

Company Registered number: 04538433 England & Wales
Charity Registered number: 1094677

HOPE FOR TOMORROW
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

HOPE FOR TOMORROW
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REFERENCE DETAILS OF THE CHARITY AND THE KEY PARTICIPANTS
FOR THE YEAR ENDED 31 MARCH 2024

Trustees and Members

Dr Sean Elyan	Paul Hooper
Graham Ramsay	Giles Skevington-Pink
Andrew Goodall	Claire Maddox
Paul Tuck	

Ashleigh Child resigned as a Trustee on 11 July 2023. Louise Burgess resigned as a Trustee on 10 August 2023. Tom McInerney resigned as a Trustee on 5 March 2024. Emma Thomas resigned as a Trustee on 15 March 2024. Paul Hooper replaced Dr Sean Elyan as Chair on 7 May 2024.

Dr Sean Elyan became a member on 27 September 2013 and all the other individuals stated above became members on 11 July 2023. Jennifer Saunders ceased to be a member on 24 July 2023. Louise Burgess became a member on 11 July 2023 and ceased to be a member on 10 August 2023. Tom McInerney became a member on 11 July 2023 and ceased to be a member on 5 March 2024. Emma Thomas became a member on 11 July 2023 and ceased to be a member on 15 March 2024.

Patrons

Derek Bell MBE	David Brabham
Ross Brawn OBE	Geoffrey Bray
Martin Brundle	Nick Fry
Gloria Hunniford OBE	Lady Maclaurin
David Richards CBE	

Honorary Life President

Lord Ian Maclaurin

Chief Executive Officer

Tina Seymour

Senior Management Team (SMT)

CEO, Head of Partnership and Fleet, Head of Fundraising and Head of Corporate Services.

Principal and Registered Office

101 The Waterfront, First Floor, Stonehouse Park, Sperry Way, Stonehouse, Gloucestershire, GL10 3UT

Auditor

Crowe U.K. LLP, 4th Floor, St James House, St James' Square, Cheltenham, Gloucestershire, GL50 3PR

Bank

The Co-operative Bank plc, 1 Balloon Street, Manchester, M60 4EP

Solicitors

HCR Legal LLP, Ellenborough House, Wellington Street, Cheltenham, Gloucestershire, GL50 1YD

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WELCOME FROM THE CHAIR
FOR THE YEAR ENDED 31 MARCH 2024

It gives us great pleasure to present the Trustees Annual Report and Financial Statements for the year ending 31 March 2024.

The Charity has again worked tirelessly to ensure we carry on extending our support of NHS cancer services across the country and for the first time we are working with the Targeted Lung Health Check programme, by delivering a new assessment unit which will be launched in the summer of 2024. We are so proud to be doing this and I am looking forward to seeing the impact this unit will be making after it starts working in the Great Manchester Community.

Despite the challenging financial climate which is affecting so many, our supporters have continued to be amazing. This has enabled the team to deliver a new upgraded mobile cancer care unit in the Autumn of 2023 for Salisbury NHS Foundation Trust. So, they now have the latest model of unit to continue treating their patients as conveniently as possible.

Our corporate partners have again been astounding, they have wing-walked, run marathons, shaved heads, grown and sold plants, held dress down days, raffles and the most amazing baking events. They have also sponsored our events and introduced us to their networks, allowing us to tell more people about the work we do. This is so incredibly important to us.

Our work would not be possible without our supporters and volunteer fundraisers, so we must extend a very special thank you to each and every one of you. The new and creative ways you found to raise funds has been inspiring. Every hard-earned pound that you donate to our work ensures that we can help as many NHS Trusts as possible – we are incredibly grateful to everyone who has chosen to support us and proud of what we have achieved together this year.

Our patrons and ambassadors continued to support us in so many ways. Your time is precious so thank you for sparing some of it to help raise awareness of the Charity and the impact it makes. We are delighted to say that our group of ambassadors continues to grow, we thank all of you for all your efforts in assisting us raise our profile.

And finally, we want to personally extend our thanks to all the Staff and Trustees of the Charity who worked so hard in many ways, but we are extremely proud of our latest Growth Strategy which sets out our vision for the charity for the next five years.

Sean Ryan (Chair up to 7 May 2024) and Paul Hooper (Chair from 7 May 2024)

The image shows two handwritten signatures in black ink. The signature on the left is more complex and cursive, while the signature on the right is simpler and more stylized.

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TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees are delighted to present their annual report together with the financial statements for Hope for Tomorrow (the Charity) for the year ended 31 March 2024. The Trustees confirm that the annual report and financial statements of the Charity comply with the current statutory requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). The Trustees' report satisfies the requirement for a director's report under company law.

Under section 383 of the Companies Act 2006 the Charity is defined as a small company and therefore is exempt from preparing the strategic requirements of medium and large companies. However, the trustees have adopted best practice disclosure within this report.

Hope for Tomorrow

Hope for Tomorrow is a national charity which designed the world's first mobile cancer care unit, which was launched in Gloucestershire in February 2007.

Finding out that you have cancer is devastating. With treatment often being traumatic, time consuming and stressful and with the associated practical and financial issues experienced by many patients and their families, it can be life changing.

Since 2007 we have been dedicated to bringing cancer treatment into the heart of communities and therefore reducing long traveling times, decreasing waiting times for treatments and avoiding the stresses and strains of busy oncology centres. Patients can have their care closer to their homes or work, allowing them to have more control of their lives whilst living with cancer.

Strategy

In 2019 we developed a strategy which took us up to the end of March 2024. However, many of the targets placed in the plan were met early, and in June 2023 the Trustees and Senior Management Team started work on the next five year strategy starting from April 2024. This was finalised and approved by the Trustees in January 2024.

Although ambitious, the team is ready to get working on this strategy and deliver results that change the cancer pathway for many more and expanding services to support more patients.

Our Vision

The reality we have set out to achieve: Continuously improving the cancer pathway for more patients in more convenient locations.

Our Purpose

The belief that drives us: Helping every community to have equal access to cancer services.

Our Mission

What we're doing to achieve the vision: Creating new spaces for increasing the delivery of patient-centric NHS cancer services within communities.

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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Our Objectives

- To ensure more of the cancer patient pathway can be accessed and delivered on board our mobile units.
- To grow our offering to ensure that cancer services are available to more people.
- Increase awareness of our services and the work we do and become the provider of choice for mobile cancer care solutions.
- To be as responsible and sustainable as possible.
- We will be as efficient as possible, using our resources wisely.

STRATEGIC REPORT

How our activities deliver public benefit

We have a duty to report on the public benefit we deliver under section four of the Charities Act 2011. Taking the Charity Commission's guidance into consideration, the Board is satisfied that our public benefit requirements have been met.

Our units' main activities include the treatment of cancer patients with oncology drugs but also includes supplementary care such as PICC line cleaning, blood testing and the collection of oral medication. This is done on board our units which are taken into communities and where our NHS partners judge they will maximise impact. Working closely with NHS Trusts across the country we help as many people as possible to access convenient cancer care.

Onboard our units patients receive the same exceptional care, just as they would in a hospital setting. The big difference that they comment on is there are many more smiles and it's a more relaxing and comfortable environment. In fact, because of the less clinical, stress free environment on board the unit, the specialist nurses on the unit say that many patients can tolerate their treatments better.

The units are easily accessible and have patient lifts for those with mobility issues. They are stationed in convenient, large spaces such as supermarket or community hospital car parks. Some patients tell us that initially they are worried that they may be cramped inside and ask if treatment will be different, but as soon as they arrive, they see there is nothing to worry about.

The standard model of unit accommodates four comfortable treatment chairs with ease, and the nurses on board administer the same medication that a cancer patient would receive in hospital. Our units combine friendliness and comfort that patients want, with the standard of treatment they need.

