and determine where additional motion sensors for lighting could be installed across our estate and also to explore the possibility of installing air source heat pumps and electric car charging points at the Hospice site.

### Executive Team Remuneration Policy

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

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

The principles used when determining the pay and remuneration are:

- To pay a fair salary, sufficient to attract and retain skilled, expert senior leaders of the charity.
- Salaries and benefits should be competitive, proportionate to the complexity of each role and reflect the range of responsibilities.
- The Chief Executive and members of the Executive Team will have an annual appraisal. Whilst maintaining confidentiality any noteworthy

considerations that would impact on pay should be brought to the Remuneration Committee's attention by either the Director of People, Chief Executive or Chair of Trustees.

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

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

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

### Responsibilities for the Financial Statements

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

- a. select suitable accounting policies and then apply them consistently;
- b. make judgements and estimates that are reasonable and prudent;
- c. state whether applicable accounting standards and

statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements;

- d. prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue in operation.

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

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

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



**Stephen Taylor**

Chair of Trustees

Date: 27th June 2023



## Reference and administrative details

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Registered Name: Dorothy House

Working name: Dorothy House (DH) Hospice Care

Registered Company Number: 1360961

Registered Charity Number: 275745

Registered and Principal Address:

Winsley, Bradford on Avon, BA15 2LE, UK

### Trustees in the period

B, D, E (Chair), F (Chair)	Kate Tompkins	Chair of Board of Trustees and E&F Retired 28.06.22
B (Chair), D	Brian Mansfield	Chair of B
A (Chair), C, H	Simon Burrell	Chair of A
D (Chair), D	Warren Reid	Chair of D
C, F, G A, C	David Cavaliero	Director for G
A, F, E	Francesca Thompson	Vice-Chair
C (Chair), B, F, E	James Gare	Treasurer and Chair of C
D, A, F (Chair) E (Chair)	Stephen Taylor	Chair of Board of Trustees 28.6.22 Chair of F & E 28.6.22
A, C	Bridget Warr	Appointed 3.5.22
A, D	Margaret Ndlovu	Appointed 3.5.22
B	Charity Nicholls	Appointed 3.5.22
B, D	Neil Duchar	

## Committees

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

## Executive Team

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

**Principal Bankers** HSBC, Bristol, NatWest plc, Bath

**External Auditor** Bishop Fleming LLP, Bristol

**Internal Auditor** TIAA, Hampshire

**Investment Advisers** Rathbones, London

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

**Adviser to Finance & Performance Committee** Jon O'Mahony (appointed November 22)  
Charlotte Parkin (resigned November 22)

**Adviser to Patient and Family Services Committee** Dr Charlie Berrisford

**Director of Dorothy House Trading Ltd** Jonathan Newbound  
Ian Lafferty

## Our deepest thanks

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Without the generous support of our community, the care we provide would simply not be possible, and we are deeply grateful to every individual, group, company, school and club who contributed to our fundraising activities in FY22/23.

During this financial year, we were fortunate to receive the support of many national and local charitable trusts and foundations, to help fund a myriad of services, projects, equipment and activities. We would like to thank the following trusts and foundations for their wonderful generosity, as well as those who would prefer their charitable donations remain anonymous:

- Albert Hunt Trust
- Andrew Smiley Charitable Trust
- Ardwick Charitable Trust
- Balcombe Charitable Trust
- Bath Boules Charitable Trust
- BBC Children in Need
- Brownsword Charitable Foundation
- February Foundation
- Frome Town Council
- Garfield Weston Foundation
- Girdlers Company Charitable Trust
- Hospice23
- Hospital Saturday Fund
- James Tudor Foundation
- Joseph Strong Frazer Trust
- Joyce Fletcher Charitable Trust
- Lisa's Army
- Masonic Charitable Foundation
- Medlock Charitable Trust
- National Lottery Awards for All
- Norie Trust
- Novia Foundation
- Odin Charitable Trust
- Percy Bilton Charity
- Princess Anne Charities Trust
- Samuel William Farmer Trust
- Sargeant Trust
- Scott Charitable Trust
- Screwfix Foundation
- Share Gift, The Orr Mackintosh Foundation
- St James Place Foundation
- St James Trust Trowbridge
- The Crane Fund for Widows and Children
- Trowbridge Almshouses Trust
- Underwood Trust
- Verdon-Smith Charitable Trust
- Wiltshire Community Foundation

