



N&N

Norfolk & Norwich Hospitals Charity

Annual Report & Accounts

2020/21

Registered Charity no: 1048170

Annual Report 2020/21

Contents

2020/21 - Our year at a glance.....	2
Foreword from the Corporate Trustee	4
About the N&N Hospitals Charity.....	5
Key Priorities.....	6
Support for NHS Staff during Covid-19 pandemic.....	7
The Boudicca Breast Unit.....	8
Our Grants.....	9
What our supporters have achieved.....	14
Gifts in Wills	16
Financial Review	19
Trustee arrangements	22
Our staff and advisors	23
Risk Management	24
Fundraising Report	26
Related parties.....	26
Statement of the Trustee's responsibilities in respect of the Trustee's annual report and the financial statements	27
Independent auditor's report to the Trustee of Norfolk and Norwich Hospitals Charity	28
How to contact us	32
Statement of Financial Activities	33
Balance Sheet.....	34
Statement of Cash Flows.....	35
Notes to the accounts	36
1. Accounting Policies.....	36
2. Related party transactions	39
3. Income from donations and legacies.....	39
4. Income from investments	40
5. Analysis of other income	40
6. Role of volunteers	40
7. Analysis of charitable expenditure.....	41
8. Analysis of support costs and governance costs	41
9. Analysis of expenditure on raising funds.....	42
10. Trustee remuneration, benefits, and expenses	42
11. Analysis of staff costs	42
12. Auditor's remuneration	42
13. Intangible assets.....	43
14. Non-Current assets (WIP)	43
15. Analysis of gains/losses on investments	43
16. Fixed asset investments	43
17. Stock.....	44
18. Analysis of current debtors.....	44
19. Analysis of cash and cash equivalents	44
20. Analysis of liabilities	44
21. Analysis of charitable funds.....	45

Annual Report 2020/21

2020/21 - Our year at a glance

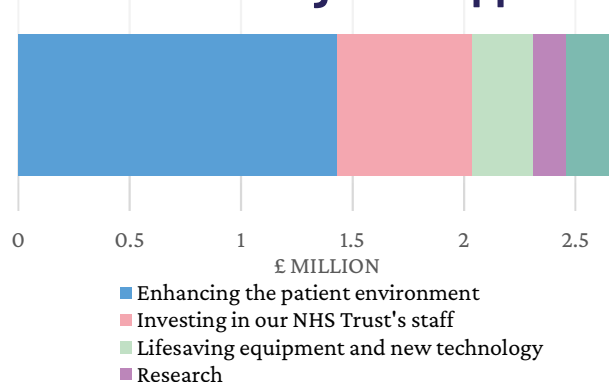
We have supported NHS staff and patients through the covid pandemic:



Distributing flowers & meals & toiletries & fridges & coffee & biscuits & toilet roll & kettles & masks & ipads & books & much, much more. All given by our incredible local community.

Thank you to everyone for your support

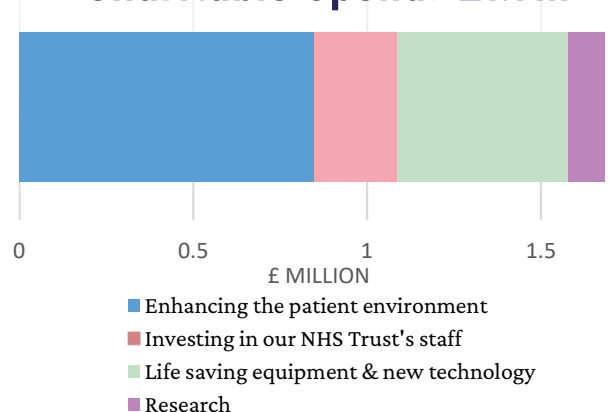
£2.7m new grants approved



For every £1 spent



Charitable Spend: £1.7m



Worked in partnership with:



Annual Report 2020/21

Our year at a glance. In 2020/21 we:



raised a total of £1.8m, thanks to our generous supporters



spent £1.7m to benefit patients



funded £185k of equipment for the new Norfolk Centre for Interventional Radiology



used Covid grants to support staff and patients



funded development of the Boudicca Breast Unit



approved £87k to support additional training for over 200 staff members



launched our first ever lottery



lit up the N&N for Christmas with the help of local businesses



agreed over £170k for staff rest areas



helped our local community provide support for our amazing NHS staff



awarded grants of £151k for new research projects



saw the Charity-funded Mobile Cancer Care Unit, in use in the community

Our support for our local hospitals is only possible thanks to our incredibly generous supporters. To everyone who has helped us, we say a huge 'THANK YOU' – from the charity and from our NHS Trust.

Annual Report 2020/21

Foreword from the Corporate Trustee

Welcome to the 2020/21 Annual Report and Accounts for the N&N Hospitals Charity.

We are absolutely delighted that, despite the circumstances that have made this past year so exceptionally difficult for everyone, the Norfolk & Norwich Hospitals Charity has been able to continue making a positive difference for our hospitals' patients and staff. Throughout this report you will see inspirational examples of the use of charitable funds and the positive impact that they have made.

This past year has seen the Charity allocate £2.7m of grant funding to support better care and services for patients, including:

- £400,000 for the next phase in development of the Boudicca Breast Unit
- Over £170,000 for new and improved staff rest areas
- £340,000 to provide a new café building at Cromer Hospital, alongside development of the North Norfolk Macmillan Cancer Centre.