We have one (third generation) unit which is currently being operated by the Airedale NHS Foundation Trust in Yorkshire. This has three treatment chairs and is accompanied by two expandable clinic spaces on the side. This allows the trust to run clinics such as holistic needs assessments, vague symptoms and urology on the unit.

The units offer many benefits and in summary these are:

- Reduce patients' travelling time.
- Take the pressure off cancer treatment waiting lists.
- Enable patients with more complex needs to be seen quicker in the oncology centre.
- Building capacity at oncology centres by treating patients offsite in their communities.
- Make the treatment experience less stressful.
- Allow patients to gain some independence, ensuring their treatment doesn't dictate their lives.
- Save on the little things too, like having to pay for car parking and public transportation fees.

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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Longer-term goals - We are constantly listening to our NHS partners, their needs and if we as a charity can assist in improving services for patients. In 2023 we developed a partnership with Cobalt Health and have developed a mobile Targeted Lung Health Check assessment unit which will work alongside their CT scanners. This is being built and will be delivered for operational duties in August 2024 as a part of the Targeted Lung Health Check programme in the Greater Manchester area. This will be a pilot and, if successful, we will look to support others in providing this service.

External Factors

The current financial climate has reduced the levels of fundraising across the sector, and it is much more challenging to raise funds. Post Covid and Brexit our supply chains for chassis, nurse support vehicles and spare parts have been negatively impacted and we have been working with much longer lead times. However, this is slowly improving, which is allowing us to plan better for builds and other projects.

Who has used and benefited from our services?

We have units in the following areas:

- Gloucestershire hospital NHS Foundations Trust
- Salisbury NHS Foundation Trust
- East Kent Hospital University NHS Foundation Trust
- United Lincolnshire Hospitals NHS Foundation Trust
- West Suffolk NHS Foundation Trust
- East Suffolk and North Essex NHS Foundation Trust
- Airedale NHS Foundation Trust - operating two units
- The James Paget NHS Foundation Trust
- Norfolk and Norwich University Hospital NHS Foundation Trust

There are two reserve units in the fleet which are used to ensure continuity in service whilst the deployed units undergo their maintenance regimes.

Our Impact

We are the largest charity provider of mobile cancer care in England. Our units take a mobile ward on wheels with NHS staff into the heart of communities. This allows more convenient care for those patients whose treatments is suitable for the mobile setting and freeing up oncology centres to treat those who need to be there.

By enabling people to get their treatment, care, and support in a convenient location, this allows patients living with cancer to have more time to do the things they want to prioritise. With more people being diagnosed with cancer than ever before, allowing patients to have care in this way has a positive impact on them, their families, their finances, and their employers.

We monitor the utilisation of our units on a weekly and quarterly basis. This information enables us to understand how the units are being used and how we can improve our services across the fleet.

This information includes the number of patient visits, types of treatment and cancer groups treated. Onboard there is the facility for patients to provide feedback and for us to capture qualitative data again which allows us to understand and improve in different ways.

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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Some statistics from the past financial year on the impact we made:

- Average time saved per treatment – 2.5 hours.
- Money saved on fuel and parking costs – 50% of patients saved over £6 per treatment, 13% saved over £11 per treatment.
- Average miles saved per treatment – 17.4 miles.
- How frequently patients are treated – 18% of patients are treated weekly with 79% of patients being treated at least once per month.
- Expected length of treatment – 64% six months and over and 51% over a year and beyond.
- 65% of patients said that they can tolerate their treatment better on a mobile cancer care unit.
- 58% of patients said that they are more likely to complete their treatment if receiving it on a mobile cancer care unit.
- 94% of patients found it more convenient to have their treatment on the mobile unit.
- 61% of patients were able to get to their appointment without depending on friends and family.

Here are a few patients' comments from this year's survey which demonstrates the qualitative impact our mobile units have on patients.

- Staff are friendly, its calmer, quieter & it saves so much time & stress.
- It is usually very efficient, no waiting around to be seen or waiting for meds. Can be a long wait at the hospital.
- Friendly, more convenient as local, can fit it around my activities, doesn't feel like keep visiting a hospital.
- Very convenient for me, a 7-minute drive. Plenty of parking outside the unit, staff more than helpful re accessing in and exiting the unit.
- Because it has changed my life! For the better.
- I have received excellent care from all the staff on the unit and they have always made me feel at ease and answered all my questions.
- Because the nurses on the bus are amazing and give the best care. You get more 1 on 1 focus on the bus.
- More convenient, closer to home, staff lovely, homely atmosphere, much nicer than at hospital.
- Fantastic, convenient, less intimidating than hospital.
- Very friendly and efficient- get seen a lot quicker than at hospital.
- The mobile unit saves me travelling time and money from travelling forwards and back to my treatment hospital. It's so convenient and it means I can drive myself.
- More local for me, not so intimidating as hospital. Awesome care provided.
- Short drive to get there, parking easy & free, always on time, no waiting. When I go to the hospital my husband drives me.
- Being able to drive myself as its local I don't have to ask friends and family to drive me.
- Not having to do an extra trip to Salisbury allowing an hour and a quarter each way makes a huge difference. I can be at the unit, have treatment and home again in less than 30 minutes.
- I have terminal cancer and this unit makes my life so much easier and the staff are fantastic.

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**TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024**

Here is the positive impact to Liza's life having received treatment on board our unit:

Liza was diagnosed two years ago after she slipped and broke her neck in the garden. After further investigations in hospital, they found that she had small cell lung cancer, which had already spread to her head and other parts of her body.

Liza recalls: "In hindsight, there were a few niggly things which were warning signs. I had started to feel extremely tired. But after the fall, that's when it all unravelled. I was in hospital with a brace and had to stay flat for four weeks. When I returned home, I had sepsis. For that whole year, everything started to go wrong with me, and it unleashed a monster. I was in and out of hospital. I then had a blood clot. And then after a routine eye test, it was discovered there were tumours behind my eyes. Then they found tumours in my brain, which they gave me radiotherapy for."

Fast forward to now, she's receiving chemo every three weeks at the unit, based in Stroud, half an hour from her home. "Cheltenham Hospital is quite a way from where I live which is Wickwar, the last postcode in Gloucestershire! It would take me at least 45 minutes to get there, on a good day. It's not so much the distance, it's the fact that I lost my independence overnight as I was unable to work, and they took my driving license away. I had to rely on other people to drive me and it was quite a commitment for someone to drive me there and back – my husband was often unable to as he had a business to look after.

Her sister Tracy, whom Liza describes as "my absolute crutch" drives her. "It's a lovely drive and quite therapeutic. We just chat and put the world to rights!"

As someone who describes herself as a sociable person, she found the environment on the unit totally opposite to the one in hospital: "When I got talking to a couple of people on the unit I thought actually, this is better because you're connecting with people who are going through similar to what you're going through. And I think that's been one of the best things about being on the unit because you're sat near to people so you can't ignore them. You do swap stories with people who understand what you're going through, and compare side effects, then I know what is happening to me is quite normal under the circumstances. Everybody's treatment is different, and everyone reacts differently to the same treatment. You get to know the nurses as well; they'll ask, how are you? The staff are just too busy and pushed for time in hospital, so you don't always think of questions you wanted to ask at the right time. On the unit there's more time for that as it's more relaxed.

"It sounds a bit strange, but I don't feel like I'm a cancer sufferer when I attend the unit. It's calmer and more friendly as you're sat closer to people. It's more intimate, there's more conversation with both the patients and staff. You can have a laugh over a cup of coffee."