### **Major-General Sir Sebastian Roberts**

We would also like to take a moment to express our sincere appreciation to the late Major-General Sir Sebastian Roberts, a long-standing supporter of Dorothy House, who sadly died in March 2023. Sir Sebastian was the Master of the Girdlers Company, a Livery Company of the City of London, which has supported Dorothy House for almost thirty years. Sir Sebastian also held the title of 'Liaison Liveryman' for Dorothy House, a role he undertook with passion and enthusiasm, showing unwavering encouragement for our work across our community. We will remember Sir Sebastian with great fondness, and thank him for his kindness to Dorothy House.

# 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 2023 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 2023 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

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

## Conclusions relating to going concern

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

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

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

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except

to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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

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

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

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

and returns; or

- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Annual Report and from the requirement to prepare a Strategic Report.

### Responsibilities of trustees

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

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

### Auditors' responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about

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

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

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

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a

particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies and Charities Act and FRS 102 (SORP). In 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.

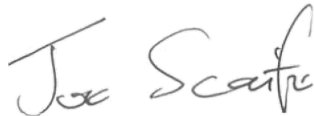
We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

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](http://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: 14 July 2023

# Financial Statements



## Consolidated Statement of Financial Activities including Income & Expenditure Account For the Year Ended 31 March 2023

	Note	Unrestricted Funds Unassigned £	Designated £	Restricted Funds £	Group 2023 £	Group 2022 £
<b>Income and endowments from:</b>						
Donations, Grants and Legacies	3B	4,771,684	-	215,297	<b>4,986,981</b>	7,035,275
Charitable activities	3/12	3,732,312	-	0	<b>3,732,312</b>	3,376,691
Other trading activities	3A	6,498,009	-	0	<b>6,498,009</b>	5,795,420
Investments		166,943	-	0	<b>166,943</b>	115,737
<b>Total income and endowments</b>		<b>15,168,948</b>	<b>0</b>	<b>215,297</b>	<b>15,384,245</b>	<b>16,323,123</b>
<b>Expenditure on:</b>						
Raising funds	4	-5,294,803	-	0	<b>-5,294,803</b>	-4,909,039
Charitable activities	4/12	-11,325,551	-	-170,050	<b>-11,495,601</b>	-8,894,646
<b>Total expenditure</b>		<b>-16,620,354</b>	<b>0</b>	<b>-170,050</b>	<b>-16,790,404</b>	<b>-13,803,685</b>
<b>Net income/(expenditure) before investment gains/(losses)</b>		<b>-1,451,406</b>	<b>0</b>	<b>45,247</b>	<b>-1,406,159</b>	<b>2,519,438</b>
Net gains/(losses) on investments	9	-263,641	-	-	<b>-263,641</b>	227,251
<b>Net income/(expenditure)</b>	<b>4</b>	<b>-1,715,047</b>	<b>0</b>	<b>45,247</b>	<b>-1,669,800</b>	<b>2,746,689</b>
<b>Transfers between funds</b>		870,930	-870,930	0	<b>0</b>	0
<b>Other recognised gains/ (losses)</b>		-	-	-	-	-
<b>Net movement in funds</b>		<b>-844,117</b>	<b>-870,930</b>	<b>45,247</b>	<b>-1,669,800</b>	<b>2,746,689</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		5,779,508	11,556,211	0	17,335,719	14,589,030
<b>Total funds carried forward</b>		<b>4,935,391</b>	<b>10,685,281</b>	<b>45,247</b>	<b>15,665,919</b>	<b>17,335,719</b>

