
Annual Report and Accounts 2024/25



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Trustees' and Strategic Report

Introduction

This is the last Annual Report of our seven-year strategy, as from FY25/26 we will launch our ambitious new three-year strategy, titled 'It's personal'. In preparation, throughout the last year we have reorganised our teams and redesigned some services to ensure we are of the right structure and size to deliver this new strategy, with an emphasis on empowerment, collaboration and delivery of our services to continue to serve our communities now and into the future.

Thanks to the hard work and commitment of our teams of staff and volunteers, we have cared for 5% more people (patients, families and carers) this year (compared with FY23/24) with more than 90% of this care being delivered out in the community (as opposed to at our Winsley site).

We continued our investment in the development of our workforce and made significant progress in the delivery of both research and education. We have significantly increased our volunteer numbers, finishing the year with 1,305 volunteers. Between them, our volunteers have logged double the number of hours than throughout FY23/24. This voluntary support is integral to delivery across all areas of the Hospice and adds tremendous social value to both the people who generously give their time and to the communities where they live.

Our income increased by £2.2m to £18.3m. However, we have faced significant financial pressure, primarily down to cost of living and wage increases. Despite the welcome cash injection from the Hospice Capital Grant, the economic climate coupled with a difficult year for Retail and delays in some larger legacies has resulted in us ending the year with a financial deficit. We have taken steps to sell assets and reduce our cost base to ensure we go into FY25/26 with appropriate reserves and cash flow.

The community contract in our system was awarded to HCRG and as Lead for Hospice and End of Life care we look forward to building on our existing relationship with them, continuing our collaboration with local health and social care partners, community partners and neighbouring hospices to provide our communities with the support they require. Our primary focus remains on empowering our communities so that people have timely access to the end of life care and support they need, when and where they need it most.

Objectives and activities

Overall purpose

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

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

Main Activities

All our services help us to achieve our overall purpose and objectives and provide the best care we can for our communities. Throughout FY24/25 we cared for 4,254 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 close to where people live, in their community or at Winsley – more than 90% of our care is provided out in the communities we support.

Clinical Coordination Centre: A team of Clinical administrators who receive and process all the referrals into Dorothy House.

Medical Service: Our doctors deliver specialist medical care, training and education in Dorothy House’s Inpatient Unit, out in the community and at the Royal United Hospital (RUH) Bath. They also provide specialist palliative care advice to health and social care colleagues via the 24/7 Advice Line.

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): Neighbourhood focussed, Clinical Nurse Consultant led multi-disciplinary teams supporting patients and their families within the community, closely aligned to and collaborating with Primary Care Networks, GP surgeries and Community and District Nursing teams.

Hospice at Home (H@H): Experienced healthcare assistants with specialist training in end of life care (Tulip Standard) 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/dietetics
- Speech and Language
- Admiral Nurse

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
- Homeless Key Worker

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

Open Access Services: Accessed in local venues or online, often delivered in collaboration with local charity partners, these groups are open to anyone in our community affected by a life-limiting illness, loss or bereavement.

Examples include:

- The Coffee Connection
- Bereavement Help Points
- Walking Through Grief
- Writing Hour
- Serenity Group

Education, Research & Professional Development: A key pillar of Dorothy House services:

- Leading 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 e.g. University of the West of England, University of Oxford etc.
- A facility to host/deliver education programmes and visits and under and post graduate health and social care student placements from a wealth of professional backgrounds.

To enable us to widen our reach, particularly for patients, families and carers with a non-cancer diagnosis we also have:

Admiral Nurse – To support patients their families and carers living with dementia and to provide expert advice to the rest of our clinical teams.

Motor Neurone Disease (MND) Specialist Practitioner- To support patients, their families and carers living with MND and to provide expert advice to the rest of our clinical teams.

Homelessness Link Worker – Promoting our services with under-represented/hard to reach communities.

Speech and Language Therapist

(SALT): Providing help to people to develop and improve their ability to communicate effectively, whether through speech, language, or alternative methods. SALTs also address eating, drinking, and swallowing problems, known as dysphagia.

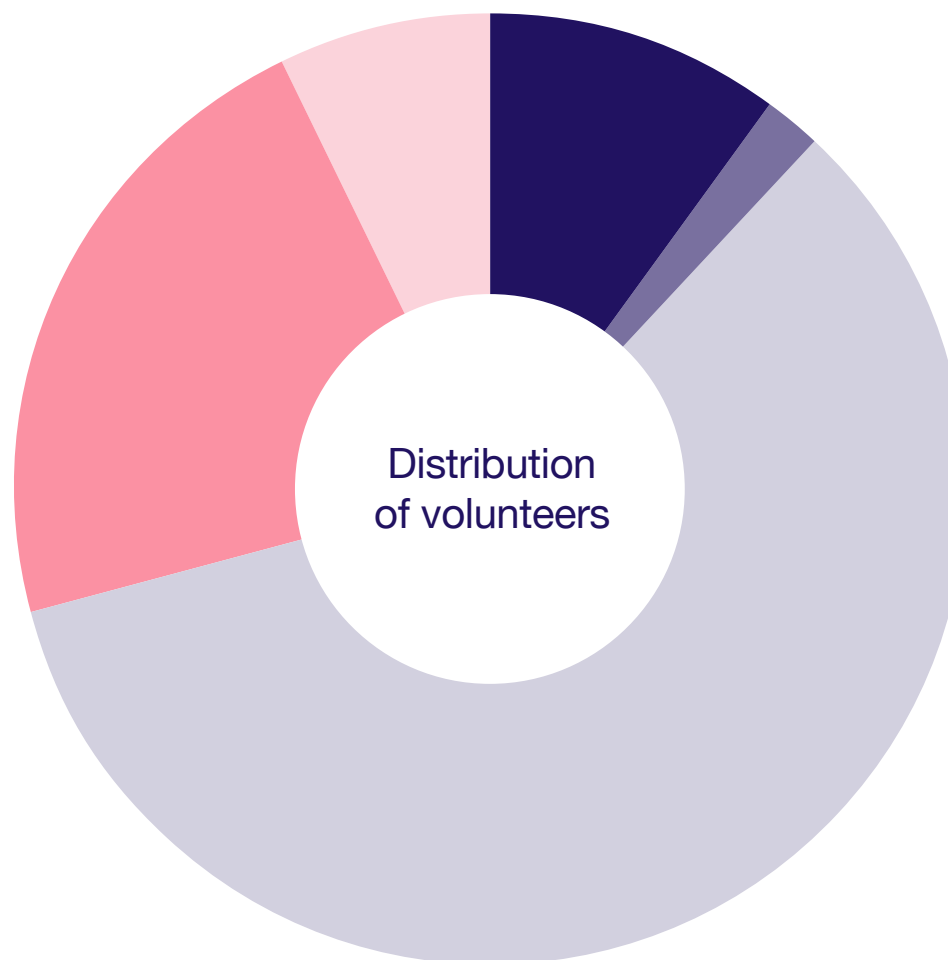
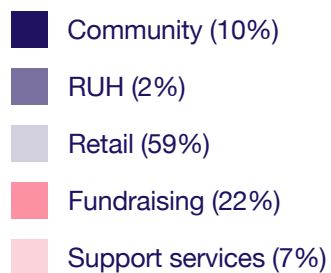
Further details of our services can be found in our annual **Quality Account**, prepared for our NHS partners.