Despite the challenging times, due to the generosity of our donors and supporters, in total we were able to provide:

- £1.4million to enhance the environment and facilities for patients
- £600,000 as an investment in the development and wellbeing of our NHS Trust's staff
- £300,000 for equipment and new technology for the treatment and care of patients
- £151,000 on new research projects

This is a very significant achievement and we thank everyone who has supported us and who continues to do so. Throughout the pandemic and national lockdowns we have seen and felt real support from our local community, businesses, patients and public. It has been very much appreciated.

The Covid challenges have meant that our small charity team has had to work very differently. Unable to carry out face-to-face fundraising events or meet supporters at our hospitals, the past year saw them switch to receiving and distributing the incredible influx of gifts in kind. Flowers, food, toiletries and fridges are just some tangible examples of the generosity and care shown to the staff and patients of our hospitals. It has been humbling to witness and experience. Thank you to everyone who has donated and offered support.

We are continuing to nurture and grow our Charity, so that we can achieve more to benefit our patients. The Trust is now planning for celebrations in 2022 to mark the 250th anniversary of the opening of the original Norfolk & Norwich Hospital. We look forward to strengthening relationships with our local communities whose determined predecessors made the hospital a reality in 1772.

Thank you once again for supporting the extras that we provide for our NHS hospitals.



John-Paul Garside
Charity Director



Joanna Hannam
Chair of the Charitable Funds Committee

Annual Report 2020/21

About the N&N Hospitals Charity

The Norfolk and Norwich Hospitals Charity (referred to in this report as “the Charity”) is registered with the Charity Commission (registration number 1048170). By securing donations, legacies and sponsorship, the Charity provides support for additional equipment and projects above and beyond what is available through normal NHS funding. In this way we make a real difference for patients, families and staff and support the Trust to achieve its vision of providing every patient with the care we want for those we love the most.

Our charitable objectives

The Objects of the Charity specify:

‘The trustees shall hold the trust fund upon trust to apply the income, and at their discretion, so far as may be permissible, the capital, for any charitable purpose or purposes relating to the National Health Service’

In accordance with these Objects the Charity:

- funds new and additional services where the NHS has no obligation to do so;
- enhances services above the level provided by statutory funds; and
- supports innovative services and research, pump-priming new initiatives and supplementing other funding sources.

Our mission

By raising new funds, and with careful management of our existing assets, the Charity provides a public benefit by making grants to support relevant research, staff education and enhanced services to patients.

Grants are made in accordance with charity law. In making grants, we endeavour to reflect the wishes of patients and staff by directing funds towards areas they tell us are most in need. When considering where to focus our support, our corporate trustee’s board and, the members of the Charitable Funds Committee have regard to the Charity Commission’s guidance on public benefit. During the year 2020/21, 428 grant applications totalling £2.7m were approved by the Charity, and grant expenditure totalling £1.7m was made. As a consequence of the Covid-19 pandemic £4.6m of existing funding commitments have been rolled forward to future years. These will be completed as services return to ‘normal’.

Our hospitals

The **Norfolk & Norwich University Hospital** (N&N) is a 1200 bed teaching hospital offering a range of specialist and tertiary services and state-of-the-art facilities. It works closely with the University of East Anglia to train health professionals and undertake clinical research. On its original city-centre site, the Hospital was opened in 1772, funded through charitable subscription. In 2022 the Hospital will therefore celebrate its 250th anniversary.

The **Jenny Lind Children’s Hospital** is part of the Norfolk & Norwich University Hospital and is focussed on services for children and young people. First established in 1854, the Jenny Lind is one of the longest established children’s hospitals in the country. Its creation was funded by the proceeds of fundraising concerts held in Norwich by the international soprano Jenny Lind.

The **Cromer and District Hospital** serves the population of North Norfolk and beyond, with many outreach services provided from Norwich-based clinical teams. The Hospital provides a Minor Injuries Unit and a wide range of outpatient and day-case services, including surgery and chemotherapy. The Hospital was rebuilt in 2012 using charitable funds including extremely generous legacy donations. An extension to the Hospital is currently under construction, again funded by charitable funds.

Annual Report 2020/21

Key Priorities

2020/21 saw the Charity team change from their usual plans and priorities of raising funds and administering grants, to co-ordinating an overwhelming level of gift-in-kind donations and ensuring their distribution appropriately across the Trust, so that NHS staff were receiving the maximum support available.

Creation of additional and improved staff rest areas has become a priority over the last year, and having created some successful schemes already, the Charity is continuing to work with the Trust's Estates Team to develop further areas outside on the N&N site.

Work is continuing on raising the profile of the Charity, both within the Trust and in the wider community. There is now a dedicated Charity Hub, situated in the East Atrium at the Norfolk and Norwich Hospital. The Charity has put in place strategic plans for communications and for legacies, and the work carried out so far has included the creation of a quarterly newsletter which is sent out to our supporters, as well as updates to our website.

Cromer Hospital has seen the completion of the North Norfolk Macmillan Centre, partly funded by our £1.8m grant. To provide additional relaxation space for the increase in staff, patients and visitors resulting from the new service, the Charity is adding a new café building at the front of the hospital. The café will be run on behalf of the Charity, and we expect to see it open by January 2022, with an exciting menu of food on offer.

The Charity will also be putting in place additional catering provision at the Norfolk and Norwich Hospital site, with a mobile, takeaway catering unit, that we hope will provide an income stream for the Charity, as well as more flexible catering for staff and patients, which we believe will be important as we move on from the pandemic.