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 2023

		At 31 March 2023		At 31 March 2022	
		Group	Charity	Group	Charity
		£	£	£	£
<b>Fixed assets</b>					
Tangible fixed assets	8	7,424,739	7,422,931	7,394,422	7,394,061
Investments - subsidiary	2	0	2	0	2
Investments - portfolio	9	5,545,143	5,545,143	5,702,229	5,702,229
		<b>12,969,882</b>	<b>12,968,076</b>	<b>13,096,651</b>	<b>13,096,292</b>
<b>Current assets</b>					
Stock	2	83,314	0	35,310	0
Debtors	10	3,533,143	3,654,826	4,345,480	4,390,221
Cash at bank and in hand		1,757,860	1,700,991	2,428,966	2,391,490
		<b>5,374,317</b>	<b>5,355,817</b>	<b>6,809,756</b>	<b>6,781,711</b>
<b>Liabilities</b>					
<b>Creditors: falling due within one year</b>	11	<b>-1,740,930</b>	<b>-1,735,413</b>	<b>-1,630,688</b>	<b>-1,617,075</b>
<b>Net current assets</b>		<b>3,633,387</b>	<b>3,620,404</b>	<b>5,179,068</b>	<b>5,164,638</b>
<b>Total assets less current liabilities</b>		<b>16,603,269</b>	<b>16,588,480</b>	<b>18,275,719</b>	<b>18,260,930</b>
<b>Provisions</b>					
	11	<b>-937,350</b>	<b>-937,350</b>	<b>-940,000</b>	<b>-940,000</b>
<b>Net assets</b>		<b>15,665,919</b>	<b>15,651,130</b>	<b>17,335,719</b>	<b>17,320,930</b>
<b>Income funds</b>					
Restricted	12	45,247	45,247	0	0
Unrestricted:					
Designated - tangible fixed assets	13,14	7,379,492	7,379,492	7,394,422	7,394,422
Designated - Service Develop't	13,14	3,291,000	3,291,000	4,147,000	4,147,000
Designated - trading funds	2	14,789	-	14,789	-
<b>Total designated funds</b>		<b>10,685,281</b>	<b>10,670,492</b>	<b>11,556,211</b>	<b>11,541,422</b>
<b>General funds</b>		<b>4,935,391</b>	<b>4,935,391</b>	<b>5,779,508</b>	<b>5,779,508</b>
<b>Total unrestricted funds</b>		<b>15,620,672</b>	<b>15,605,883</b>	<b>17,335,719</b>	<b>17,320,930</b>
<b>Total funds</b>		<b>15,665,919</b>	<b>15,651,130</b>	<b>17,335,719</b>	<b>17,320,930</b>

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



Stephen Taylor  
Chairman

Date: 27th June 2023



James Gare  
Treasurer

Date: 27th June 2023

## Consolidated Cash Flow Statement for the Year Ended 31 March 2023

	Note	2023 £	2022 £
<b>Cash flows from operating activities</b>			
<b>Net cash provided by operating activities</b>	Note A	<b>-368,122</b>	876,481
<b>Cash flows from investing activities</b>			
Dividends, interest and rents from investments	9	166,943	115,737
Purchase of property, plant and equipment	8	-364,372	-356,681
Proceeds from the disposal of fixed assets	8	1,000	0
Cash from/(to) investment portfolio	9	0	-1,000,000
Net additions to the investment portfolio		-106,555	-82,031
<b>Net cash (used in) investing activities</b>		<b>-302,984</b>	-1,322,975
<b>Cash flows from financing activities</b>			
Coronavirus Business Interruption Loan Scheme		0	-1,750,000
<b>Net cash provided by (used in) financing activities</b>		<b>0</b>	-1,750,000
<b>Change in cash in the reporting period</b>		<b>-671,106</b>	<b>-2,196,494</b>
<b>Cash at the beginning of the reporting period</b>		<b>2,428,966</b>	4,625,460
<b>Cash at the end of the reporting period</b>	Note B	<b>1,757,860</b>	2,428,966