She recalls her experience at the hospital when striking up a chat was made difficult as people were often sat quite a distance apart. The oncology department was a stark reminder of her illness and her own mortality as "every sign of cancer is there and immediately it brought my mood down. I would see people in a much worse condition than me and my heart went out to them, but I didn't want to see them suffering, it was too much. I've got myself to focus on and looking back, I didn't think I would be here a year from now."

She is often quite tired from "crippling" fatigue and treatment day is "really written off." She found the trips to Cheltenham exhausting, and she has saved so much time and energy which she now puts to good use. She says: "I'd feel I had to get dressed up, put on a smile, and then wait for ages, which can be draining. Now I just throw on some casual clothes; it's a very relaxed atmosphere on the unit. When I'm not going to the unit until the afternoon, I'll meet my friend for coffee in the morning. That's not something I would be able to do if I was having to go to Cheltenham."

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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Liza feels that with the more intimate atmosphere on the unit, she's more open to sharing with others what she's going through, as "we're all in the same boat." After recently sharing the good news with them that the tumours behind her eyes had gone, there was much excitement for her.

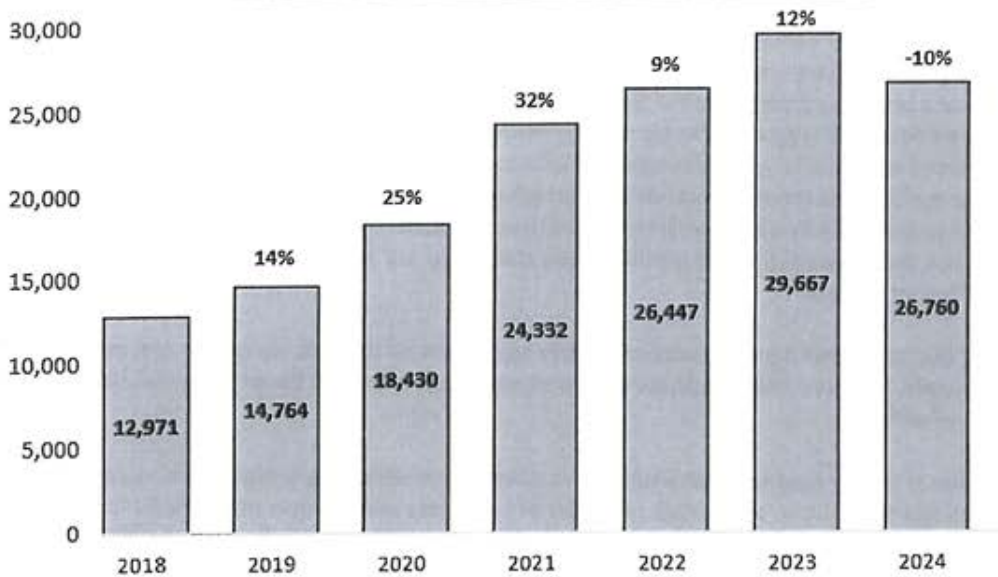
"It's these little things that mean a lot."

Our Performance

As the largest charity provider of mobile cancer care in England with 26,760 treatments administered on board 12 units (includes 2 reserve units) we exceeded our historical five year strategic target to increase our patient treatment numbers by 40% by 2024. In fact, we achieved an 81% increase across the five years from 14,764 patient treatments in 2019 to 26,760 in 2024.

2024 was another difficult year for the NHS, with continued pressure on staffing levels. The number of units being used dropped from 14 to 12, resulting in patient treatments decreasing from 29,667 to 26,760. We expect patient numbers to increase in 2025 as we deliver the new Manchester Targeted Lung Health Check assessment unit in August 2024.

Patient Treatment Numbers Year on Year

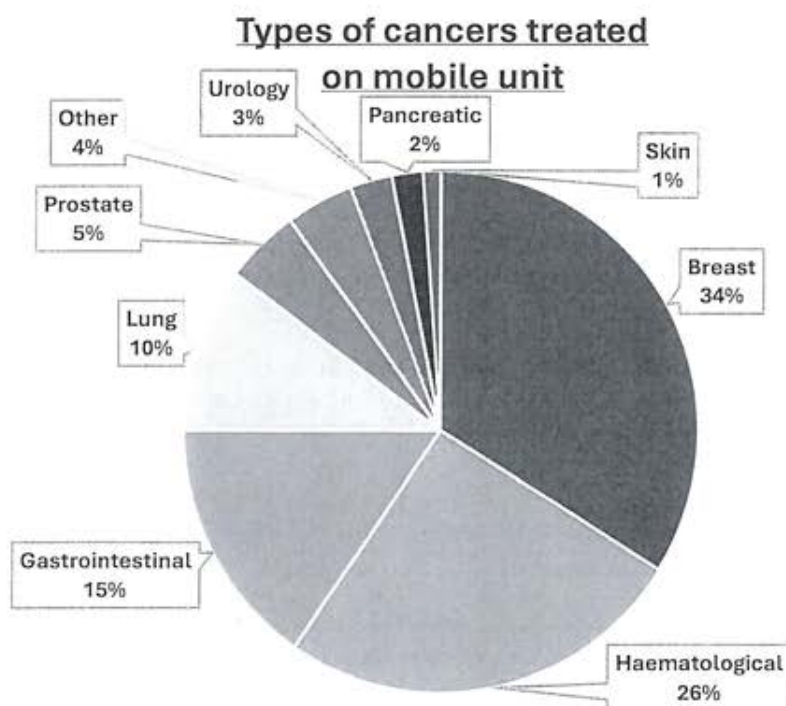


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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

The continued commitment of our NHS partners has been instrumental in this achievement, as they continued to battle with low staffing and increasing patient treatments, they strive to maximise capacity on the mobile units by sharing best practice, reviewing treatment types administered on the units and community treatment locations.

Summary:	Number of patient mobile unit visits	Number of mobile units including 2 reserve mobile units	Average % of treatments given on mobile unit vs hospital	Number of mobile community location visits
2024	26,760	12	16%	1,761
2023	29,667	14	12%	1,956
2022	26,447	13	17%	1,799



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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Fundraising

Since the pandemic the fundraising environment has been challenging across the sector and with the cost-of-living crisis continuing this has not changed. However, this year our fundraising has been more successful due in part to two large legacy gifts, onboarding new corporate partners and targeted fundraising for a new project - the mobile lung screening unit. Income increased in the year by 59% to £1,587,992.

The charity currently employs five fundraising staff to undertake all fundraising activities on its behalf. Alongside the Head of Fundraising we have High Value Partnerships, Trust and Grants, Corporate & Challenge Events and Community Fundraising leads. The Fundraising Team work in line with the Charity's guidelines and values. Their activities are in line with the Fundraising Regulators Code of Conduct and there have been no failures in adhering to these.

As with all the Charity's activities we strive to be transparent about our processes and ensure all activities, including all aspects of fundraising, are carried out in a safe way, which protects the public.

Hope for Tomorrow is extremely grateful to everyone who fundraises on behalf of the Charity. This year, numerous individuals, companies, and community groups rallied together to complete individual challenges and take part in fundraising activities and challenge events. Our team contacts all fundraisers to thank them for their support and encourage them with their activities. We keep in touch with them, provide them with support and advice and ensure their activities are in-line with Hope for Tomorrow's values and fundraising standards. No one has, but if anyone suggested raising money in an unethical or dangerous way, we would strongly advise them against this and politely decline their support, if they did not change their fundraising plans.

Whilst we do not provide formal training to the individuals, companies and community groups who fundraise for us, we do provide them with a guidance booklet, letting them know the difference their support makes, and includes the key requirements for keeping their activities safe and legal. A full guide can be found on our website.