The Charity has committed to raising £2m towards a new elective Orthopaedic Surgical Centre for the Norfolk and Norwich Hospital, and with £1m already in place, has launched an appeal for the remaining £1m funding. This will form part of the N&N's 250th anniversary in 2022, and provide a lasting legacy from the celebrations. Further appeals are in development and will be announced soon.

If you would like to help us by raising funds for the Charity, then please visit nnhospitalscharity.org.uk or contact our fundraising team at fundraising@nnuh.nhs.uk, or on 01603 287107.



Annual Report 2020/21

Support for NHS Staff during Covid-19 pandemic

During 2020/21, with the ongoing Covid-19 pandemic, the Charity Team have focussed on maximising support for the



Trust's staff. Our Norfolk community has shown overwhelming support for their local hospitals and NHS staff, and the Trust has received an unprecedented level of gift-in-kind donations – from toiletries to flowers to meals to visits from farm shops.

With no possibility of carrying out face-to-face fundraising, the Charity Team stepped into action to ensure that all donated items were distributed across the Trust. The Charity's Fundraising Team, based at the Norfolk & Norwich Hospital site, focused on distributing the donated items to staff, while the Grants Team, based at Rouen Road dealt with the steady in-flow of parcels for purchases from our Amazon wishlist and donations dropped off in the City Centre.



Once the immediate support of Trust staff had been put in place, the Charity considered how it could use available funding to provide longer-term support. The most appropriate way was agreed to be improved and additional rest areas for staff.

Using Covid grants from NHS Charities Together, alongside funds donated by the local community, the Charity has been able to work with the Trust's Capital and



Estates Team to create a new staff rest area in one of the courtyards leading from the N&N Hospital's 'Main Street'. It has also provided a much-improved space outside



the Benjamin Gooch Lecture Theatre, along with a dedicated staff kitchen area. Additional picnic benches to provide external seating for staff have

been installed, and the Charity's Grants Team is working on a further project with the Hospital's Environmental Arts Co-ordinator to provide more space for staff to sit and take a break outside.



There has been incredible support shown to our Trust staff by the local community. On behalf of us all, we would like to say:

THANK YOU

Annual Report 2020/21

The Boudicca Breast Unit

Thanks to a huge number of supporters, the Boudicca Breast Cancer Appeal has already funded the equipment needed to enable patients to receive clinical consultation, diagnostic tests and imaging assessment all on the same day at their initial clinic appointment.

The next phase – creation of a dedicated waiting area is already in progress, with building work underway, artwork commissioned, and furniture on order. We hope that the unit, shown in the architect's impression below, will provide a more calming, comforting environment than the typical hospital waiting room.



The Boudicca Appeal continues, with the next phase to take place consisting of creation and upgrade to counselling and consultation rooms. Once all of the room upgrades are completed, we will be continuing with the Boudicca Appeal on a permanent basis, to enable medical staff to provide state-of-the art care for local breast unit patients on an ongoing basis.

This development has been made possible by the incredible fundraising efforts of local businesses, community groups and individuals, and we thank each and every person who has supported this Appeal. Your continued support will help us to complete work on the Unit and help with ongoing care for patients.



Please visit our website for further information on our plans for the unit, and to help us do more for patients:
www.nnhospitalscharity.org.uk

Annual Report 2020/21

Our Grants

This year our charitable expenditure of £1.7m has supported many projects designed to enhance patient care. The following pages highlight some of the new projects we have agreed to fund, as well as examples of the various ways in which charitable grants have already improved the hospital experience for patients, funded new and better equipment, and supported research, and staff education. Some of our grants are for millions of pounds, whereas others are for much smaller sums – donations of all sizes can make a real difference:

Supporting cutting-edge surgical procedures



£1,000,000



Life-saving equipment & new technology



2020



In 2020 the Charity agreed to provide £1m funding towards a new surgical robot at the Norfolk and Norwich University Hospital, helping to deliver more cutting-edge treatments to improve patient care. More patients are now able to receive minimally invasive surgery, with improved recovery times.

Consultant Tim Duncan and the Gynaecology Cancer team have the new robot to perform laparoscopic (key-hole) surgery. In order to perform the first surgery, the team were assisted by nurses from

Urology, who already have significant experience of robotic surgery.

Tim Duncan said: ***“With improved post-operative outcomes. Robotic surgery represents advancement in this form of surgery, allowing increasingly complex procedures to be performed. Thanks to the robot, operating times can be reduced from five to three hours and patients will be in less pain when they are recovering.*”**

“There are plans to extend the number of surgeons in our department who are trained to use the robot. This will mean we can deliver the advantages of robotic surgery to a wider group of patients, in particular those with endometrial cancer.”

Supporting healthcare research to make improvements for NHS patients



£150,000



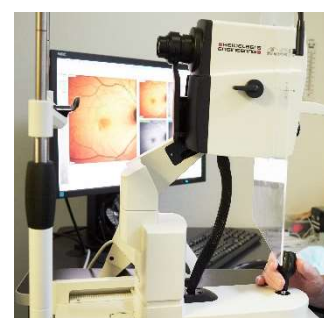
Research



2020/21

During 2020/21 the Charity has agreed funding for a range of research projects, that it is hoped will make improvements for NHS patients. These include:

- £10,000 for a research project on the treatment of retinal detachment;
- £50,000 to fund a research fellow for Cardiology;
- £80,000 to fund research capability relating to infectious diseases;
- £10,000 to fund a melanoma database;



Annual Report 2020/21

Supporting patients during the pandemic



£115,000



Patients and their families



2019



The Volunteer Driver Scheme completed its first full year of operation in February 2021. Despite a series of disruptions and challenges posed by the global pandemic, the scheme has delivered on its original objective to help patients without alternative methods of transport get home from hospital safely and securely. It has also demonstrated innovation and flexibility in developing additional services during times of lockdown, providing the hospital with cost-effective support for key activities.