### Note A) Reconciliation of cash flows from operating activities

		£	£
<b>Net income/(expenditure) for the reporting period</b>		<b>-1,669,800</b>	2,746,689
(as per the statement of financial activities)			
<b>Adjustments for:</b>			
Net losses/(gains) on investments	9	263,641	-227,251
Depreciation charges	8	307,733	358,290
Dividends, interest and rents from investments		-166,943	-115,737
(Profit)/loss on the sale of fixed assets		25,322	0
(Increase)/decrease in stocks		-48,004	474
(Increase)/decrease in debtors		812,337	-2,257,761
Increase/(decrease) in creditors		110,242	351,777
Increase/(decrease) in provisions		-2,650	20,000
<b>Net cash inflow/(outflow) from operating activities</b>		<b>-368,122</b>	876,481

### Note B) Analysis of net cash resources

	At 31 March 2022 £	Net cash outflow £	At 31 March 2023 £
Bank and petty cash balances	2,428,966	-671,106	<b>1,757,860</b>

## Notes to the Financial Statements For the Year Ended 31 March 2023

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	2023	2022
<b>Summary Profit and Loss Account</b>		<b>£</b>	<b>£</b>
Turnover		229,030	163,353
Cost of sales and administrative costs	4	-97,964	-60,687
Management charge from Dorothy House Foundation	4	-54,592	-34,004
Net income		<u>76,474</u>	<u>68,662</u>
Amount gifted to the charity under deed of covenant		-76,474	-68,662
Profit retained in the subsidiary		<u>0</u>	<u>0</u>
	Note	2023	2022
<b>Summary Balance sheet</b>		<b>£</b>	<b>£</b>
Fixed Assets		1,806	359
Stock		83,314	35,310
Other debtors		13,215	9,924
Bank balances		56,869	37,476
Creditors-due to Dorothy House	10	-134,898	-54,667
Other creditors		-5,515	-13,611
Total net assets		<u><b>14,791</b></u>	<u>14,791</u>
Share Capital		2	2
Profit and Loss Account		<u>14,789</u>	<u>14,789</u>
		<u><b>14,791</b></u>	<u>14,791</u>

### 3. Analysis of Income from Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Group 2023 £	Group 2022 £
Contracts and operating income:				
NHS contracts	3,255,860	0	<b>3,255,860</b>	2,991,622
Catering, subletting and other similar income	161,533	0	<b>161,533</b>	128,723
Education and training income	314,919	0	<b>314,919</b>	256,346
	<u>3,732,312</u>	<u>0</u>	<u><b>3,732,312</b></u>	<u>3,376,691</u>

#### 3A. OTHER TRADING ACTIVITIES

	Group 2023	Group 2022
Shops' Income	<b>5,257,891</b>	4,654,093
Fundraising events	<b>609,431</b>	520,630
Lottery	<b>630,687</b>	620,697
	<u><b>6,498,009</b></u>	<u>5,795,420</u>

#### 3B. DONATIONS, GRANTS AND LEGACIES

	Unrestricted Funds	Restricted Funds	Group 2023	Group 2022
Donations	2,175,853	189,225	<b>2,365,078</b>	1,903,277
Legacies	2,595,831	0	<b>2,595,831</b>	3,435,140
Governments grants	0	26,072	<b>26,072</b>	1,696,858
	<u>4,771,684</u>	<u>215,297</u>	<u><b>4,986,981</b></u>	<u>7,035,275</u>