No fundraising was carried out by professional fundraisers outside of our own fundraising team. The Charity did not take part in telephone, face-to-face, private site and door-to-door fundraising, and no external consultants were used to write fundraising applications. We do not have any contracts with external fundraisers.

We are committed to following best practice in fundraising; all our fundraising activities (including those led by the Charity and those carried out by our supporters) comply with the Code of Fundraising Practice as outlined by the Fundraising Regulator.

All new fundraising staff and volunteers receive a complete induction, including key elements in the Code of Fundraising Practice, to support our fundraising activities and to ensure compliancy. We can confirm there have been no compliance issues within our fundraising activities. We are committed to conducting safe, ethical, and effective fundraising.

We can confirm that there have not been any complaints received by the Charity in the last year. If a supporter did wish to complain, we have appropriate systems and processes in place to record, investigate, report on and address their complaint in an appropriate manner. We endeavour to listen to our supporters and act responsibly in line with their wishes. We use our customer relationship management database to ensure supporters wishes in terms of communication preferences (and what they want to and don't want to hear about) are always followed. The Charity has a safeguarding policy, which all staff and volunteers work to, ensuring that we protect the public from undue pressure and persuasion, as well as identifying potential vulnerabilities. Additional safeguarding measures will be built into relevant activities to ensure those who are vulnerable are protected from feeling coerced or pressured.

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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Community Groups

We are extremely grateful to all the community groups who have fundraised for us this year. From challenge events and bake sales, to rally races and donations, we would not be able to run our services without the support of the communities we serve.

Companies / Corporate Partnerships

Donations and sponsorship from companies are vital to our success, and we are very grateful to work with them. From events, companies 'paying for a day' or gifting us their expertise and skills pro bono, we value our partnerships and look forward to growing them in the future.

Challenge Events

Once again we have been inspired by the tenacity and creativity of supporters who embark on challenge events for Hope for Tomorrow. Individuals and teams across England have taken part in 5k runs, marathons, 100k bike rides, sky dives and hikes to raise funds for our work.

Individual Supporters

Our individual supporters make a huge difference to the Charity. Whilst individual supporters feel the economic pressures the greatest, we continue to be grateful for their ongoing support, making a regular monthly gift, fundraising for us, or donating in memory of loved ones.

Events

We were delighted to hold a gala dinner in Cheltenham in November 2023. Our Moonlight Masquerade was a sellout with individual and corporate supporters. We would like to give a huge thank you to our event sponsors, everyone who bought a ticket, made donations on the night, and bought auction prizes.

We are planning our first large London event since Covid in May 2024.

Major Gifts

We continue to look at how we engage with individuals who have the capacity to provide major donations to provide excellent relationship management and help fulfil their philanthropic wishes alongside the Charity's needs. We are extremely grateful for all donations, regardless of size, and look forward to working with our donors to make a difference for people living with cancer. We are also grateful to those who make introductions to others on our behalf, helping us to grow our reach.

Legacies

We are thankful to all who remembered Hope for Tomorrow in their will. Leaving such a special gift allows us to help give cancer patients the care that they deserve now and in the future. We continue to include legacy messaging in appropriate supporter communications and maintain our membership with consortium group, Remember A Charity, to increase our reach. This year we have refreshed our legacy strategy and will be working on new material to support this vital way of supporting the Charity.

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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Campaigns

Cuppa for Cancer Care

This year saw our second annual fundraising campaign Cuppa for Cancer Care. Individuals, communities and corporate supporters took part, raising just under £16,000. Once again our patrons, ambassadors and corporate supporters rose to the occasion to support our marketing and promotional activities, with images from Gloria Hunniford, Mark Atkinson and Theo Paphitis used across our channels, high profile retailers Boux Avenue, Robert Dyas and Ryman promoted the campaign. Our focus for 2025 will be to secure a corporate sponsor to increase audience reach, brand awareness and return on investment - work will begin on identifying potential sponsors in Quarter 1 of 2025.

The Big Give

We are grateful to our two matched funders who enabled us to maximise the opportunity presented by The Big Give's Christmas Campaign. This was a cross channel campaign, utilising both The Big Give's platform and a direct mail appeal to warm supporters. The total raised from the campaign was just over £13,000 including matched funds of £2,500. We are extremely grateful to everyone who supported the campaign, including Mark Blundell who recorded a call to action for our social media channels and Charlotte and Emma, both patients using our units who generously shared their personal stories to help us promote this campaign.

Trusts and Foundations

We continue to receive support from a wide range of charitable trusts and foundations, many of which have supported us for several years. Not all organisations wish to receive publicity, but we are grateful to every one of them for their ongoing support. The Charity would like to thank the following organizations that have provided a grant or pledge and have requested to appear in this document Garfield Weston Foundation and Norfolk Community Foundation - Saracen's Norfolk Fund.

Volunteers

Volunteers continue to play a pivotal role in our Charity's activities, raising awareness of our services and creating local community support networks. We currently have approximately 27 active and loyal volunteers. Since the beginning of 2022, and with the lifting of Covid restrictions, we have been recruiting volunteers to help with more project-based activities including marketing, design work, e-commerce, and copywriting as well as recruiting 'Community Champions' that manage local fundraising and awareness groups in areas where our units operate.

Vulnerable people

As ever, we have continued to ensure our fundraising is respectful, fair, responsive, and accountable, ensuring that we are sensitive to the needs of donors, striving to respect their wishes and preferences. In all appropriate circumstances, we ensure individuals can make the decision to donate freely. Our team are aware that many people donate to us because they, or a loved one, have had to deal with cancer. We recognise some supporters may be going through a vulnerable stage and ensure supporters have all the information they require and do not feel any pressure from Hope for Tomorrow to make any decision. Where appropriate, the team will signpost donors to another charity or services which may benefit them. In relation to data protection, we ensure GDPR guidelines are followed, and only record sensitive personal information with the express permission of donors.

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TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Plans for the future (short term):

- To deliver the Manchester Targeted Lung Health Check assessment unit in August 2024 and to be a part of this national campaign.
- To replace the Gloucestershire unit and reallocate their Generation 2 style unit to an appropriate place.
- To develop a marketing strategy which will underpin our five year growth strategy.
- To increase our volunteer numbers to maximise our resources and keep ourselves as lean as possible.
- To look at further opportunities in supporting national cancer campaigns in a mobile setting.
- Deliver our first overseas challenge event and assess if it is viable to do further in the future.
- Review and recruit new Trustees with the skills to help deliver the new growth strategy.

Objectives with the growth strategy for the next 5 years:

1. To ensure more of the cancer patient pathway can be accessed and delivered on board our mobile units.
 - a. Offer facilities for screening and prevention services in a mobile setting.
 - b. Look for new ways to bring cancer services closer to patients in their communities.
 - c. Investigate how we can offer more supportive, pre and post cancer clinics on board our units.
 - d. Consult with patients and health professionals to ensure we deliver the services they need and where they need them most.
2. To grow our offering to ensure that cancer services are available to more people.
 - a. Maximise the delivery of services to ensure as many people benefit as possible.
 - b. Expand our fleet where possible and in a sustainable manner.
 - c. Continue to focus on maximising the use of the existing fleet of units.
 - d. Aim to expand our services in both rural and urban communities across the UK.
3. Increase awareness of our services and the work we do and become the provider of choice for mobile cancer care solutions.
 - a. Aim to be the provider of choice when health professionals are looking for a mobile cancer care solution.
 - b. Extend our reach via traditional and social media.
 - c. Increased recognition from policy makers and health professionals for the work that we do.
 - d. Assist others who want to use our expertise in areas where we do not or cannot operate.
4. To be as responsible and sustainable as possible.
 - a. We will follow all legislation and guidance within the sector.
 - b. We will ensure our charity is sustainable financially.
 - c. Ensure that we dispose of our decommissioned units in a responsible way.
 - d. Purchase the most sustainable vehicles that we can afford for our fleet.
 - e. Help to reduce carbon emissions by bringing cancer care closer to patients, reducing the need for individual travel.
 - f. Use data to understand the environmental impact of our services and seek advice for implementing measurements and setting goals.
 - g. Maintain a high level of transparency in our operations.
5. We will be as efficient as possible, using our resources wisely.
 - a. Use data to understand the impact of our services and identify areas of growth so we can make the biggest difference to the greatest number of people and whilst tackling health inequalities.
 - b. Invest in training and building capacity in our team.
 - c. Use volunteers where possible to assist with the increased workload that comes with growth.