286 referrals were received and assessed, and 227 patients were transported home – 60 to North Norfolk, 32 to East Norfolk, 55 to South Norfolk, 33 to West Norfolk and 104 across Norwich. As you can see, the Volunteer Driver team have travelled the length and the breadth of the region, helping patients get home from hospital.

In March 2020, when the first national lockdown commenced, the Volunteer Driver Scheme was approached to support the delivery of pharmacy medications to patients shielding across Norfolk and Waveney. This support is still ongoing and so far 2474 pharmacy medications have been delivered across the region.

During the first lockdown the Weybourne Day Unit moved their chemotherapy service to the Norwich Spire Hospital so that patient treatments could continue. The Pharmacy team approached the Volunteer Driver Scheme for their help to transport chemotherapy treatments. The Charity was offered the use of a Mini by Chatsbrook Finance Ltd, and this vehicle was used by the volunteer team to transport the treatments between the two hospitals. Between 14 April and 28 August 2020 597 deliveries were made from the Norfolk & Norwich University Hospital to Weybourne @ Spire Hospital, covering 2169 miles, and ensuring that 60 patients per day were able to continue their treatment.



We congratulate the Voluntary Services Team for the difference this scheme has made for patients, and extend our sincere thanks to the Chatsbrook Finance team for their generosity in allowing us to use their car during the pandemic.

If you are interested in volunteering for the Norfolk & Norwich University Hospitals NHS Foundation Trust please visit the Trust's website at www.nnuh.nhs.uk/getting-involved/volunteer-with-us

Annual Report 2020/21

Improving the life-chances for babies



£171,000



Life-saving equipment & new technology



2020

In 2020/21 funding in the amount of £171,108 was agreed from NICU charitable funds, and from the Charity's general funds to purchase equipment for the Neonatal Intensive Care Unit (NICU), the Delivery Suite and for the Community Midwifery team, to help improve outcomes for babies.

Remote monitoring devices were purchased for the Delivery Suite, to allow women in labour freedom of movement while monitoring continues.



Portable ultrasound scanners were purchased for the community midwifery team, to enable confirmation of fetal presentation at home, avoiding the need to travel to hospital.

The NICU team have reported that our grant funding allowed them to purchase highly accurate monitoring equipment to be used on post-natal and transitional care babies. This allows prompt and accurate assessment of vital observations without the need to separate mums and babies. This promotes bonding and attachment and reduces parental anxiety. Having the equipment has reduced the number of babies needing transfer to NICU and has promoted early identification of subtle or developing issues.

Improving the environment in the Emergency Department for families coping with loss



£7,000



Patients and their families



2019



The Charity aims to make improvements to the hospital environment where it will have the most impact for patients and their families.

The Emergency Department team and the Hospital's Environmental Arts Co-ordinator approached the Charity in 2019, to see whether we could help improve the bereaved relatives room, which had been described as 'gloomy' and 'dim'.

We were able to provide £7,000 in funding from our General Funds, and while we know that nothing can make receiving bad news 'better', we hope that the new room provides a kinder and more supportive environment for anyone dealing with loss, while in the N&N Emergency Department.

Annual Report 2020/21

Improving the hospital environment



£33,000



Patients and their families



2019

The Charity was asked to provide funding for better furniture for the Trust's Pain Management Clinic, based at Adelaide Street Health Centre. A budget of £33k was agreed and working with the Hospital Environmental Arts Team a consultation exercise with staff and patients resulted in a comprehensive scheme.



It was delightful to receive this feedback on the impact of the grant:

“On behalf of the Pain Management Service, based at Adelaide Street Health Centre, please can I extend a huge thank you to the NNUH Charities Fund, for our new furniture which has been delivered today.

Pain Management has been based off site since it was established upwards of 25 years ago; firstly at the Old West Norwich, latterly at Norwich Community Hospital and more recently at Adelaide Street.

The new furniture has given the whole team a real sense of pride, and we are really looking forward to welcoming patients back into the clinic once the situation allows.”



Did you know....

that nearly 1 in 2 of our grants for improving patient care are thanks to gifts in wills?

Annual Report 2020/21

Providing additional facilities at Cromer Hospital



£340k



Patients and their families



2021

We are very pleased to report that we have agreed funding to provide a new charity café facility at Cromer Hospital. The café will be situated in a new extension to the front of the main building, and will offer a larger space to accommodate the increased number of patients, visitors and staff expected as a result of the new North Norfolk Macmillan Centre.



The new café is expected to be built by the end of Autumn 2021, and will be open by the middle of December. It will be run on behalf of the Norfolk & Norwich Hospitals Charity, and we hope that it will help us to provide additional funds to enable further improvements at Cromer Hospital.

Weddings made possible for patients facing end-of-life care



£160



Patients and their families



2021

The chaplaincy team at the Norfolk and Norwich University Hospital has used grant funding to fill boxes with items to support a wedding at the hospital at short notice for patients who are receiving end-of-life treatment who wish to marry their partners but are unable to attend a registry office.