#### 4. Analysis of Resources Expended

	Staff costs	Other costs (including depreciation)	Support costs	Total 2023	Total 2022
	£	£	£	£	£
<b>Cost of raising funds</b>					
Charity shop costs	1,832,485	1,221,028	619,662	<b>3,673,175</b>	3,479,149
Fundraising and publicity	840,667	401,656	190,072	<b>1,432,395</b>	1,297,010
Expenses of subsidiary - Note 2	0	152,556	0	<b>152,556</b>	94,691
Lottery costs	0	3,895	0	<b>3,895</b>	3,900
Investment Management Costs	0	32,782	0	<b>32,782</b>	34,289
	<u>2,673,152</u>	<u>1,811,917</u>	<u>809,734</u>	<u><b>5,294,803</b></u>	<u>4,909,039</u>
<b>Direct charitable activities</b>					
Patient Services costs	7,623,145	1,257,503	1,606,030	<b>10,486,678</b>	8,271,432
Education services	576,444	140,102	109,468	<b>826,014</b>	530,310
	<u>8,199,589</u>	<u>1,397,605</u>	<u>1,715,498</u>	<u><b>11,312,692</b></u>	<u>8,801,742</u>
<b>Governance Costs</b>	<u>110,996</u>	<u>71,913</u>	<u>0</u>	<u><b>182,909</b></u>	<u>92,904</u>
	<u>8,310,585</u>	<u>1,469,518</u>	<u>1,715,498</u>	<u><b>11,495,601</b></u>	<u>8,894,646</u>
<b>Total resources expended: 2023</b>	<u><b>10,983,737</b></u>	<u><b>3,281,435</b></u>	<u><b>2,525,232</b></u>	<u><b>16,790,404</b></u>	<u><b>13,803,685</b></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>	

Included in the Governance Costs above are the following costs:		2023	2022
		£	£
Auditor's remuneration:	External audit	<b>14,000</b>	12,300
Third parties:	Non-audit services	<b>0</b>	11,880
Internal Auditor:		<b>9,090</b>	8,040

Governance Costs also include an apportionment of Senior Management costs.



## 4. Analysis of Resources Expended (continued)

Charitable Activities	Staff Costs	Other Direct Costs	Support Costs	Total	Total
	£	£	£	2023 £	2022 £
In Patient Unit	1,637,008	425,095	255,007	<b>2,317,110</b>	1,999,164
Day Patient Unit/Comp Therapy	492,819	61,064	75,577	<b>629,460</b>	542,314
Lodges	0	0	0	<b>0</b>	36,854
Nurse Specialists	1,645,887	218,982	412,916	<b>2,277,785</b>	1,629,780
Hospice at Home	1,726,546	301,228	429,339	<b>2,457,113</b>	1,605,486
Lymphoedema & Physiotherapy	725,733	72,475	203,821	<b>1,002,029</b>	737,723
Medical Services	822,558	136,196	94,122	<b>1,052,876</b>	876,644
Family Support	572,594	42,463	135,248	<b>750,305</b>	843,467
Education	576,444	140,102	109,468	<b>826,014</b>	530,310
<b>TOTAL</b>	<b>8,199,589</b>	<b>1,397,605</b>	<b>1,715,498</b>	<b>11,312,692</b>	<b>8,801,742</b>

Support Costs Breakdown	Administration & Telecoms	IM	Finance & Personnel	Provisions/Non recurring costs	Total	
	Staff Numbers (excl. shops)	Number of PCs	Staff Numbers	Staff Numbers	2023 £	2022 £
Basis of Allocation:	£	£	£	£	£	£
In Patient Unit	32,997	64,059	131,698	26,253	<b>255,007</b>	207,971
Day Patient Unit/Comp Therapy	10,108	17,083	40,344	8,042	<b>75,577</b>	65,741
Lodges	0	0	0	0	<b>0</b>	0
Nurse Specialists	45,894	147,337	183,171	36,514	<b>412,916</b>	254,687
Hospice at Home	58,326	91,819	232,789	46,405	<b>429,339</b>	297,892
Lymphoedema & Physiotherapy	16,034	111,036	63,994	12,757	<b>203,821</b>	149,690
Medical Services	9,992	36,300	39,880	7,950	<b>94,122</b>	67,030
Family Support	10,457	74,736	41,735	8,320	<b>135,248</b>	104,609
Education	13,013	34,165	51,937	10,353	<b>109,468</b>	73,940
Charitable Activities	<b>196,821</b>	<b>576,535</b>	<b>785,548</b>	<b>156,594</b>	<b>1,715,498</b>	1,221,560
Retail	70,406	177,231	313,942	58,083	<b>619,662</b>	523,450
Fundraising	25,096	44,842	100,165	19,969	<b>190,072</b>	134,309
<b>Total</b>	<b>292,323</b>	<b>798,608</b>	<b>1,199,655</b>	<b>234,646</b>	<b>2,525,232</b>	<b>1,879,319</b>