Volunteering and community engagement

We have observed a steady increase in volunteer numbers over FY24/25, reaching a total of 1,305 volunteers (a net gain of 175 volunteers over the year). Additionally, 27 volunteers have transitioned into employment, with 8 of them now being employed at Dorothy House.

Volunteer activity has increased significantly, with 29,782 hours recorded (573 hours a week), double the number recorded during FY23/24.

As well as helping deliver our services, volunteering brings great social value both to the individuals, the wider community and society in which we operate.



Key initiatives and projects

Community engagement

- **Bereavement Help Points:** We have collaborated with external charities/ partners (We Hear You, BaNES Carer Centre, Carer Support Wiltshire) to establish new Bereavement Help Points in Keynsham, Chippenham, and Peasedown St John, bringing the total number up to 10.
- **Coffee Connections:** The Coffee Connections model is being expanded within the community.
- **Community of Practice group:** A new Community of Practice group has been formed to support the implementation of an asset-based community development approach across Dorothy House.

- **Veterans** - Project work, working closely with staff and volunteers who previously served in the armed forces, has been completed to help achieve our Veterans Aware Accreditation.
- **Community asset referrals** - The team continue to engage with a wide variety of community events and meetings, from community roadshows to carers meetings and health and wellbeing boards. This work grows our database of partners and providers already working within our communities, who our teams can refer to and collaborate with.

Volunteering

- **Volunteer managers training:** One key project this year involved revising and relaunching a day of training for all staff who manage volunteers. Updated resources are now available and training sessions commenced in January, running quarterly throughout the year.
- **Volunteer survey:** We completed our organisation-wide volunteer survey in March 2025, with the report to be published shortly. Overall satisfaction levels are high, with 97% of respondents stating their volunteering is fulfilling or very fulfilling.
- **New volunteer roles:** Several new roles have been developed with teams over the year. These include Volunteer Catering Assistant, Fundraising Support Volunteer, Children & Young People Bereavement Support Volunteer, Dementia Carer Support Volunteer, Dementia Support Admin Volunteer, Lead Shop Volunteer, Family Support Volunteer.
- **Training and compliance:** There have been additional training requirements for volunteers, including 'Prevent' training as part of the adult safeguarding module and the introduction of 'Preventing Sexual Harassment' training. Despite some IT access issues due to upgrading our systems, training compliance remains at 81%.
- **Volunteer recognition:** We held a successful Volunteer Awards Ceremony on 25 October, with 40 volunteers attending in person to receive their certificates. This year, we extended the awards to include a 'Young Volunteer of the Year' category.
- **Volunteer engagement:** Volunteers have been regularly consulted through a series of focus groups throughout the year. Together, we reviewed and revised the Volunteering Promise to align with the Leadership Framework, now called 'Our Volunteer Pledge'. Volunteers also contributed their thoughts and ideas in the development of our new Dorothy House strategy, through facilitated workshops.

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 FY23/24. 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 communities. This report can be found on our website.

Priority: People who need our care

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

Achieving: More, Local, Earlier, Easier, Together

Throughout FY24/25, we cared for around 5% more people (patients, families, carers) than during the previous year. We have reorganised some of our clinical teams, ensuring we have the right size and structure moving into our new strategy in FY25/26. We have opened additional volunteer led support groups

including Bereavement Help Points following receiving significant National Lottery funding and over the year have seen 210 attendees at these. Continuing to focus on ensuring our communities are prepared and empowered to help those who need end of life care and support, our education team continues to equip our communities and health and social care partners, over the year providing training to 235 external Allied Health Care Professionals.

The consortium we were a part of, which included local hospitals, mental health partners and GPs was unsuccessful in securing the Integrated Community Based Contract (ICBC) contract, but as the Lead for Hospice and End of Life Care we are exploring opportunities for collaboration with neighbouring hospices and health and social care partners to deliver the care our communities need now and in the future.

Priority: Community development

Objective 2: Recognising that death is part of life, Dorothy House will play a leading role in the delivery of direct specialist end of life care (including teaching others) but seek opportunities

for “progressive collaboration” which includes enabling, empowering and working with.

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

Across the B&NES, Swindon and Wiltshire (BSW) Integrated Care System, the contract for community services was awarded to HCRG and Dorothy House was named in this contract as the Lead for Hospice and End of Life Care, subcontracted to HCRG. This provides an opportunity to not only secure our existing contracts, but provides a mandate to strengthen our collaboration with partners, including HCRG and neighbouring hospices within the system. We will co-create the models of care, based on the last 1000 days, to meet the current and future needs of our local communities and those in neighbouring geographies.

Collaboration with strategic partners across all areas of the charity continues to strengthen, including formal partnerships in Education and Research

with several Universities in the delivery of modules, courses and placements for both under and post graduate students (i.e. the Universities of the West of England, Oxford, Gloucestershire, Brookes, Plymouth and Bath). We are named lead for the newly founded Palliative and End of Life Care Incubator created by the National Institute of Health Research, putting Dorothy House in a leading role in a partnership to strengthen research in end of life care across the four countries of the United Kingdom.

Several important partnerships continue to strengthen our delivery of core hospice services including (amongst others): Bath CAB and Macmillan (Welfare Rights Advisor), Dementia UK (Admiral Nurse), Royal United Hospital (Blood transfusion service at Winsley), Bath Carers Centre, Carer Support Wiltshire and We Hear You, (co-delivering 10 x Bereavement Help Points). Our strength-based approach continues to inform our practice with regular collaboration and signposting between the Hospice and local health and social care providers (3SG, We Get It and Bath CAB to name but a few). Partnership working with Prospect and Salisbury Hospices, under the guise of BSW Hospices Together, continues with a focus on the new community contract.

Priority: People and culture

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

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

Our People Outcome Measure remains important to the success of our organisation, and we strive to achieve this through the employee and volunteer value propositions. The commitment is to have a workforce that is well-led, happy, skilled, empowered, resilient and efficient, and this is evidenced in the delivery of our people plan and our volunteer strategy.

Over the last year our focus has also been to embed the Leadership Framework / The Deal which states the promise we give to our staff and volunteers that they will be led well, developed, listened to and have all the right conditions applied to help them thrive whilst working with or for us. In return we ask for all of the workforce to pledge to enable the delivery of

more care and we measure this and the commitment to Our Values through regular Pulse surveys throughout the year. We have also launched a new intranet which integrates with MS Teams, and new initiatives such as a monthly communication pack for leaders, helping our workforce to stay informed with consistent messaging.

We have introduced Communities of Practice for People Managers to shape and influence the themes of regular People Manager Gatherings and the sharing of experience to help inform development, training and wider learning gaps. Aligned to this work has been a rigorous review of all people-related policies to ensure that they are fit for purpose and support effective management practices as needs arise. One notable addition has been our prompt work to comply with changing legislation regarding the prevention of sexual harassment; this has included mandated training and policy implementation across the whole workforce. We also continue to adapt our recruitment strategies to meet our needs. The improvements to our end-to-end recruitment process have stabilised, leading to marked improvement in time

to hire and the candidate experience. This has led to successful recruitment across the majority of our roles.