The items include decorations to transform the patient's room, flowers, confetti, bunting, tea lights and keepsakes for the patient and new spouse.



Adrian Woodbridge, Head of Spiritual Care said of the services in hospital:

“It is a real mixture of joy and celebration and a reflection of what the occasion symbolises. It’s a celebration of the couple’s love and commitment to each other and the staff really help lift the spirits, decorating the patient’s room and making a huge effort to create special memories. Due to the nature of the weddings, they are often at short notice. We support around four each year and these boxes make it easier for teams to create something special when time is limited.”

Annual Report 2020/21

What our supporters have achieved

The support for our Charity continues to grow with patients, friends, family, staff, and the local community making donations and organising and taking part in events. Here are just some of the highlights of the year but we know there are many more unsung heroes, and we thank you all for your support.

James Barham raises almost £30,000 during leukaemia treatment

James Barham faced both the happiest and hardest of times in the space of a few weeks last year.

On April 2 his first child, Charlie, was born but just four weeks later, James blacked out and was taken to the N&N for blood tests and a bone marrow biopsy. Within minutes of leaving the hospital, James received a call from medical staff with the news he had aggressive blood cancer, acute myeloid leukaemia, and was to return the next day to start chemotherapy.

Despite the gruelling treatment, James spent his time on Mulbarton ward leading a fundraising campaign to thank staff for their amazing care and support. His campaign proved to be an inspiration to almost 1,000 people across the world who made a donation, raising almost £30,000 for the cancer teams at the N&N.

One year on, James returned to meet Mulbarton Ward Sister Kirsty Lewis and Head of Radiotherapy Mark Gilham to plan where the money will be spent.

James said: ***“I couldn’t be happier with the decision that we’ve made and look forward to seeing the results.”***

We are so grateful to everything James has done to raise money for the cancer teams here at the N&N and we know the money he has raised will directly benefit patients for many years to come.



TikTok videos are sweet gift to charity



Reece Durrant, Cytology Biomedical Support Worker raised £210 for the hospital charity following the sales of festive fudge sold to colleagues and friends and the community.

The former assistant manager at a bakery, used his previous baking knowledge to raise the money, with the support of Pure Gym in Aylsham Road, ASDA Hellesdon, Tesco in Aylsham Road, Morrisons in Dereham, who all donated ingredients.

Annual Report 2020/21

Simon's fundraising walk for hospital charity in exoskeleton suit



A Norfolk man, who became the first paralysed man to walk the London Marathon, took part in a new challenge in February this year, raising almost £14,000 for our charity.

Simon Kindleysides, 35, from Blofield, set himself a goal to walk four miles every day of February wearing a specially-made exoskeleton suit.

The batteries in his suit will allow Simon to travel four miles before they need recharging and each four-mile leg will take him three-and-a-half hours to complete.

He said at the time: ***"I was sitting at home doing nothing and I just wanted to do something to support the NHS and in particular, the teams at the NNUH, and I will be walking various four-mile routes through Norwich during the month."***

"This lockdown is driving everyone crazy, mentally and physically so I wanted to push myself again."

During wet weather, Simon called on members of his bubble to accompany him with an umbrella.

Simon was a dancer and a restaurant manager but in 2013 was diagnosed with a brain tumour and functional neurological disorder that left him paralysed from the waist down.

Simon's challenge, which involved 8,000 steps each day and a total of 224,000 across the month, received national and international media coverage. In June he was named Volunteer Fundraiser of the Year at the Chartered Institute of Fundraising (East Anglia) Awards.

Paige bakes up a charity treat



Talented young baker Paige has been raising money for the Jenny Lind Children's Hospital by baking and selling her fantastic cakes.

The eight-year-old has already raised more than £400 for the hospital where she has been treated for the past two years for Juvenile Idiopathic Arthritis.

We think Paige is wonderful and her cakes are amazing. Her fundraising is delicious practice before she applies to enter the Junior Great British Bake Off next year, when she turns nine. The money she is raising will make a huge difference for our youngest patients in the hospital where work is continuing to create a £6.5m dedicated theatre complex.



Annual Report 2020/21

Head shave raises £3,000 for Boudicca Appeal



Senior Operating Department Practitioner Kate Didwell and Operating Department Practitioner Hannah Hembry-Pearson took part in an April Fool's Day head shave, raising £3,000 for the Boudicca Breast Cancer Appeal.

Kate and Hannah work in the plastic reconstructive theatres where their work supports reconstructive procedures for patients following breast cancer.

Hannah said: "We wanted to recognise our patients' bravery and recovery by fundraising and doing something for the greater good – it is not only inspiring ourselves but also those we work with."



Tribute to fundraiser Brian Garrad



This year we sadly lost one of our oldest fundraisers, Brian Garrad, who raised almost £4,000 during the first national Covid lockdown, back in Spring 2020.

The 97-year-old Army veteran, who served with the 120th Light Anti-Aircraft Regiment during the Second World War, had been due to take part in VE Day celebrations at Buckingham Palace before they were cancelled as a result of the Covid-19 pandemic.

The three-day celebration should have seen a parade through the capital, a flyover, afternoon tea at the Palace, followed by dinner with the Queen and other members of the Royal Family.