## 5. Employee Information

	2023	2022
	£	£
Wages and salaries	10,914,774	9,031,547
Social security costs	1,058,695	808,162
Pension costs	917,307	770,611
	<u>12,890,776</u>	<u>10,610,320</u>

£ 2,547,825 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	129	108
	Medical	8	7
	Chaplain	1	1
	Social worker	8	9
	Support staff	18	17
		<u>164</u>	<u>142</u>
Education & Research		10	8
Fundraising		20	16
Management and administration		47	44
Dorothy House shops		68	73
		<u>309</u>	<u>283</u>

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

	2023	2022
£60,000 - £70,000	9	4
£70,000 - £80,000	1	3
£80,000 - £90,000	1	0
£90,000 - £100,000	2	2
£100,000 - £110,000	3	2

Of these, 8 (2022 6) are Clinical staff. Pension contributions for all 16 employees amounted to £127,571 (2022: 11 employees, £90,866). Nil pension contributions (2022 £2,554) 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 £608,884 (2022 £581,137).

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## 6. Trustees' Remuneration and Expenses

The Trustees of the charity received no remuneration, travel expenses totalling £1,502 (2022: £338) were reimbursed to 3 (2022: 2) 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 £6,792 from 3 trustees. All other donations were below £500 each (2022: 1 trustee £882, all donations less than £500 per Trustee).

The charity has insurance costing £1,041 (2022: £610 Trustees only) to indemnify the Trustees from any loss arising from their neglect or default.

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## 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 £917,307 (2022: £770,611); the amount of contributions due by the charity to the schemes at the year end was £124,380 (2022: £106,465).

## 8. Fixed Assets

<b>CHARITY:</b>		Land and Buildings:		Fixtures and	Motor	<b>Charity Total</b>
		Freehold	Leasehold	Equipment	Vehicles	
<b>Cost</b>		£	£	£	£	£
	At start of year	6,339,741	384,382	5,488,916	178,569	<b>12,391,608</b>
	Additions	0	0	313,143	48,979	<b>362,122</b>
	Disposals	0	-189,763	-193,446	-18,500	<b>-401,709</b>
	At end of year	<u>6,339,741</u>	<u>194,619</u>	<u>5,608,613</u>	<u>209,048</u>	<b>12,352,021</b>
<b>Depreciation</b>						
	At start of year	0	231,320	4,642,528	123,699	<b>4,997,547</b>
	Charge for the year	0	2,025	288,256	16,649	<b>306,930</b>
	Depreciation on Disposals	0	-189,763	-167,124	-18,500	<b>-375,387</b>
	Eliminated on disposal	0	0	0	0	<b>0</b>
	At end of year	<u>0</u>	<u>43,582</u>	<u>4,763,660</u>	<u>121,848</u>	<b>4,929,090</b>
<b>Net Book Value</b>						
	At end of year	<u><b>6,339,741</b></u>	<u><b>151,037</b></u>	<u><b>844,953</b></u>	<u><b>87,200</b></u>	<u><b>7,422,931</b></u>
	At start of year	<u>6,339,741</u>	<u>153,062</u>	<u>846,388</u>	<u>54,870</u>	<u>7,394,061</u>