The culmination of this work is leading to a shift in our culture whilst maintaining our core delivery, patient and family care.

Priority: Funding and engagement

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

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

Achieving: Financial sustainability and efficiency

We have run a number of successful campaigns this year to not only engage with our growing supporter base but also grow income. These include "Bridge the Gap" matched funding appeal which raised £360k in just 36 hours, and the successful Together In Adversity campaign which ran throughout Q4. We are also continuously innovating, trying new fundraising events such as the Zipline on the lower lawn of the iconic Bath Royal Crescent.

We have also made good progress in collaboration with neighbouring hospices, sharing in the design of services and support activities. Despite increased cost pressures this year, our cost per patient has reduced year on year by over 3%. We are also increasingly sharing the cost of our delivery experts, seeking to reduce duplication between organisations.

Priority: Strategy refresh

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

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

Following listening exercises and engagement with our communities, provider partners, staff and volunteers and several workshops with our trustees and senior leadership team, we have developed a new strategy titled 'It's personal'. With trustee approval, the new strategy was launched at the start of FY25/26. The vision for the Hospice will remain as 'a society where death

is a part of life', but there will be a new purpose: 'to empower, collaborate and deliver so that no one faces death alone'. This strategy focuses on ensuring our communities are supported with personalised end of life care, delivered by us empowering our communities to support themselves and working alongside our health and social care partners and the wider system.

Priority: Integrated Community Based Care Contract (ICBC)

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

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

Following a competitive tender process, the ICBC contract was awarded to HCRG. Dorothy House, as a named sub-contractor, was confirmed as the

system wide "Lead for Hospice and End of Life Care". Working in partnership with HCRG, there is an opportunity to collaborate with neighbouring hospices and community partners to shape and design the services that will meet the current and future needs of our communities.

Enablers

Supporting Dorothy House to deliver the annual organisational priorities and objectives

Governance

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

Education and Research

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

Digital

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

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.

We have also developed a set of organisational strategic outcome measures to focus beyond outputs, and to talk directly to required outcomes:

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

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

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

Financial review

Overview

The year has been financially challenging due to economic and cost of living pressures. 79% of our expenditure is on our staff and we remain committed to paying fairly in line with the NHS pay frameworks and National Minimum Living Wage. The resulting pay increases averaged 6.6%. Our Retail sales have not grown which is unprecedented outside of the COVID-19 years. We have also been experiencing cashflow delays from legacies with a debtor balance at year-end of £4,075k (2024: £2,617k). We are forecasting 8.1% cost increase pressures next year including an estimated £415k increase in Employers National Insurance and, in line with our Reserves Policy which protects us from risks outside of our control, we have been taking steps to reduce our cost base by 8%. To further help cashflow, we are in the process of selling some properties which are not core to our operation.

There have been some positive events in March 2025 which support our ongoing confidence in our financial sustainability. The government's Hospice Capital Grant details were recently confirmed providing £304k in year-end March 2025 and an estimated three times this value next

year. Although being restricted to capital expenditure, this will fund essential initiatives to improve our care. We also received late confirmation of sizeable legacies resulting in a strong income year of £3,630k (2024: £2,223k). Our ICB also provided support through an exceptional grant of £350k.

In more detail for the year ended 31 March 2025, we reduced our charitable activities expenditure by 4%, and the resulting net deficit was £374k (2024: £2,349k deficit). Cash outflow from operating activities of £1,887k (2024: £3,415k outflow) was significantly hampered by short-term delays in legacy income. At year-end, we held unrestricted and undesignated funds of £4,310k, which remains above minimum reserves.

Income increased by £2,154k (2024: £801k increase) to £18,340k, primarily due to legacies, donations and grants. Although our shops continue to receive high volumes of donations, we have seen a decline in quality, which we are seeking to improve and supplement with new goods. Nevertheless, thanks to the support of our shoppers, donors, staff and volunteers, total income from Retail was £5,776k (2024: £5,749k).

Following our periodic review of Investment Fund management, we have now transferred these to Sarasin. There has been significant volatility in returns since November 2024, and our portfolio has moved away from equities. Returns grew by £51k (2024: £291k growth).

The charitable activity costs throughout the year totalled £12,387k (2024: £12,971k). Costs of raising funds increased to £6,377k (2024: £5,855k) including the full year cost of two new shops, increasing our coverage to 27, and 8.6% increase in National Minimum Living Wage. Our income generation teams' Return On Investment (ROI) is 2.9 and remains a key area of investment if we are to deliver on our aspirations in the years to come.

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 which we transferred to Sarasin in March 2025. They 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.

Sarasin look to invest in organisations which are well governed and have sound environmental and social policies in line with the Sarasin's Stewardship Priorities. It is our expectation and we are confident that Sarasin will deliver growth on our investments in the long-term and exceed benchmark targets.

Key Risks and Uncertainties

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

High-level risks identified within FY24/25 were as follows:

Financial sustainability: Increasing cost pressures were not being matched by increased funding. 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 changes to the NHS and Integrated Care Systems (ICS).

Recruitment of Retail staff: Recruitment and retention of staff in this key income generation field due to cost of living pressures and a competitive recruitment market continues to be a challenge as we try to increase our high street presence. 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, their families and our supporters require to meet their needs both now and in the future.

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

Cyber Security: This is a growing risk to all organisations, even the most sophisticated are not immune to attacks. We have adopted the Microsoft suite of tools to protect our networks and data. Our Managed Service Provider and independent penetration testers are constantly reviewing this security to ensure we are as safe as possible. Further reassurance comes from our Data Security Protection Toolkit certification.

Reserves Policy

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

In FY18/19 we moved to a risk-based reserves methodology to calculate the 'free' reserves amount we should hold. Each year the Trustees review the policy for maintaining free reserves, taking into consideration the major risks faced by the Charity in the following year to both income and planned expenditure and an assessment of ways to mitigate these. The resulting minimum free reserves to be held is set at £3.8m for FY25/26 (FY24/25 was £3.5m). In addition, it is our intent to not allow free reserves to build above 9 months expected expenditure.

As at 31 March 2025, our Designated Funds included Tangible Fixed Assets of £6.9m and a Service Development Fund of £1.7m. Our Free Reserves/General Funds totalled £4.3m including a £1.1m legacy volatility reserve.

The Service Development Fund reflects our current three-year financial plan which details a 1% increase in charitable activity costs, and investment funded by the government Hospice Capital Grant to improve quality of care and efficiencies in operations.

Plans for the future

FY25/26 offers huge opportunities. We are entering into our new three-year strategy titled 'It's personal', which has annual underlying organisational transformation objectives.

Purpose: To empower, collaborate and deliver so that no one faces death alone

Vision: A society where death is a part of life

Priorities:

- Living Well: Help people in the last 1,000 days of life to live to the fullest
- Peaceful death: Support as many people as possible to experience a peaceful death, free from pain and distress
- Supported bereavement: Provide support for bereaved individuals and families
- Sustainable funding: Achieve financial sustainability to continue delivering services.