However, instead, Mr Garrad took on his own challenge, walking around his garden in a bid to cover 10 miles in a month – 70 laps. Despite, having COPD, Mr Garrad celebrated VE Day doing more laps with his family and taking part in their own mini-parade.

The Charity Team were deeply saddened to hear that Mr Garrad had passed away, saying that "He was a true inspiration to us all and we have such lovely memories of his fundraising efforts and his fantastic VE Day celebrations at home. The money he raised is making a huge difference to our hospital and our thoughts are with all his family and friends."

THANK YOU

**for all the support you have given to us
and to our Trust's NHS staff**

Annual Report 2020/21

Gifts in Wills

Legacy gifts can have a huge impact, funding the latest medical equipment, providing staff development opportunities, creating welcoming environments and funding pioneering research.

Projects funded by legacies recently include:

- ❖ staffing costs for three years for a mobile cancer care unit taking cancer treatment closer to home for patients across the region;
- ❖ developing the cancer centre at Cromer Hospital;
- ❖ providing £1m for a new surgical robot;
- ❖ creation of the Boudicca Breast Unit at the Norfolk & Norwich Hospital

Our legacies in 2020-21 ranged from £250 to more than £100,000 and allowed us to provide funding where it is needed most. Some were cash gifts while others were a portion of the remaining estate, after family and friends had been taken care of.

Every gift, large or small, makes a real, lasting difference for local patients.



A recent legacy came from Florence Bradley (known as Babs), who moved to Norfolk in 1986 and grew to love the county.

Florence's nephew told us she was an *'amazing lady'*, who had done many jobs, from being a nanny at 14 to working in a sewing factory, working in a Co-op and managing a hairdressers. She loved people and would talk to anyone. At 91 Florence was still catching the bus into Great Yarmouth, until she fell and broke her hip. Sadly, she passed away in April 2020.



Florence's decision to leave the residue of her estate to two hospitals in the county she loved has made her family very proud. In their words, *'It could not have been a better choice'*.



Did you know....

over the past four years, one in two of the projects funded by the N&N Hospitals Charity were made possible by a gift in a will?

Breast Cancer legacy

We were also fortunate to receive notification of a legacy gift from Bernice Clarke, and were privileged to be told her story by her friend Christine.

Bernice and her husband, Stan, moved to Norfolk and ran the village post office in Horning for many years. Bernice was diagnosed with breast cancer around the same time that her husband Stan was diagnosed with Alzheimer's, and despite the cancer and its treatment, she was able to look after him at home until he died in 2000.

Annual Report 2020/21

Christine has described Bernice as a *‘very independent lady with a wicked sense of humour’*, who looked after people’s dogs, cats and even parrots, as she was lovely with animals. She did meals on wheels and offered lifts to anyone wanting to get to medical appointments etc., until she had to give up driving due to her health.

Bernice passed away in December 2020, and asked for her legacy to go to the Breast Unit at the Norfolk & Norwich Hospital. It will be used to complete the works being undertaken as part of our Boudicca Breast Cancer Appeal, so that Bernice’s legacy provides improvements for other patients for many years into the future.

A family decision to leave gifts in wills

We recently had the privilege to receive a legacy gift from Nicholas Fuller, known to family and friends as Nick.

Nick was diagnosed with muscular dystrophy at a very young age, and his condition developed as he got older. Nick’s parents were initially told that his lifespan would be around 35 years. He was 54 when he passed away, and had enjoyed his life to the full, making visits around the world with his parents, and making friends wherever he went.



Nick’s father, George, describes him as an **‘amazing young man, in that he never let his disability affect his approach to life. Always with a smile on his face, loved and respected by everyone who knew him.’** Nick became wheelchair dependant at the age of 38, but continued with his passionate support for Manchester United Football Club, travelling to Manchester for 12 home games each season.

Nick worked for the Ministry of Defence, after leaving school at 16, and served in Germany at the same time as his father George was there serving in the Royal Air Force. On their return to the UK Nick was stationed at an RAF base in Cambridgeshire until he passed away in 2020.

When the family moved to Norfolk in 2003, the Norfolk & Norwich University Hospital was where Nick was monitored by consultants from various departments. Nick’s father cannot speak highly enough of those consultants, with one in particular forming a special bond with the family.

George was diagnosed with a form of cancer in 2017, and when the family decided to update their wills in 2019, they asked for legacy gifts to the Norfolk & Norwich Hospitals Charity to be included, as a way of saying thank you for the treatment they have received.

Nick’s family are very proud of their son, and we are privileged to have heard his story, and to be able to help create a lasting legacy from the gift he has given in his will. We thank the family for their generosity.

For more information about leaving a legacy to your local hospitals, to benefit your friends, neighbours and the local community please contact legacy@nnuh.nhs.uk.