HOPE FOR TOMORROW
(A company limited by guarantee)

TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

FINANCIAL REVIEW

Like most charities, we have faced another difficult and uncertain year, however, we have risen to the challenges of fundraising and continuing to operate as the UK recovers from Covid and suffers from a cost-of-living crisis.

Due to the cost-of-living crisis, the sector is facing severe pressure particularly with regard to individual donations and community fundraising with more charities competing in a diminishing funding pool. During the year we received £600,000 in a legacy to fund replacing the Gloucestershire unit and to partly fund the Manchester targeted lung assessment unit. Excluding this legacy our income has dropped to £987,992 (2023: £997,211).

During the year, like many in the voluntary sector we have experienced high inflationary cost base increases and the need to incur more expenditure to generate funds. With continued careful control of our costs whilst balancing the need to invest in future fundraising, we have incurred slightly higher annual costs of £1,370,938 (2023: £1,283,710). The resulting overall performance is a net income of £217,054 (2023: net expenditure of £286,499).

The net income has increased overall funds to £3,187,570, however total unrestricted funds have significantly fallen to £682,052, which reflects that the majority of fundraising has been restricted funds during the year. The Trustees are confident that the Charity can continue to operate in line with current activity levels and then grow as more income is secured, particularly for new units.

Managing our reserves

The objective of our reserves policy is to ensure that the Charity maintains sufficient cash and readily available assets to enable it to withstand any shortfall in income or unforeseen expenditure while any necessary adjustments are made to the Charity's operations; and that the ongoing service delivery and development needs are supported.

The Trustees have agreed that the Charity should hold free reserves - unrestricted funds (revenue) to maintain an adequate level of funds to cover at least six months and no more than one year of the Charity's operating costs. The Trustees have considered the estimated additional costs of winding up the Charity but have decided not to increase the policy of maintaining a minimum of six months of free reserves.

Despite the continuing difficult economic situation, the Trustees have approved a budget for 2025 which shows a net expenditure of circa £65,000 before depreciation, but with the opportunity to outperform. Included in the budget is the delivery of two new units during the year. For these the Trustees have approved a designated fund of £265,668 at 31 March 2024 to cover shortfall in the cost of units currently under construction where fundraising has not yet reached the total amount required. Any amounts not required will be released to unrestricted funds and therefore increase free reserves.

The Charity's free reserves target is calculated at the beginning of each year based on the budgeted expenditure for the following year. Free reserves at the balance sheet date were £344,971 (2023: £449,075), which equates to approximately 4.2 months of our 2025 operating costs. The Trustees anticipate that the free reserves will increase to more than six months of 2025 operating costs through normal operating activity without any special measures being actioned and are confident about the long-term future of the Charity.

HOPE FOR TOMORROW
(A company limited by guarantee)

TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

STRUCTURE GOVERNANCE AND MANAGEMENT

Decision Making

All operational decisions are delegated to the CEO, to ensure the efficient and effective running of the charity. However, financial levels of responsibility are clearly set out in the Delegated Responsibilities Policy which is reviewed annually by the Trustees. This sets out the split of decision-making responsibilities and the authorisation requirements for purchase order and invoice approval, acceptance of the terms and conditions of grants and major donations. Trustee approval is required for significant purchase commitments and grants in excess of £100,000.

The Trustees are responsible for setting the strategic direction of the Charity and work with the CEO to develop a five-year strategic plan. They are also responsible for any decisions on overall Charity structure, Charity brand and have the final decision on the allocation of units to new NHS partners based on a business plan.

Trustees are informed of all significant decisions made by the Senior Management Team (SMT), giving them the opportunity for challenge and scrutiny but are also given the opportunity to give input via sub-committees and working groups on all substantial matters.

Areas of Governance that are the responsibility of the Trustees include recommending changes to the Articles of Association to the Members, agreement of amendment to large funding arrangements, approval of all terms of reference for the sub committees and appointment of Trustees.

Method of appointment of election of Trustees

The management of the Charity is the responsibility of the Trustees who are elected under the terms of the Articles of Association at the Annual General Meeting (AGM). Trustees who are appointed in between AGMs retire and are eligible for re-appointment at the following AGM. Following re-appointment, one third of Trustees then retire (and are eligible for re-appointment) on a rotational basis determined by seniority, the length of time since their appointment or re-appointment.

We search for and select our Trustees by advertising on specialised third sector job boards and have a recruiter who can also assist with finding suitable candidates for key roles. We provide a detailed recruitment package including job description and accompanying information detailing the responsibilities of a Trustee and the service time required to be effective within the role. Applicants are shortlisted based on their submitted CV, which is matched against the job description and person specification. An informal interview with the CEO / Trustee is held in the first instance followed by a formal interview with the Chair / Vice Chair of the Board and a Trustee in post. In 2021, we introduced background checks and personality profiles when recruiting Trustees.

Policies adopted for the induction and training of Trustees

We have a Trustee induction process with a supporting handbook, which includes a job description, key contacts, an organisation structure chart, and a code of conduct. A new complaints policy has recently been developed. As a part of the induction process for new Trustees, financial and key documents, minutes, and policies from the Charity are given to the new trustee to enable them to gain an understanding and overview of the Charity. Trustees are given the opportunity to visit a unit and meet with the team in their fortnightly meetings.

As a part of the Trustee training and development programme, Trustees are provided with online training via the National Council for Voluntary Organisations. The Trustees are also encouraged to spend time at the head office to

HOPE FOR TOMORROW
(A company limited by guarantee)

TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

familiarise themselves with the work of the Charity and the processes and procedures in place. This year the Trustees have been included in anti-fraud training that staff have completed and the Charity's health and wellbeing updates.

Remuneration Policy for key management personnel

We have a policy that covers all personnel's remuneration which includes benchmarking annually with similar organisations within the South-West region. Our policy outlines how pay is awarded based on a fair and transparent approach with an element of scrutiny. Staff pay is reviewed annually by the CEO and approved by the Board of Trustees which is responsible for ensuring proper application of our policy. Reviews of roles and restructures also trigger a pay review which includes a benchmarking exercise and is completed by the SMT who make the recommendations to the Board of Trustees for approval. The pay for the CEO is recommended by the Chair and Vice Chair to the Board for approval. Pay rises are not automatically awarded on an annual basis. No salary is above £60,000.

Charity Policies

All Charity policies are reviewed on an annual basis; this includes those in the staff handbook. All new policies are approved by the Board of Trustees. Policies are stored in a central policy drive available to all staff for easy referral. New policies are developed internally with the assistance of appropriate professionals.

Governing document

The Charity's activities are governed by the Articles of Association which have been updated and were signed and dated by the members on 5 May 2021. In 2023 the Trustees asked the Charity Commission for a minor change to the articles be considered, which would clearly show that the charity was within its remit for the new scanning / screening project, however the Charity Commission confirmed that they were satisfied that the current articles were sufficient to cover this activity.

Constitution

The Company, limited by guarantee, is constituted under a Memorandum of Association signed and dated by the members on 5 May 2021 and is a registered charity with number 1094677.