Organisational Transformation
Objectives for FY25/26:

1. Implement an operating model fit for the future
2. Achieve financial stability
3. Enhance our strategic influence and alliances
4. Further develop our leadership and culture.

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.
- Safeguarding Assurance Panel – reporting directly to the Board.

During the reporting period the Governance and Audit committees combined to become one committee.

Public Benefit

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

Dorothy House follows a governance handbook that translates its Articles into operational practices for recruiting and appointing Trustees. Trustees, who are also Members and Directors, must number between five and 15 at any given time. Each Trustee serves a three-year term and can serve up to three consecutive terms unless the Board unanimously decides otherwise. As at 31 March 2025 there are eleven Trustees, with attendance rates at Board meetings reaching over 90%, and over 85% at standing committee meetings during FY24/25. The Governance and Audit Committee oversees succession planning, recruitment, and induction of new Trustees, relying on external advertising, interviews, and skills-based assessments, including regular audits to align skills with strategic challenges and team dynamics.

Dorothy House places a strong emphasis on Equality, Diversity, and Inclusion (EDI), applying its EDI Strategy and Charter to both trustees and staff to aspire for alignment with the community it serves. In line with the updated Charity Governance Code, the Charity has committed to enhancing the diversity of its Trustee Board, with “lived experience” now considered a crucial part of its skills matrix. By adopting a holistic approach to succession planning, soft skills, knowledge, and experience are increasingly prioritised alongside traditional professional qualifications.

Board and Trustee evaluation and effectiveness

Dorothy House uses the Charity Governance Code (CGC) to regularly review its governance practices and identify improvements. The Board conducts self-evaluations annually and undergoes an external evaluation every three years. The next external governance review was scheduled for FY25/26, but the Trustees have deferred this to FY26/27. After the last Board Effectiveness review in FY22/23, a continuous improvement action plan

was created, and all recommendations have been successfully implemented and transitioned into routine practices.

Individual Trustee Evaluations are conducted annually, offering one-to-one opportunities to discuss contribution, development, and tailored training plans, which are revisited in subsequent evaluations. This process enhances Trustee support and equips them to fulfil their roles effectively. Additionally, regular Board Away Days foster development and strategic horizon-scanning, further ensuring the Charity’s governance remains robust and forward-focused. These efforts reflect Dorothy House’s commitment to governance excellence and continuous improvement.

Trustees: Induction and Training

Dorothy House has enhanced its Trustee induction and training programme, placing greater emphasis on personalised on-boarding and ongoing development. Trustees receive tailored training through a mix of internal, external, virtual, and in-person sessions based on needs identified during evaluations. Mandatory e-learning modules include safeguarding, information governance,

EDI, and Health and Safety. To deepen their understanding of clinical operations, formal Trustee visits to the Hospice at Winsley and other service settings, paused during the pandemic, have resumed. Trustees now undertake at least one formal visit per term, supplemented by informal visits where they shadow staff and engage in initiatives. These visits provide direct interactions with staff, volunteers, and patients, allowing Trustees to monitor service quality, gather stakeholder feedback, and align services with the Charity’s values and strategic goals.

Trustees see their involvement in the Charity’s day-to-day operations as vital for effective governance and meeting the Care Quality Commission’s standards for Good Governance. Trustees share learning and feedback from visits with colleagues, documenting reflections where appropriate in written summaries. This approach ensures Trustees remain well-informed, engaged, and aligned with Dorothy House’s ongoing commitment to excellence.

Advancing Our Commitment to Social Value (Environmental, Social and Governance)

Following the publication of our 2023 Sustainability Statement, Dorothy House has taken a more strategic approach to Environmental, Social, and Governance (ESG) principles. We have chosen to adopt the term ‘Social Value’ to better reflect the tangible impact our actions have on society. Social Value represents the positive contribution an organisation makes to the community, measured through meaningful actions.

In FY23/24, the Board formally acknowledged the importance of Social Value in strategic decision-making and appointed a Trustee to champion this area. For FY24/25, Social Value has been established as one of our seven guiding principles.

Our approach aims to:

- Demonstrate how Social Value is embedded in our current strategy and will shape our future direction.
- Clearly communicate our commitments and progress to stakeholders.

- Set measurable targets with defined timeframes, using benchmarking where possible against established Social Value frameworks.
 - Integrate Social Value into the culture of Dorothy House.
- to review policies, share best practices, and lead environmental initiatives across the Hospice. Sustainability has been identified as a key enabler in the new Dorothy House Strategy 2025-28.

Our Framework for Social Value

Dorothy House's Social Value strategy is structured around three core pillars:

1. Economic Prosperity
2. Environmental Improvement
3. Community Wellbeing

Key initiatives include:

- Committing to a framework for achieving Net Zero.
- Defining our procurement values, balancing local versus global sourcing and sustainability versus cost.
- Exploring the concept of localisation, recognising our role within the local community and economy.

Our focus in FY25/26 will be to continue to embed these principles across all areas of our operations. Alongside this, our staff-led Green Team will continue

Streamlined Energy and Carbon Reporting 2024-2025

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.

		2025	2024
Energy (kWh) Consumption	Gas	625,645	627,765
	Electricity	646,953	625,956
	Transport Fuel	764,160	831,486
	Total	2,036,758	2,085,207
Emissions (tCO2e)	Gas	114	115
	Electricity	134	130
	Transport Fuel	184	201
	Total	432	446
Intensity Ratio (tCO2e / WTE)	Emissions per WTE	1.34	1.34

Methodology

Dorothy House’s energy consumption and carbon emissions data for FY24/25 and FY23/24 comparative has been calculated as part of our mandatory Streamlined Energy and Carbon Reporting (SECR) reporting requirements. We have followed the HM Government Environmental Reporting Guidelines, dated March 2019.

To calculate our energy and gas emissions for each year reported, Government GHG Conversion Factors 2024 have been used to convert our electricity and gas consumption in kWh to CO2e and also vehicle fuel usage from litres / miles into kWh’s and CO2e for each year respectively.

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

Analysis of ratios

Dorothy House’s emissions per whole time equivalent (WTE) has remained unchanged at 1.34 tCO2e per WTE. There has been a 10% reduction in car emissions, however this is primarily the result of a managed reduction in the size of Dorothy House’s Hospice at Home Team. The emissions per WTE ratio therefore remained consistent with prior year. There was little change in gas and electricity emission levels compared to prior year. It is hoped that various changes implemented in the year will result in reductions in emission levels in future years.

Energy efficiency action

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

The ESOS Action Plan outlines improvements across the Dorothy House Estate in three categories:

1. Quick-Win, Low-Cost Efficiency Improvements

These are immediate, practical changes that deliver savings with minimal investments.

We are already implementing some of the improvements in replacing light bulbs with LED ones and installing PIR motion sensors in low traffic areas.

2. Data-Driven Energy Management Enhancements

This is in relation to the smart metering across the estate. The majority of the estate has been converted into smart meters, but on a number of sites the readings have been inconsistent. We are continuing to work with SSE and Focus Energy to get all the meters and the results in line so we have consistent data.

3. Long-Term Decarbonisation and Strategic Planning, future proofing Dorothy Houses' energy strategy.

These long-term changes being considered may make larger savings in our carbon footprint and energy consumption and are much higher costs to the business. Changes include replacing the current van fleet with electric vehicles, increasing the number of solar panels at the Hospice and improving heating and insulation across the Dorothy House estate.