**8. Fixed Assets (continued)**

<b>GROUP:</b>	Land and Buildings:		Fixtures and	Motor	<b>Group Total</b>
	Freehold	Leasehold	Equipment	Vehicles	
<b>Cost</b>	£	£	£	£	£
At start of year	6,339,741	384,382	5,514,155	178,569	<b>12,416,847</b>
Additions	0	0	315,393	48,979	<b>364,372</b>
Disposals	0	-189,763	-193,446	-18,500	<b>-401,709</b>
At end of year	<u>6,339,741</u>	<u>194,619</u>	<u>5,636,102</u>	<u>209,048</u>	<b>12,379,510</b>
<b>Depreciation</b>					
At start of year	0	231,320	4,667,406	123,699	<b>5,022,425</b>
Charge for the year	0	2,025	289,059	16,649	<b>307,733</b>
Depreciation on Disposals	0	-189,763	-167,124	-18,500	<b>-375,387</b>
Eliminated on disposal	0	0	0	0	<b>0</b>
At end of year	<u>0</u>	<u>43,582</u>	<u>4,789,341</u>	<u>121,848</u>	<b>4,954,771</b>
<b>Net Book Value</b>					
At end of year	<u><b>6,339,741</b></u>	<u><b>151,037</b></u>	<u><b>846,761</b></u>	<u><b>87,200</b></u>	<u><b>7,424,739</b></u>
At start of year	<u>6,339,741</u>	<u>153,062</u>	<u>846,749</u>	<u>54,870</u>	<u>7,394,422</u>

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

		Land and Buildings:		Fixtures and	Motor	<b>Total</b>
		Freehold	Leasehold	Equipment	Vehicles	
		£	£	£	£	£
Patient services		6,026,737	35,529	560,225	0	<b>6,622,491</b>
Other purposes:	Management	0	0	113,609	0	<b>113,609</b>
	Charity shops	313,004	115,508	172,927	87,200	<b>688,639</b>
		<u>6,339,741</u>	<u>151,037</u>	<u>846,761</u>	<u>87,200</u>	<u><b>7,424,739</b></u>

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

	2023 £	2023 £	2022 £	2022 £
Market value at the start of the year		5,702,229		4,392,947
Net additions to the investment portfolio:				
Movement in cash balances invested: (reduction)/increase		0		1,000,000
Portfolio investment income held by brokers		139,337		115,339
Management fees charged		-32,782		-33,308
Gains or (losses) in the year:				
Realised - on sale of investments	117,706		407,736	
Unrealised - change in value of portfolio in the year	-381,347		-180,485	
		-263,641		227,251
Market value at the end of the year		<u>5,545,143</u>		<u>5,702,229</u>
The investments are held as follows:		£		£
Managed by brokers:				
Fixed interest stocks		848,397		616,882
Equities - UK		1,882,137		1,987,371
Equities - non-UK		1,745,902		2,095,606
Other Investments		834,611		847,576
Uninvested cash balances		234,096		154,794
		<u>5,545,143</u>		<u>5,702,229</u>
Investment in subsidiary		<u>2</u>		<u>2</u>

One investment, SPDR Series Trust (S&P 500) ETF accounted for 5.43% (2022: 5.8%) of the portfolio managed by the investment advisers at 31 March 2023. There were no other investments accounting for more than 5% of the value of the portfolio.

**10. Debtors**

	At 31 March 2023		At 31 March 2022	
	Group	Charity	Group	Charity
	£	£	£	£
Trade debtors	132,294	132,294	281,801	281,801
Legacies	2,612,111	2,612,111	2,243,391	2,243,391
Other accrued income	127,038	127,038	1,321,921	1,321,921
Other debtors	354,242	341,027	386,000	376,074
Amount owed from subsidiary	0	134,898	0	54,667
Prepayments	307,458	307,458	112,367	112,367
	<b>3,533,143</b>	<b>3,654,826</b>	4,345,480	4,390,221

**11. Liabilities**

	At 31 March 2023		At 31 March 2022	
	Group	Charity	Group	Charity
	£	£	£	£
<b>AMOUNTS DUE IN LESS THAN ONE YEAR</b>				
Trade creditors	405,238	405,238	202,654	202,654
Taxes and social security	260,808	260,808	256,210	256,210
Other creditors	150,399	144,882	480,311	466,698
Accruals and deferred income	924,485	924,485	691,513	691,513
	<b>1,740,930</b>	<b>1,735,413</b>	1,630,688	1,617,075

	Group	Group
	2023	2022
	£	£
<b>DEFERRED INCOME</b>		
Deferred income at 1 April	515,519	86,973
Resources deferred during the year	250,575	515,519
Amounts released from previous years	-515,519	-86,973
Deferred income at 31 March	<b>250,575</b>	515,519

Deferred income represents amounts paid in advance for clinical services.