Members Liability

The Members of the Company guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. As at 31 March 2024 the Company had seven members (2023: two).

Focus on governance

The Trustees are committed to providing a regime that ensures the SMT is able to manage the Charity effectively. Over the year the Trustees have sat on three subcommittees: Partnership and Fleet, Finance, Audit and Risk and the Stakeholder. Now the new five year strategy has been adopted the Trustees plan to review the structure of subcommittees as well as the composition of the Board of Trustees to ensure this fully supports the delivery of the strategy. In the past year the Trustees have:

- Sat on strategy sessions to formulate the five year Strategy.
- Supported SMT members in negotiating the contract with Cobalt Health.
- Streamlined the reporting process for meetings.
- Provided legal advice on an ad-hoc basis.
- Reviewed the Trustee complaints process.
- Undertaken further training.

HOPE FOR TOMORROW
(A company limited by guarantee)

TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Protecting the charity from Fraud

We take the prevention of fraud very seriously and it is a regular agenda item on SMT meetings and also, we notify the team of fraudulent activities that have happened in the sector so that we can all learn from them. Higher levels or local fraud is also shared with Trustees.

We have a fraud risk assessment where we have been slowly adding potential areas of fraud risk and working on their mitigation. This keeps the charity focused on this important area.

To minimise fraud taking place we have:

- Strong financial management including scrutiny of monthly management accounts by SMT and the Finance, Audit and Risk subcommittee.
- Reviewed and improved our financial controls and procedures which the SMT and Trustees ensure are applied robustly.
- Good governance including the development and improvement of policies and engagement from our Trustees.
- Employ specialist advisors in key areas such as HR, accounting and law.
- Ensured that key staff have support and training from their appropriate network and professional bodies to keep their knowledge and skills up to date.
- Further improved our IT controls and provided staff with cyber training.
- Provided Trustees with training in their financial responsibilities including fraud prevention.
- Reviewed and updated the delegated powers, which ensures segregation of duties and at least two step authorisation.
- Introduced background checks and / or appropriate reference checks for staff in key roles.
- Signed up to the Preventing Charity Fraud pledge and used their online training for staff and Trustees.
- Have a Trustee who volunteers in the finance team providing an extra level of scrutiny of the financial practices within the Charity.

HOPE FOR TOMORROW
(A company limited by guarantee)

TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Risks

The Trustees have a duty to identify and review risks that the Charity is exposed to and put in place the appropriate controls to provide for the prevention and detection of fraud or error.

Strategic Risks sit alongside the strategy and as this has been recently reviewed the risk associated with the strategy have also been reviewed. They are overarching for the charity.

Operational Risks are regularly monitored by the SMT. The operational risks are formed from the individual department business plans and are scored on a quarterly basis. The SMT use a scoring matrix to value the level of severity and likelihood, both up to a score of 5. Any risk with a score of 12 or more is added to the quarterly risk assessment report for Trustees to review. These risks are initially completed by the individual SMT member and then the document is reviewed by the whole of the SMT. Providing scrutiny and challenge.

The risk assessment report is presented to the Finance, Audit and Risk subcommittee at every meeting. The report shows where the scores have risen or reduced and notes all mitigation actions and planned activities for the risk. Risk is presented to the Board of Trustees every six months as a minimum.

Our principal strategic and business level risk and uncertainty together with the plan and strategy for managing it are:

Risk/Uncertainty

Risk management plans

A shortage of oncology nurses within the NHS

With the delivery of services on our mobile cancer care units impacted by these shortages and the growth of our services into new areas, we have continued to provide short term rentals where an NHS Trust is not ready to commit to a longer-term arrangement. We have also explored a new partnership with a private health provider with a view to a joint solution to support cancer patients. We hold bi-monthly calls and regular NHS Trust partner reviews to understand their specific needs, to gain long-term insights and to ensure we continue to evolve.

HOPE FOR TOMORROW
(A company limited by guarantee)

TRUSTEES REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Trustees' Responsibilities Statement

The Trustees (who are also directors of the Charity for the purpose of the company law) are responsible for preparing this report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and for the maintenance and integrity of the corporate and financial information included on the Charity's website.

The report of the Trustees has been prepared in accordance with the special provisions relating to the small companies regime within part 15 of the Companies Act 2006.

Insofar as each of the trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Independent Auditor

Crowe U.K. LLP was reappointed as Hope for Tomorrow's independent auditor during the year.

This report was approved by the Trustees and signed on their behalf by:


Paul Hooper

Date 6 August 2024

HOPE FOR TOMORROW
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF HOPE FOR TOMORROW

Opinion

We have audited the financial statements of Hope for Tomorrow ('the charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2024 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Other matter

We draw attention to the fact that the financial statements for the year ended 31 March 2023 were unaudited. Our opinion is not modified in this respect.

Conclusions relating to going concern

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

HOPE FOR TOMORROW
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT (continued)
TO THE MEMBERS OF HOPE FOR TOMORROW

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept; 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern

HOPE FOR TOMORROW
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT (continued)
TO THE MEMBERS OF HOPE FOR TOMORROW

basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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 auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant and legacy income and the override of controls by management. Our audit

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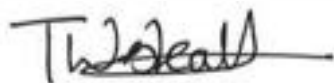
INDEPENDENT AUDITOR'S REPORT (continued)
TO THE MEMBERS OF HOPE FOR TOMORROW

procedures to respond to these risks included enquiries of management, and the Finance, Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Tara Westcott

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

4th Floor

St James House

St James' Square

Cheltenham

Gloucestershire

GL50 3PR

Date: 12 August 2024

HOPE FOR TOMORROW
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
INCOME FROM:					
Donations and legacies		495,945	947,131	1,443,076	807,792
Other income:					
Events		54,214	-	54,214	36,499
Trading activities		81,129	-	81,129	151,635
Recharges		9,573	-	9,573	1,285
TOTAL INCOME	2	640,861	947,131	1,587,992	997,211
EXPENDITURE ON:					
Raising funds	3	543,397	5,765	549,162	504,152
Charitable activities	3	346,576	475,200	821,776	779,558
TOTAL EXPENDITURE		889,973	480,965	1,370,938	1,283,710
NET (EXPENDITURE)/ INCOME BEFORE TRANSFERS					
		(249,112)	466,166	217,054	(286,499)
Transfers between Funds	8	(86,352)	86,352	-	-
NET INCOME AND NET MOVEMENT IN FUNDS		(335,464)	552,518	217,054	(286,499)
Total funds brought forward		1,017,516	1,953,000	2,970,516	3,257,015
TOTAL FUNDS CARRIED FORWARD	8	682,052	2,505,518	3,187,570	2,970,516

The notes on pages 29 to 41 form part of these financial statements.

HOPE FOR TOMORROW
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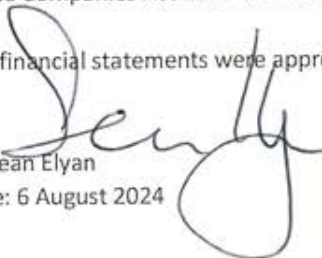
BALANCE SHEET
AS AT 31 MARCH 2024

	Note	2024 £	2024 £	2023 £	2023 £
FIXED ASSETS					
Tangible assets	5		1,690,534		1,586,232
CURRENT ASSETS					
Debtors	6	106,647		110,791	
Cash at bank and in hand		1,509,814		1,320,357	
		<u>1,616,461</u>		<u>1,431,148</u>	
CREDITORS: amounts falling due within one year	7	<u>(119,425)</u>		<u>(46,864)</u>	
NET CURRENT ASSETS			<u>1,497,036</u>		<u>1,384,284</u>
NET ASSETS			<u>3,187,570</u>		<u>2,970,516</u>
CHARITY FUNDS					
Restricted funds (revenue)	8	886,397		458,709	
Restricted funds (capital)	8	<u>1,619,121</u>		<u>1,494,291</u>	
Total restricted funds			<u>2,505,518</u>		<u>1,953,000</u>
General funds	8	416,384		541,016	
Designated funds	8	<u>265,668</u>		<u>476,500</u>	
Total unrestricted funds			<u>682,052</u>		<u>1,017,516</u>
TOTAL FUNDS			<u>3,187,570</u>		<u>2,970,516</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime. The Directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

Dr Sean Elyan
Date: 6 August 2024



Paul Hooper
Date: 6 August 2024



The notes on pages 29 to 41 form part of these financial statements.