The solar array in the grounds of the Hospice is under active review to explore the feasibility of increasing solar panel capacity and installing an export meter and storage batteries. The current set-up consists of 208 panels and, following analysis in 2023, generates around 24% of our electricity required at the hospice. There have been significant advancements in solar technology over recent years together with reductions in cost so there is great potential for us to improve the percentage of power we generate. Also, the use of storage batteries could help supply overnight demand of the temperature control units that have been installed in the patient rooms.

Future plans

Dorothy House complied with the ESOS deadline and submitted its assessment in May 2024 alongside the approved assessors Balanced Energy. Balanced Energy supply Dorothy House with the following services:

- Compliance SECR annual reporting
- Annual ESOS action plan to be submitted for compliance
- Additional carbon emission reporting (Scope 3 activities that don't need to be declared in statutory reporting)
- Carbon Dashboard
- Carbon Literacy Training

There are a number of areas across the Retail department where changes within the thinking of the shop staff and volunteers will help with energy savings. We are currently reporting back to the Retail Team on spikes in energy usage at the shops overnight. They will support the Hospice in rolling out and delivering certified Carbon Literacy Training.

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: 24 June 2025

Reference and administrative details

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

Trustees in the period: 1 April 24 – 31 March 25

A, F (Chair), E (Chair), B, I (Chair)	Stephen Taylor	Chair of Board of Trustees Chair of F & E Chair of I from September 24 when C + F merged
B (Chair), D, E	Brian Mansfield	Chair of B Granted trustee term extension to September 25 in June 24
A (Chair), C, H, I	Simon Burrell	Chair of A Member of I from September when C+F merged
D (Chair), E	Warren Reid	Chair of D
C, F, G	David Cavaliero	Retired as Trustee December 24 Retired as DHTL Director December 24
A, F, E, I	Francesca Thompson	Vice-Chair Member of I from September 24 when C + F merged
C (Chair), B, F, E, I	James Gare	Treasurer and Chair of C Member of I from September 24 when C + F merged
B	Jon O'Mahony	
A, C, H, J, D	Bridget Warr	Chair of Safeguarding Assurance Panel January 25 Resigned from C September 24 Member of D from September 24
A, D, H, J	Margaret Ndlovu	Representative Trustee Safeguarding Lead Member of Safeguarding Assurance Panel January 25 Resigned from Safeguarding Assurance Panel April 25
B, G	Charity Nicholls	Appointed as Director of G June 23
B, D	Neil Duchar	Retired September 24
A, D	David Gray	Appointed October 2024

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
I	Member of Audit and Governance Committee (established September 2024)
J	Member of Safeguarding Assurance Panel (established January 2025)

Executive Team

Wayne de Leeuw	Chief Executive and Accountable Officer
Tony De Jaeger (G)	Deputy CEO and Director of Finance
Dr Emma Frampton	Medical Director (no longer Executive Team September 24)
Maggie Crowe	Director of Patient & Family Services (resigned September 24)
James Byron	Director of Marketing & Engagement
Liza Pinching	Director of People & Services
Penny Agent	Care Services Chief Operating Officer (appointed September 24)

Principal Bankers	HSBC, 62 George White Street, Bristol, BS1 3BA
External Auditor	Bishop Fleming LLP, 10 Temple Back, Bristol, BS1 6FL
Internal Auditor	TIAA, Artillery House, Fort Fareham, Newgate Lane, Fareham, PO14 1AH
Investment Advisers	Sarasin, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU
Solicitors	Thrings, 2 Queen Square, Bath, BA1 2HQ RWK Goodman, Midland Bridge House, Bath, BA2 3FP Stone King, Upper Borough Court, 3 Upper Borough Walls, Bath, BA1 1RG
Adviser to People and Development Committee	Sophie Austin (appointed October 23)
Director of Dorothy House Trading Ltd	Jonathan Newbound Ian Lafferty

Independent Auditor's Report to the Members

Opinion

We have audited the financial statements of Dorothy House (the ‘parent charitable company’) and its subsidiaries (the ‘group’) for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the 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 2025 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 or the parent charitable company’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 other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or

apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the companies act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate account records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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

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;
- 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;
- 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; and
- We have considered the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and potential indicators of fraud.

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 Charities Act 2011, Charity SORP 2019, FRS 102 and the terms and conditions attaching to material grants received by the Charity.

In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charity's ability to operate or avoid a material

penalty. These included data protection regulations, health and safety regulations and employment legislation.

Our procedures to respond to the 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;
- Review of board minutes;
- Enquiring of management in relation to actual and potential claims and litigations;
- Performing detailed transactional testing in relation to the recognition of revenue, specifically grants, with a particular focus around year end cut off;

- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments.

We also communicated identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications 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 the financial statements or non compliance with laws and regulations, will not be detected by us.

The risk increases the further removed compliance with a law or regulation is from the events and transactions reflected in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one off error, as this may involve intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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: 30 June 2025

Financial Statements

Consolidated statement of financial activities including income & expenditure account for the year ended 31 March 2025

	Note	Unrestricted Funds		Restricted Funds	Group 2025	Group 2024
		Unassigned £	Designated £	Funds £	£	£
Income and endowments from:						
Donations, Grants and Legacies	3B/12	6,416,244	-	597,177	7,013,421	4,980,567
Charitable activities	3/12	3,959,694	-	-	3,959,694	3,757,937
Other trading activities	3A	7,274,389	-	-	7,274,389	7,295,285
Investments		92,029	-	-	92,029	151,317
Total income and endowments		17,742,356	-	597,177	18,339,533	16,185,106
Expenditure on:						
Raising funds	4	-6,376,618	-	-	-6,376,618	-5,854,989
Charitable activities	4/12	-11,749,782	-	-637,267	-12,387,049	-12,970,677
Total expenditure		-18,126,400	-	-637,267	-18,763,667	-18,825,666
Net income/(expenditure) before investment gains/(losses)		-384,044	-	-40,090	-424,134	-2,640,560
Net gains/(losses) on investments	9	50,595	-	-	50,595	291,332
Net income/(expenditure)	4	-333,449	-	-40,090	-373,539	-2,349,228
Transfers between funds		286,072	-286,072	-	-	-
Other recognised gains/ (losses)		-	-	-	-	-
Net movement in funds		-47,377	-286,072	-40,090	-373,539	-2,349,228
Reconciliation of funds:						
Total funds brought forward		4,357,656	8,885,935	73,100	13,316,691	15,665,919
Total funds carried forward		4,310,279	8,599,863	33,010	12,943,152	13,316,691