Annual Report 2020/21

Financial Review

The following key figures are taken from the 2020/21 Accounts, which carry an 'unqualified audit' report:

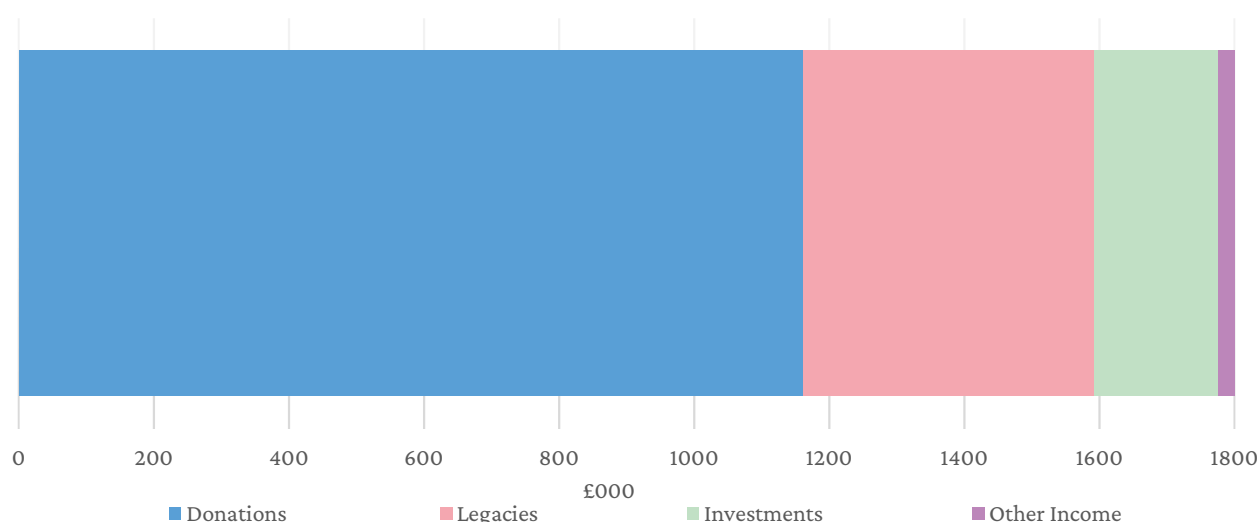
Funds received in the year (£1.8m)

Donations received (£1,162k)

The Charity was privileged to benefit from the huge outpouring of support for the NHS, with donated income totalling £1,162k (£796k in the previous year). This includes £421k received in grant funding, primarily from the NHS Charities Together Covid Emergency Appeal, and £695k from donations made by our local community, including gifts of meals, flowers, toiletries, white goods, etc for our NHS Trust staff.

Legacy donations (£430k)

A gift in a will really is an investment in the future of our charity, and we are fortunate to be supported in this way by so many people each year. Income from legacies is expected to vary from year to year but it continues to make an important contribution to the Charity with £430k received in 2020/21 (£292k in 2019/20).



Investment income (£185k)

Through application of a formal Investment Policy, this year the Charity used its funds to generate a further £185k of investment income (£243k in 2019/20). This was achieved in the form of dividends and bank interest. The Investment Policy and performance are regularly monitored by the Corporate Trustee through its Charitable Funds Committee.

Other income (Total £24k)

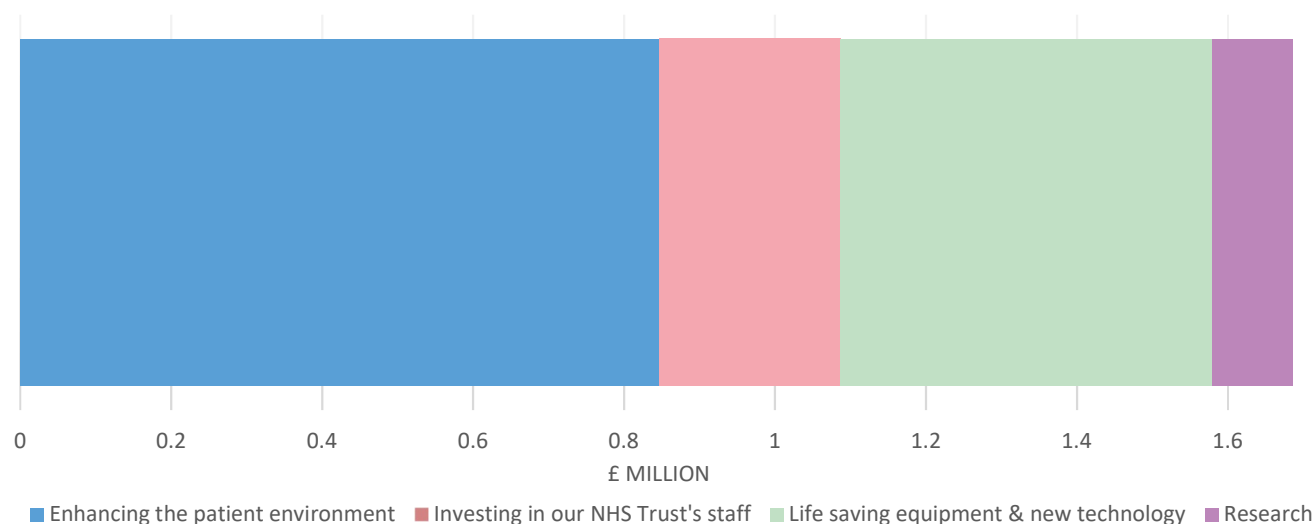
Departments within the Trust were not able to run the many courses and conferences they usually would, due to the pandemic. Additionally, the Charity was not able to hold face to face fundraising events (2019/20: £132k)

Annual Report 2020/21

Money spent in the year (£1.8m)

Expenditure on Charitable Activities (£1.7m)

The expenditure for the year on charitable activities was £1.7m (£3.2m in the previous year). The breakdown of expenditure on the Charity's four key areas of focus in 2020/21 is shown below:



Examples of expenditure and funding committed for expenditure include:

- £50k to fund 1 year's salary for a Cardiology Research Fellow;
- £2k to purchase a bariatric reclining chair for the Weybourne Day Unit;
- £8k to fund an upgrade to an existing cardiac ultrasound machine
- £35k to fund an Augmented Reality system for use in 3D modelling for research, training and treatment;
- £68k to purchase additional remote CTG monitoring devices for the Delivery Suite;
- £100k to purchase additional ultrasound scanners for the community midwifery team.