	Group	Group
	2023	2022
	£	£
<b>PROVISIONS</b>		
Provisions at 1 April	940,000	920,000
Increases to provisions during the year	0	100,000
Utilisation of provisions during the year	-2,650	-44,338
Release of provisions during the year	0	-35,662
Provisions at 31 March	<b>937,350</b>	940,000

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 2022 £	Incoming £	Expense £	At 31 March 2023 £
CCG COVID related funding	0	26,072	-26,072	0
Private Capital Grants, Trusts & Legacies	0	189,225	-143,978	45,247
	<b>0</b>	<b>215,297</b>	<b>-170,050</b>	<b>45,247</b>

## 13. Designated funds

The bulk of the charity's fixed assets have been funded from unrestricted income, mainly donations and legacies; at 31 March 2023 this funding amounted to £7,424,739. 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 2023 are held as follows:

	Restricted Funds	Designated - fixed assets	Designated - DHTrading Ltd	Designated - Service Devel't	Unrestricted & Unassigned	Total 2,023
	£	£	£	£	£	£
Tangible fixed assets	45,247	7,379,492	0	0	0	<b>7,424,739</b>
Investment portfolio	0	0	0	3,291,000	2,254,143	<b>5,545,143</b>
Current assets	0	0	14,789	0	5,359,528	<b>5,374,317</b>
Liabilities	0	0	0	0	-2,678,280	<b>-2,678,280</b>
	<b>45,247</b>	<b>7,379,492</b>	<b>14,789</b>	<b>3,291,000</b>	<b>4,935,391</b>	<b>15,665,919</b>

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

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	0	7,394,422	0	0	0	<b>7,394,422</b>
Investment portfolio	0	0	0	4,147,000	1,555,229	<b>5,702,229</b>
Current assets	0	0	14,789	0	6,794,967	<b>6,809,756</b>
Liabilities	0	0	0	0	-2,570,688	<b>-2,570,688</b>
	<b>0</b>	<b>7,394,422</b>	<b>14,789</b>	<b>4,147,000</b>	<b>5,779,508</b>	<b>17,335,719</b>

#### 15. Commitments Under Operating Leases

The total commitments under operating leases were:

	Shop leases	Other Leases
	£	£
Payments falling due:		
Less than one year	588,413	12,015
One to two years	241,195	0
Two to five years	450,799	0
More than five years	55	0
	<b>1,280,462</b>	<b>12,015</b>

## 16. Capital Commitments

	2023	2022
	£	£
Contracted for	121,170	26,196
Authorised but not yet contracted for	<u>481,000</u>	<u>657,000</u>

## 17. Financial Instruments

	2023	2022
	£	£
<b>Financial assets</b>		
Financial assets that are measured at fair value through profit or loss:		
- Listed securities	<b>5,311,047</b>	5,547,435
- Deposit accounts	<b>234,096</b>	154,794
Financial assets that are measured at amortised cost:		
- Cash at bank and in hand	<b>1,757,860</b>	2,428,966
- Trade debtors	<b>132,294</b>	281,801
- Other debtors	<b>3,093,391</b>	3,951,312
	<u><b>10,528,688</b></u>	<u>12,364,308</u>
<b>Financial liabilities</b>		
Financial assets that are measured at amortised cost:		
- Trade creditors	<b>405,238</b>	202,654
- Accruals	<b>673,910</b>	175,994
	<u><b>1,079,148</b></u>	<u>378,648</u>