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 2025

Company number: 1360961

	Note	At 31 March 2025		At 31 March 2024	
		Group £	Charity £	Group £	Charity £
Fixed assets					
Tangible fixed assets	8A	7,409,367	7,409,366	7,576,661	7,576,660
Intangible fixed assets	8B	321,187	320,879	1,050	-
Investments - subsidiary	2	-	2	-	2
Investments - portfolio	9	2,445,555	2,445,555	5,231,562	5,231,562
		10,176,109	10,175,802	12,809,273	12,808,224
Current assets					
Stock	2	90,173	-	102,293	-
Debtors	10	5,657,093	5,698,584	4,793,109	4,870,933
Cash at bank and in hand		133,055	130,278	106,763	105,256
		5,880,321	5,828,862	5,002,165	4,976,189
Liabilities					
Creditors: falling due within one year	11	-2,425,463	-2,388,486	-3,549,897	-3,537,661
Net current assets		3,454,858	3,440,376	1,452,268	1,438,528
Total assets less current liabilities		13,630,967	13,616,178	14,261,541	14,246,752
Provisions	11	-687,815	-687,815	-944,850	-944,850
Net assets		12,943,152	12,928,363	13,316,691	13,301,902
Income funds					
Restricted	12	33,010	33,010	73,100	73,100
Unrestricted:					
Designated - tangible fixed assets	13,14	6,892,544	6,892,544	7,504,611	7,504,611
Designated - Service Develop't	13,14	1,692,530	1,692,530	1,366,535	1,366,535
Designated - trading funds	2	14,789	-	14,789	-
Total designated funds		8,599,863	8,585,074	8,885,935	8,871,146
General funds	13,14	4,310,279	4,310,279	4,357,656	4,357,656
Total unrestricted funds		12,910,142	12,895,353	13,243,591	13,228,802
Total funds		12,943,152	12,928,363	13,316,691	13,301,902

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


Stephen Taylor
Chairman

Date: 24 June 2025


James Gare
Treasurer

Date: 24 June 2025

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

Consolidated cash flow statement for the year ended 31 March 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
<i>Net cash provided by / (used in) operating activities</i>	Note A	-1,887,134	-3,414,670
Cash flows from investing activities			
Dividends, interest and rents from investments	9	92,029	151,317
Purchase of property, plant and equipment	8A/8B	-513,936	-487,463
Proceeds from the disposal of fixed assets	8A/8B	8,396	-
Cash from/(to) investment portfolio	9	2,894,880	700,000
Net additions to the investment portfolio		-58,278	-95,087
<i>Net cash provided by / (used in) investing activities</i>		2,423,091	268,767
Change in cash and cash equivalents in the reporting period		535,957	-3,145,903
Cash and cash equivalents at the beginning of the reporting period		-1,388,043	1,757,860
Cash and cash equivalents at the end of the reporting period	Note B	-852,086	-1,388,043

Note A) Reconciliation of cash flows from operating activities

		£	£
Net income/(expenditure) for the reporting period		-373,539	-2,349,228
(as per the statement of financial activities)			
Adjustments for:			
Net losses/(gains) on investments	9	-50,595	-291,332
Depreciation / amortisation charges	8A/8B	332,862	334,491
Dividends, interest and rents from investments		-92,029	-151,317
(Profit)/loss on the sale of fixed assets		19,835	-
(Increase)/decrease in stocks		12,120	-18,979
(Increase)/decrease in debtors		-863,984	-1,259,966
Increase/(decrease) in creditors		-614,769	314,161
Increase/(decrease) in provisions		-257,035	7,500
Net cash inflow/(outflow) from operating activities		-1,887,134	-3,414,670

Note B) Analysis of changes in net debt

	At 31 March 2024 £	Net cash outflow £	At 31 March 2025 £
Bank and petty cash balances	106,763	26,292	133,055
Bank overdraft repayable on demand (note 11)	-1,494,806	509,665	-985,141
Total cash and cash equivalents	-1,388,043	535,957	-852,086

Notes to the financial statements for the year ended 31 March 2025

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 the Charities SORP (FRS 102) - 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 (FRS102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

Basis of consolidation – The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis. The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its

own Statement of Financial Activities in these financial statements.

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

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

Incoming resources

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

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

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

Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

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

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

Notes to the financial statements for the year ended 31 March 2025 (continued)

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

Intangible Fixed Assets

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

Amortisation is calculated to write off the cost, less estimated residual values, of intangible fixed assets over their estimated useful lives to the charity on a straight line basis. The annual amortisation rate is 20%.

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.

Notes to the financial statements for the year ended 31 March 2025 (continued)

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	2025 £	2024 £
Summary Profit and Loss Account			
Turnover		366,070	315,382
Cost of sales and administrative costs	4	-164,955	-147,399
Management charge from Dorothy House Foundation	4	-87,116	-76,441
Net income		113,999	91,542
Amount gifted to the charity under deed of covenant		-113,999	-91,542
Profit retained in the subsidiary		-	-
Summary Balance sheet			
	Note	2025 £	2024 £
Fixed Assets		307	1,050
Stock		90,173	102,293
Other debtors		39,616	16,420
Bank balances		2,777	1,507
Creditors-due to Dorothy House	10	-81,107	-94,244
Other creditors		-36,975	-12,235
Total net assets		14,791	14,791
Share Capital		2	2
Profit and Loss Account		14,789	14,789
		14,791	14,791

Notes to the financial statements for the year ended 31 March 2025 (continued)

3. Analysis of income from charitable activities

	Unrestricted Funds	Restricted Funds	Group 2025	Group 2024
	£	£	£	£
Contracts and operating income:				
NHS contracts	3,433,197	-	3,433,197	3,417,116
Catering, subletting and other similar income	134,610	-	134,610	64,652
Education and training income	391,887	-	391,887	276,169
	<u>3,959,694</u>	<u>-</u>	<u>3,959,694</u>	<u>3,757,937</u>

3A. OTHER TRADING ACTIVITIES

	Group 2025	Group 2024
Shops' Income	5,776,121	5,748,555
Fundraising events	822,308	868,805
Lottery	675,960	677,925
	<u>7,274,389</u>	<u>7,295,285</u>

3B. DONATIONS, GRANTS AND LEGACIES

	Unrestricted Funds	Restricted Funds	Group 2025	Group 2024
Donations	2,436,650	292,707	2,729,357	2,332,089
Legacies	3,629,594	-	3,629,594	2,223,478
Governments grants	350,000	304,470	654,470	425,000
	<u>6,416,244</u>	<u>597,177</u>	<u>7,013,421</u>	<u>4,980,567</u>

Notes to the financial statements for the year ended 31 March 2025 (continued)

4. Analysis of resources expended

	Staff costs	Other costs (including depreciation)	Support costs	Total 2025	Total 2024
	£	£	£	£	£
Cost of raising funds					
Charity shop costs	2,225,243	1,430,513	619,222	4,274,978	3,934,461
Fundraising and publicity	1,072,863	500,207	247,733	1,820,803	1,672,474
Expenses of subsidiary - Note 2	-	252,071	-	252,071	223,840
Lottery costs	-	3,575	-	3,575	3,900
Investment Management Costs	-	25,191	-	25,191	20,314
	3,298,106	2,211,557	866,955	6,376,618	5,854,989
Direct charitable activities					
Patient Services costs	8,417,398	1,571,286	1,450,380	11,439,064	11,945,675
Education services	534,843	171,695	101,221	807,759	881,940
	8,952,241	1,742,981	1,551,601	12,246,823	12,827,615
Governance Costs	96,924	43,302	-	140,226	143,062
	9,049,165	1,786,283	1,551,601	12,387,049	12,970,677
Total resources expended: 2025	12,347,271	3,997,840	2,418,556	18,763,667	18,825,666
Total resources expended: 2024	12,134,620	3,842,832	2,848,214	18,825,666	

Included in the Governance Costs above are the following costs:

		2025	2024
		£	£
Auditor's remuneration	External	15,000	14,700
	Internal	6,770	5,696

Notes to the financial statements for the year ended 31 March 2025 (continued)

4. Analysis of resources expended (continued)

Governance Costs also include an apportionment of Senior Management costs.