HOPE FOR TOMORROW
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CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash provided by operating activities	10	541,422	(101,271)
Cash flows used in investing activities			
Purchase of tangible fixed assets		(397,348)	(252,243)
Disposal of tangible fixed assets		45,383	28,259
Net cash used in investing activities		(351,965)	(223,984)
Change in cash and cash equivalents in the year		189,457	(325,255)
Cash and cash equivalents brought forward		1,320,357	1,645,612
Cash and cash equivalents carried forward	11	1,509,814	1,320,357

There is no movement in net debt in the year other than cash.

HOPE FOR TOMORROW
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1 ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities. Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

Hope for Tomorrow 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.

1.2 Going Concern

Despite the current difficult economic situation, including the cost-of-living crisis, the Trustees have approved a budget for 2025 which shows a net expenditure of circa £65,000 before depreciation, but with the opportunity to outperform. Included in the budget is the delivery of two new units during the year, which results in an overall cash out flow for the year of circa £582,000. The cash balance at 31 March 2024 of £1,509,814, therefore provides significant headroom. The Trustees believe that the Charity's financial resources and contingency planning is sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of these financial statements. There are no material uncertainties about the ability to continue and therefore the financial statements have been prepared on a going concern basis.

1.3 Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

HOPE FOR TOMORROW
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1 ACCOUNTING POLICIES (continued)

1.4 Income

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

Income from legacies is recognised where evidence of entitlement exists, the value is measurable with sufficient reliability, and on the earlier of the date of receipt of finalised estate accounts or the date of payment.

Charitable activity donations and grants from trusts and foundations are recognised when the Charity is entitled to receipt. Receipts requiring the Charity to meet a funding application or reporting obligation are recognised as Grant income.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably. On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market, a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party. It is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Costs of raising funds are costs incurred in attracting voluntary income and those incurred in trading activities that raise funds.

Charitable activities are costs incurred on the Charity's operations, including support costs. The governance costs of the Charity are included within the support costs. Support costs are apportioned between the costs of charitable activities, and the costs of raising funds on the basis of staff costs.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1 ACCOUNTING POLICIES (continued)

1.6 Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for the impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Short-term leasehold property	-	5 years straight line
Mobile cancer care units	-	Chassis - 10 years straight line Body - 10 years straight line Equipment - 4 years straight line
Nurses support vehicles	-	4 years straight line
Office equipment and website	-	3 years straight line
Assets under course of construction	-	Nil

1.7 Stock

Stocks comprise of merchandise purchased for resale and are stated at the lower of cost and net realisable value and are less any provision for slow moving stocks. Donated goods for sale are valued at estimated market value.

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 Cash at bank and in hand

Cash at bank in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.10 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.11 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1 ACCOUNTING POLICIES (continued)

1.12 Pensions

The Charity operates a defined contribution pension scheme, and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

1.13 Critical Accounting and Judgements

In the application of the Charity's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant (actual results may differ from these estimates). The estimates and underlying assumptions are reviewed on an ongoing basis. Reviews to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The depreciation of our units is based on our judgement of their useful life and residual value: we have based these estimates on our historical experience of repair needs and recoverable value on the sale of old units in previous years, and from discussions with our coach builder who sees each unit every 12 weeks for servicing. Details of our depreciation rates are in note 1.6 above.

The decision to recognise income from a grant awarding body as either donation or grant income is based on the requirements of the donor. A judgement is made for each individual receipt. Where entitlement to grant income is subject to performance conditions income is recognised as the performance conditions are met.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2 INCOME

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donated services	11,147	-	11,147	4,083
Donated assets	1,500	-	1,500	-
Fundraising and donations	351,890	63,081	414,971	447,311
Gift aid recovery	26,164	168	26,332	34,232
Legacies	(3,135)	665,500	662,365	46,395
Grant, Trust and Foundation income	108,379	218,382	326,761	275,771
Donations and legacies	495,945	947,131	1,443,076	807,792
Events income	54,214	-	54,214	36,499
Recharges	9,573	-	9,573	1,285
Trading income	81,129	-	81,129	151,635
	640,861	947,131	1,587,992	997,211

In 2023, £556,924 of income from donations and legacies was to unrestricted funds and £250,868 was to restricted funds. In 2023 all of the recharges income was to unrestricted funds.

3 EXPENDITURE

This is stated after charging:

	2024 £	2023 £
Auditors' remuneration - independent examination	-	2,500
Auditors' remuneration - audit	14,800	-
Depreciation	239,719	210,515
Loss on disposal of units	7,944	6,781

During the year no Trustees received reimbursements of expenses (2023: £nil) and no Trustees received any remuneration (2023: £nil).

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

3 EXPENDITURE (continued)

Raising Funds

In 2024, total expenditure comprises £271,742 staff costs, £121,386 allocated support costs and £156,034 of promotional and event costs. In 2023 total expenditure comprise £214,359 staff costs, £116,257 allocated support costs and £173,536 of promotional and event costs. In 2023, £502,534 of the total expenditure was in relation to unrestricted funds and £1,618 was in relation to restricted funds.

Charitable activities

In 2024, of the total expenditure, £605,730 was spent on activities undertaken directly and £216,046 on support costs. Activities undertaken directly comprise £130,153 staff costs, £237,015 depreciation, £7,944 loss on disposal of units and £230,618 vehicle operating costs. In 2023, of the total expenditure, £529,849 was spent on activities undertaken directly and £249,709 on support costs. Activities undertaken directly comprise £108,350 staff costs, £207,284 depreciation, £6,781 loss on disposal of units and £207,434 vehicle operating costs. In 2023, £348,726 of the total expenditure was in relation to unrestricted funds and £430,832 was in relation to restricted funds.

Support costs

In 2024, total expenditure comprises £180,714 staff costs, £46,980 property costs and £109,738 other costs. In 2023, total expenditure comprises £185,405 staff costs, £60,440 property costs and £120,121 other costs.

4 STAFF COSTS

Staff costs were as follows:

	2024	2023
	£	£
Wages and salaries	518,092	455,974
Social security costs	46,533	40,886
Other pension costs	17,984	11,254
	582,609	508,114

The average monthly number of employees was 16 (2023: 14) and the average monthly number of employees expressed as full-time equivalents was as follows:

	2024	2023
	Number	Number
Full-time equivalents	15.3	14.0

No employee received remuneration amounting to more than £60,000 in either year. The key management personnel of the Charity during the year comprised the six members of the Senior Management Team, two of whom had left by 31 March 2024. The total employee benefits of the key management personnel of the Charity were £259,432 (2023: £264,312). This includes pension contributions of £10,712 (2023: £5,145).