Charitable Activities	Staff Costs	Other Direct Costs	Support Costs	Total 2025	Total 2024
	£	£	£	£	£
In Patient Unit	1,742,992	461,444	260,429	2,464,865	2,494,367
Day Patient Unit/Comp Therapy	453,594	117,025	91,884	662,503	676,231
Nurse Specialists	2,055,296	269,794	393,525	2,718,615	2,738,670
Hospice at Home	1,974,549	321,463	330,626	2,626,638	3,138,973
Lymphoedema & Physiotherapy	646,568	107,712	140,634	894,914	982,621
Medical Services	835,583	157,330	97,122	1,090,035	1,019,677
Family Support	708,816	136,518	136,160	981,494	895,136
Education	534,843	171,695	101,221	807,759	881,940
TOTAL	8,952,241	1,742,981	1,551,601	12,246,823	12,827,615

Support Costs Breakdown	Administration & Telecoms	IM	Finance & Personnel	Provisions/Non recurring costs	Total 2025	2024
Basis of Allocation:	Staff Numbers (excl. shops)	Number of PCs	Staff Numbers	Staff Numbers		
	£	£	£	£	£	£
In Patient Unit	42,484	50,679	151,613	15,653	260,429	310,748
Day Patient Unit/Comp Therapy	10,912	38,009	38,942	4,021	91,884	112,462
Nurse Specialists	50,195	145,703	179,132	18,495	393,525	518,750
Hospice at Home	61,835	25,340	220,668	22,783	330,626	494,407
Lymphoedema & Physiotherapy	16,295	60,182	58,153	6,004	140,634	198,917
Medical Services	10,185	44,344	36,346	6,247	97,122	82,449
Family Support	17,314	50,679	61,788	6,379	136,160	170,742
Education	12,803	38,009	45,692	4,717	101,221	120,767
Charitable Activities	222,023	452,945	792,334	84,299	1,551,601	2,009,242
Retail	62,028	155,205	338,004	63,985	619,222	573,805
Fundraising	31,572	91,856	112,672	11,633	247,733	265,167
Total	315,623	700,006	1,243,010	159,917	2,418,556	2,848,214

Notes to the financial statements for the year ended 31 March 2025 (continued)

5. Employee information

	2025	2024
	£	£
Wages and salaries	12,301,090	12,447,939
Social security costs	1,233,251	1,153,296
Pension costs	1,082,621	1,032,344
	<u>14,616,962</u>	<u>14,633,579</u>

£ 3,160,223 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	125	143
	Medical	7	8
	Chaplain	1	1
	Social worker	11	9
	Support staff	21	20
		<u>165</u>	<u>181</u>
Education & Research		9	10
Fundraising		22	22
Management and administration		54	52
Dorothy House shops		72	70
		<u>322</u>	<u>335</u>

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

	2025	2024
£60,000 - £70,000	7	6
£70,000 - £80,000	4	6
£80,000 - £90,000	3	2
£90,000 - £100,000	-	2
£100,000 - £110,000	1	-
£110,000 - £120,000	2	3
£120,000 - £130,000	2	-

Of these, 8 (2024: 9) are Clinical staff. Pension contributions for all 19 employees amounted to £158,061 (2024: 19 employees, £155,919). £11,224 pension contributions (2024: Nil) were paid on behalf of key management staff not included in the bandings above.

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

The charity considers that the key management personnel comprise the Trustees and the Executive team - who are the Chief Executive and 4 other Heads of Department.

The total salaries and employer pension contributions of the key management personnel of the charity were £560,348 (2024: £641,904).

Redundancy costs including Payment in Lieu Of Notice resulting from restructuring activities incurred during the year were £172,142 (2024: Nil), and were funded from general unrestricted funds.

Notes to the financial statements for the year ended 31 March 2025 (continued)

6. Trustees' remuneration and expenses

The Trustees of the charity received no remuneration, travel expenses totalling £1,390 (2024: £2,175) were reimbursed to 2 (2024: 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. All donations this year were below £500 each (2024: all other donations less than £500).

The charity has insurance costing £1,507 (2024: £1,507 Trustees only) to indemnify the Trustees from any loss arising from their neglect or default.

7. Pension costs

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

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

The charity's contributions to pension schemes in the year amounted to £1,082,621 (2024: £1,032,344); the amount of contributions due by the charity to the schemes at the year end was £134,489 (2024: £121,413).

Notes to the financial statements for the year ended 31 March 2025 (continued)

8A. Tangible fixed assets

CHARITY:		Land and Buildings:		Fixtures and	Motor	Charity Total
		Freehold	Leasehold	Equipment	Vehicles	
Cost		£	£	£	£	£
At start of year		6,339,741	194,619	5,984,587	209,048	12,727,995
Additions		23,829	-	169,228	-	193,057
Disposals		-8,393	-	-190,407	-	-198,800
At end of year		6,355,177	194,619	5,963,408	209,048	12,722,252
Depreciation						
At start of year		-	45,569	4,955,822	149,944	5,151,335
Charge for the year		-	1,987	302,038	28,095	332,120
Depreciation on Disposals		-	-	-170,569	-	-170,569
Eliminated on disposal		-	-	-	-	-
At end of year		-	47,556	5,087,291	178,039	5,312,886
Net Book Value						
At end of year		6,355,177	147,063	876,117	31,009	7,409,366
At start of year		6,339,741	149,050	1,028,765	59,104	7,576,660
GROUP:		Land and Buildings:		Fixtures and	Motor	Group Total
		Freehold	Leasehold	Equipment	Vehicles	
Cost		£	£	£	£	£
At start of year		6,339,741	194,619	5,984,587	209,048	12,727,995
Additions		23,829	-	169,228	-	193,057
Disposals		-8,393	-	-190,407	-	-198,800
At end of year		6,355,177	194,619	5,963,408	209,048	12,722,252
Depreciation						
At start of year		-	45,569	4,955,821	149,944	5,151,334
Charge for the year		-	1,987	302,038	28,095	332,120
Depreciation on Disposals		-	-	-170,569	-	-170,569
Eliminated on disposal		-	-	-	-	-
At end of year		-	47,556	5,087,290	178,039	5,312,885
Net Book Value						
At end of year		6,355,177	147,063	876,118	31,009	7,409,367
At start of year		6,339,741	149,050	1,028,766	59,104	7,576,661

Notes to the financial statements for the year ended 31 March 2025 (continued)

8B. Intangible fixed assets

CHARITY:	Charity Total
Cost	£
At start of year	-
Additions	320,879
Disposals	-
At end of year	<u>320,879</u>
Amortisation	
At start of year	-
Charge for the year	-
Amortisation on disposals	-
Eliminated on disposal	-
At end of year	<u>-</u>
Net Book Value	
At end of year	<u><u>320,879</u></u>
At start of year	<u><u>-</u></u>
GROUP:	Group Total
Cost	£
At start of year	27,489
Additions	320,879
Disposals	-
At end of year	<u>348,368</u>
Amortisation	
At start of year	26,439
Charge for the year	742
Amortisation on disposals	-
Eliminated on disposal	-
At end of year	<u>27,181</u>
Net Book Value	
At end of year	<u><u>321,187</u></u>
At start of year	<u><u>1,050</u></u>

£304,470 of capital purchases were funded by Dorothy House's share of the £100m Hospice Capital Grant made by the Secretary of State for Health and Social Care to Hospice UK for the purpose of digital upgrades to its systems, software and equipment.

Notes to the financial statements for the year ended 31 March 2025 (continued)

9. Investments

	2025	2025	2024	2024
	£	£	£	£
Market value at the start of the year		5,231,562		5,545,143
Net additions to the investment portfolio:				
Movement in cash balances invested: (reduction)/increase		-2,894,880		-700,000
Portfolio investment income held by brokers		91,968		127,264
Management fees charged		-33,690		-32,177
Gains or (losses) in the year:				
Realised - on sale of investments	303,512		182,607	
Unrealised - change in value of portfolio in the year	-252,917		108,725	
Market value at the end of the year		<u>50,595</u>		<u>291,332</u>
		<u>2,445,555</u>		<u>5,231,562</u>
The investments are held as follows:				
		£		£
Managed by brokers:				
Fixed interest stocks		228,607		892,813
Equities - UK		112,559		1,373,510
Equities - non-UK		1,495,420		2,207,875
Other Investments		605,596		720,456
Uninvested cash balances		3,373		36,908
		<u>2,445,555</u>		<u>5,231,562</u>
Investment in subsidiary		<u>2</u>		<u>2</u>

7.9% of funds invested in cash liquidity funds and 5.1% in UK Treasury Gilts (2024: 7.39%) of the portfolio managed by the investment advisers at 31 March 2025. There were no other investments accounting for more than 5% of the value of the portfolio.

Notes to the financial statements for the year ended 31 March 2025 (continued)

10. Debtors

	At 31 March 2025		At 31 March 2024	
	Group	Charity	Group	Charity
	£	£	£	£
Trade debtors	141,955	141,955	1,074,280	1,074,280
Legacies	4,074,954	4,074,954	2,616,792	2,616,792
Other accrued income	797,705	797,705	146,835	146,835
Other debtors	358,162	318,546	715,748	699,328
Amount owed from subsidiary	-	81,107	-	94,244
Prepayments	284,317	284,317	239,454	239,454
	5,657,093	5,698,584	4,793,109	4,870,933

Included in Other accrued income is a balance of £304,470 payable by HospiceUK in relation to the Hospice Capital Grant

11. Liabilities

	At 31 March 2025		At 31 March 2024	
	Group	Charity	Group	Charity
	£	£	£	£
AMOUNTS DUE IN LESS THAN ONE YEAR				
Bank overdraft	985,141	985,141	1,494,806	1,494,806
Trade creditors	316,520	316,520	299,872	299,872
Taxes and social security	265,258	265,258	282,468	282,468
Other creditors	149,458	112,481	139,119	126,883
Accruals and deferred income	709,086	709,086	1,333,632	1,333,632
	2,425,463	2,388,486	3,549,897	3,537,661

The bank overdraft is a facility with HSBC where there is a floating charge over the freehold buildings of Dorothy House

	Group 2025	Group 2024
	£	£
DEFERRED INCOME		
Deferred income at 1 April	405,443	250,575
Resources deferred during the year	66,189	405,443
Amounts released from previous years	-405,443	-250,575
Deferred income at 31 March	66,189	405,443

Deferred income represents amounts paid in advance for clinical services.

	Group 2025	Group 2024
	£	£
PROVISIONS		
Provisions at 1 April	944,850	937,350
Increases to provisions during the year	-	7,500
Utilisation of provisions during the year	-	-
Release of provisions during the year	-257,035	-
Provisions at 31 March	687,815	944,850

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

Notes to the financial statements for the year ended 31 March 2025 (continued)

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 2024 £	Incoming £	Expense £	At 31 March 2025 £
Private Capital Grants, Hospice Capital Grant, Trusts & Legacies	73,100	597,177	-637,267	33,010
	<u>73,100</u>	<u>597,177</u>	<u>-637,267</u>	<u>33,010</u>

13. Designated funds

The bulk of the charity’s fixed assets have been funded from unrestricted income, mainly donations and legacies; at 31 March 2025 this funding amounted to £7,697,543. Those funds not available for expenditure on future charitable objects are shown as designated reserves, separate to the free funds of the charity.

Designated service development reserves are in line with our three 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.

Notes to the financial statements for the year ended 31 March 2025 (continued)

14. Analysis of group net assets between funds

Fund balances at 31 March 2025 are held as follows:

	Restricted Funds	Designated - fixed assets	Designated - DHTrading Ltd	Designated - Service Devel't	Unrestricted & Unassigned	Total 2025
	£	£	£	£	£	£
Fixed assets	33,010	6,892,544	-	805,000	-	7,730,554
Investment portfolio	-	-	-	-	2,445,555	2,445,555
Current assets	-	-	14,789	887,530	4,978,002	5,880,321
Liabilities	-	-	-	-	-3,113,278	-3,113,278
	33,010	6,892,544	14,789	1,692,530	4,310,279	12,943,152

Current assets includes £1,125,000 representing the year on year volatility of legacy income identified in our Reserves Policy

Fund balances at 31 March 2024 were held as follows:

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

15. Commitments under operating leases

	2025 Shop Leases	2025 Other Leases	2024 Shop Leases	2024 Other Leases
	£	£	£	£
The total commitments under operating leases were:				
Payments falling due:				
Less than one year	559,866	19,040	629,803	35,279
One to two years	362,157	9,261	435,409	19,040
Two to five years	672,284	7,760	936,787	17,021
More than five years	511,808	-	571,003	-
	2,106,115	36,061	2,573,002	71,340

Notes to the financial statements for the year ended 31 March 2025 (continued)

16. Capital commitments

	2025	2024
	£	£
Contracted for	149,146	88,870
Authorised but not yet contracted for	738,384	275,665

17. Financial instruments

	2025	2024
	£	£
Financial assets		
Financial assets that are measured at fair value through profit or loss:		
- Listed securities	2,442,182	5,194,654
- Deposit accounts	3,373	36,908
Financial assets that are measured at amortised cost:		
- Cash at bank and in hand	133,055	106,763
- Trade debtors	141,955	1,074,280
- Other debtors	5,230,821	3,479,375
	<u>7,951,386</u>	<u>9,891,980</u>
Financial liabilities		
Financial liabilities that are measured at amortised cost:		
- Trade creditors	316,520	299,872
- Accruals	642,897	928,189
- Overdraft	985,141	1,494,806
	<u>1,944,558</u>	<u>2,722,867</u>

18. Taxation

No corporation tax has been provided for in these financial statements because the income of the Charity is within the exemption granted by Section 505 of the Income and Corporation Taxes Act 1988.