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

5 TANGIBLE FIXED ASSETS

	Short-term leasehold property £	Units in the course of construction £	Units & nurse support vehicles £	Office equipment £	Total £
Cost					
At 1 April 2023	7,050	52,087	3,178,260	21,471	3,258,868
Additions	-	387,057	8,790	1,501	397,348
Transfer between categories	-	(242,292)	242,292	-	-
Disposals	-	-	(692,294)	-	(692,294)
At 31 March 2024	7,050	196,852	2,737,048	22,972	2,963,922
Depreciation					
At 1 April 2023	1,175	-	1,651,158	20,303	1,672,636
Charge for the year	1,410	-	237,015	1,294	239,719
Eliminated on disposal	-	-	(638,967)	-	(638,967)
At 31 March 2024	2,585	-	1,249,206	21,597	1,273,388
Net book value					
At 31 March 2024	4,465	196,852	1,487,842	1,375	1,690,534
At 31 March 2023	5,875	52,087	1,527,102	1,168	1,586,232

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

6 DEBTORS

	2024 £	2023 £
Trade debtors	24,577	2,262
Prepayments and accrued income	73,174	62,955
VAT recoverable	5,429	44,612
Other debtors	3,467	962
	106,647	110,791

7 CREDITORS: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	38,494	19,604
Other taxation and social security	12,058	11,425
Other creditors	3,105	-
Accruals and deferred income	65,768	15,835
	119,425	46,864

Deferred income movements reflect the timing of physical receipts in relation to the rental income and fundraising events.

	£
Deferred income at 1 April 2023	5,930
Resources deferred during the year	41,444
Amounts released from previous years	(5,930)
	41,444
Deferred income at 31 March 2024	41,444

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

8 STATEMENT OF FUNDS

	1 April 2023	Income	Expenditure	Transfers in/(out)	31 March 2024
	£	£	£	£	£
Unrestricted funds (capital)	91,941	-	(22,028)	1,500	71,413
Unrestricted funds (revenue)	449,075	640,861	(846,345)	101,380	344,971
Total unrestricted funds	541,016	640,861	(868,373)	102,880	416,384
Designated funds	476,500	-	(21,600)	(189,232)	265,668
Total general funds	1,017,516	640,861	(889,973)	(86,352)	682,052
Restricted funds (revenue)	458,709	947,131	(209,947)	(309,496)	886,397
Restricted funds (capital)	1,494,291	-	(271,018)	395,848	1,619,121
Total restricted funds	1,953,000	947,131	(480,965)	86,352	2,505,518
Total funds	2,970,516	1,587,992	(1,370,938)	-	3,187,570

Purpose of funds held

Unrestricted funds (capital)

These funds reflect the movement in the carrying values of the Charity's self-funded tangible fixed assets during the year. Resources expended correspond with the depreciation of each asset as charged to the Statement of Financial Activities.

Designated funds (revenue)

The designated funds are being held for future projects and development of our fleet of units, in particular in new locations £265,668 (2023: £375,000) and for the build of a new unit for Salisbury £nil (2023: £101,500). These funds have been transferred in from the unrestricted revenue funds. Transfers out occur when the funds are used for their designated purpose.

Restricted funds (revenue)

Funds are restricted depending on the intentions of the donor at the time of the gift, donations and grants, for example to units operating in certain geographical locations or towards a specific project.

The expenditure from the funds represents the operating costs of the units or nurse support vehicles in accordance with the wishes of the donor. Fleet operations staffing costs, where the donation allows, and a share of general overheads are also included as expenditure from these funds.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

8 STATEMENT OF FUNDS (continued)

Transfers in represent contributions from the Charity's general reserves to cover expenditure in excess of the funds available for a particular geographical location or project.

Transfers out represent the release of funds for the purposes of:

- Capital spend during the year to the relevant restricted capital fund;
- Salary expenses related to the unit back to the general fund – where the donations allow; and
- A share of general overheads based on the proportion of staff working in the unit Operations department.

Restricted funds (capital)

These funds reflect the movement in the asset carrying value of the Charity's donation funded units and nurse support vehicles during the year. Resources expended correspond with the depreciation of each asset. Transfers in represent the release of restricted revenue funds for the purposes of capital spend during the year.

The comparative data for the year ended 31 March 2023 is as follows:

	1 April 2022	Income	Expenditure	Transfers in/(out)	31 March 2023
	£	£	£	£	£
Unrestricted funds (capital)	105,144	-	(20,253)	7,050	91,941
Unrestricted funds (revenue)	516,511	746,343	(831,007)	17,228	449,075
Total unrestricted funds	621,655	746,343	(851,260)	24,278	541,016
Designated funds	526,500	-	-	(50,000)	476,500
Total general funds	1,148,155	746,343	(851,260)	(25,722)	1,017,516
Restricted funds (revenue)	634,460	250,868	(207,148)	(219,471)	458,709
Restricted funds (capital)	1,474,400	-	(225,302)	245,193	1,494,291
Total restricted funds	2,108,860	250,868	(432,450)	25,722	1,953,000
Total funds	3,257,015	997,211	(1,283,710)	-	2,970,516

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

9 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2024 £	Restricted funds (revenue) 2024 £	Restricted funds (capital) 2024 £	Total funds 2024 £
Tangible fixed assets	71,413	-	1,619,121	1,690,534
Current assets	704,935	911,526	-	1,616,461
Creditors due within one year	(94,296)	(25,129)	-	(119,425)
	682,052	886,397	1,619,121	3,187,570

	Unrestricted funds 2023 £	Restricted funds (revenue) 2023 £	Restricted funds (capital) 2023 £	Total funds 2023 £
Tangible fixed assets	91,941	-	1,494,291	1,586,232
Current assets	965,147	466,001	-	1,431,148
Creditors due within one year	(39,572)	(7,292)	-	(46,864)
	1,017,516	458,709	1,494,291	2,970,516

10 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 Restated £
Net income/(expenditure) (as per Statement of Financial Activities)	217,054	(286,499)
Adjustment for:		
Depreciation charges	239,719	210,515
Loss on disposal of fixed assets	7,944	6,781
Decrease in stock	-	665
Decrease in debtors	4,144	98,921
Increase/(Decrease) in creditors	72,561	(131,654)
	541,422	(101,271)

The 2023 figures have been restated to show the loss on disposal of fixed assets of £6,781 separately.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

11 ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£	£
Cash at bank and in hand	1,509,814	1,320,357

12 PENSION COMMITMENTS

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £17,984 (2023: £11,254). Contributions payable to the fund as at the balance sheet date were £2,986 (2023: £nil) and are included within other creditors.

13 OPERATING LEASE COMMITMENTS

The total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	2024	2023
	£	£
Amounts payable (vehicle leasing):		
Within one year	22,067	32,160
Between one and five years	28,037	34,622
	50,104	66,782
Amounts payable (property):		
Within one year	44,538	38,938
Between one and five years	91,200	135,738
	135,738	174,676
Amounts payable (CRM system):		
Within one year	6,021	5,705
Between one and five years	13,068	19,089
	19,089	24,794

During the year the Charity has expended £35,016 in vehicle leasing costs, £42,426 in property rental and £5,705 in CRM costs. All amounts in this note are stated including VAT which is partially recoverable.

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FOR THE YEAR ENDED 31 MARCH 2024

14 OTHER FINANCIAL COMMITMENTS

At 31 March 2024 the Charity had £794,674 (2023: £403,484) authorised but not contracted for financial commitments in relation to unit builds.

15 RELATED PARTY TRANSACTIONS

Total donations received from Trustees during the year, without conditions, were £3,674 (2023: £3,549) including donated services to the value of £nil (2023: £nil).

One (2023: two) Trustee is a Director of one (2023: two) company who received £3,264 (2023: £11,264) in respect of expenditure incurred during the year. SCG South West Limited, where Claire Maddox is a Director, were paid £3,264 (2023: £4,037) for telephone and broadband services and Equimedia Limited, where Louise Burgess is a Director, were paid £nil (2023: £7,227) for social media advertising.