Expenditure on Raising Funds (£127k)

Expenditure on raising funds includes the cost of fundraising staff as well as promotional material, the purchase of leaflets, donation boxes and envelopes. The Charity's aim is to keep fundraising costs as low as possible whilst appropriately promoting the Charity and its work. In this way our supporters can be confident that the maximum possible portion of their donation is being spent on charitable activities. For 2020/21 expenditure on raising funds equated to 7p for each £1 spent, compared to 93p on charitable activities. Whilst the amount spent on fundraising is expected to increase over the next few years, as the Charity grows, our intention is to keep it as low as possible, maximising funds available for supporting the Trust.

Annual Report 2020/21

Fund balance (£11.7m) and reserves

The Corporate Trustee has set a minimum reserve level of £0.5m in unrestricted funds, to ensure that ongoing costs for running the Charity can be met, as well as providing a buffer for fluctuations in the value of investments.

At 31 March 2021, the total funds of the Charity amounted to £11.7m (£10.0m at the end of 2019/20). Of these:

- £0.5m was held in restricted funds for use in the Jenny Lind Children's Hospital, at Cromer Hospital and to support NHS staff. £0.4m has been committed for expenditure from these funds;
- £9.0m was held in unrestricted (designated) funds where money has been donated for particular purposes, but no binding trust has been created. We aim to follow donor's wishes on the focus of expenditure when it is practicable to do so. £3.8m has been committed for expenditure from these funds;
- £2.1m in unrestricted general funds. (£0.6m in 2019/20). £0.4m has been committed for expenditure from these funds.

The Charity's Head of Grants works with individual fund advisers to plan expenditure of funds. In addition, the Charity has established a series of strategic plans for expenditure of the Charity's funds in the years ahead, aimed at maximising beneficial impact and promoting sustainability of the charity. The timing of major expenditure is under the control of the Corporate Trustee (and Charitable Funds Committee under delegated authority).

At the end of 2020/21, £0.4m of unrestricted funds had been agreed for future projects. The total amount of funding agreed for future expenditure from all funds is £4.6m.

As a result of the recovery of investment values during 2020/21, the Charity had free reserves of £1.7m at the end of March 2021.

Investment policy and performance

The Charity has a formal Investment Policy and Investment Mandate, approved and overseen by its Charitable Funds Committee. The objective of this Policy is to ensure that there is a diversified portfolio of investments (thereby spreading exposure to risk) with an intention to maximise financial return to the Charity within a 'medium risk' investment profile.

At the end of 2020/21, £9.6m of the Charity's funds were invested in the diversified portfolio of investments, managed by Barratt & Cooke stockbrokers regulated by the Financial Conduct Authority. In 2020/21, the administration charge for management of the Charity's investments was £876 (2019/20: £900).

During the year, there was a net gain of £1.7m on investments (£0.6m loss in 2019/20). This was made up of a realised gain of £44k from disposal of investments (loss of £31k in 2019/20), and an unrealised gain of £1,678k on the investment portfolio held at the year-end (loss of £608k in 2019/20).

The Charity uses professional and regulated investment services to manage its investment portfolio. Investment performance is kept under review by the Charity Team and Charitable Funds Committee, and the Investment Manager meets with the Committee on an annual basis to discuss performance and strategy. Barratt and Cooke were reappointed in 2019/20 to provide Investment Manager services to the Charity for the period to 2022.

Annual Report 2020/21

Trustee arrangements

The Norfolk and Norwich University Hospitals NHS Foundation Trust (the Trust) is the sole corporate trustee of the Charity and the Trust's Board of Directors is tasked with exercising all powers and duties of the Trust, including the responsibility of corporate trustee. Membership of the Board of Directors is detailed in the Trust's Annual Report and Accounts and on its website (www.nnuh.nhs.uk).

The Trust Audit Committee and Trust Board have considered whether the Charity accounts should be consolidated with those of the Trust. Whilst the Charity may be considered to be 'under the control' of the Trust Board, it is not considered to be financially material to the Trust and the accounts are therefore not consolidated.

The Board has established a Charitable Funds Committee with formal Terms of Reference which are reviewed and updated on a regular basis. The purpose of the Committee is to:

- provide assurance oversight of the management of the Charity;
- oversee investment of the Charity's assets;
- assist the Board in meeting its responsibilities as Corporate Trustee;
- support the Corporate Trustee in strategic overview of the Charity.

During 2020/21, the members of the Charitable Funds Committee were:

Joanna Hannam	Non-Executive Director and Chair of Committee
John Paul Garside	Board Secretary - Executive Lead for the Charity
Sam Higginson	NNUHFT Chief Executive
Roy Clarke	NNUHFT Chief Finance Officer
Simon Hackwell	NNUHFT Director of Strategy
Julian Foster	Non-Executive Director
Tom Spinks	Non-Executive Director

The Charitable Funds Committee has been active on behalf of the Corporate Trustee in overseeing and encouraging development of the Charity during 2020/21. This has involved strengthening the governance and management arrangements for the Charity and enhancing its forward planning. Work undertaken by the Committee during the year has included:

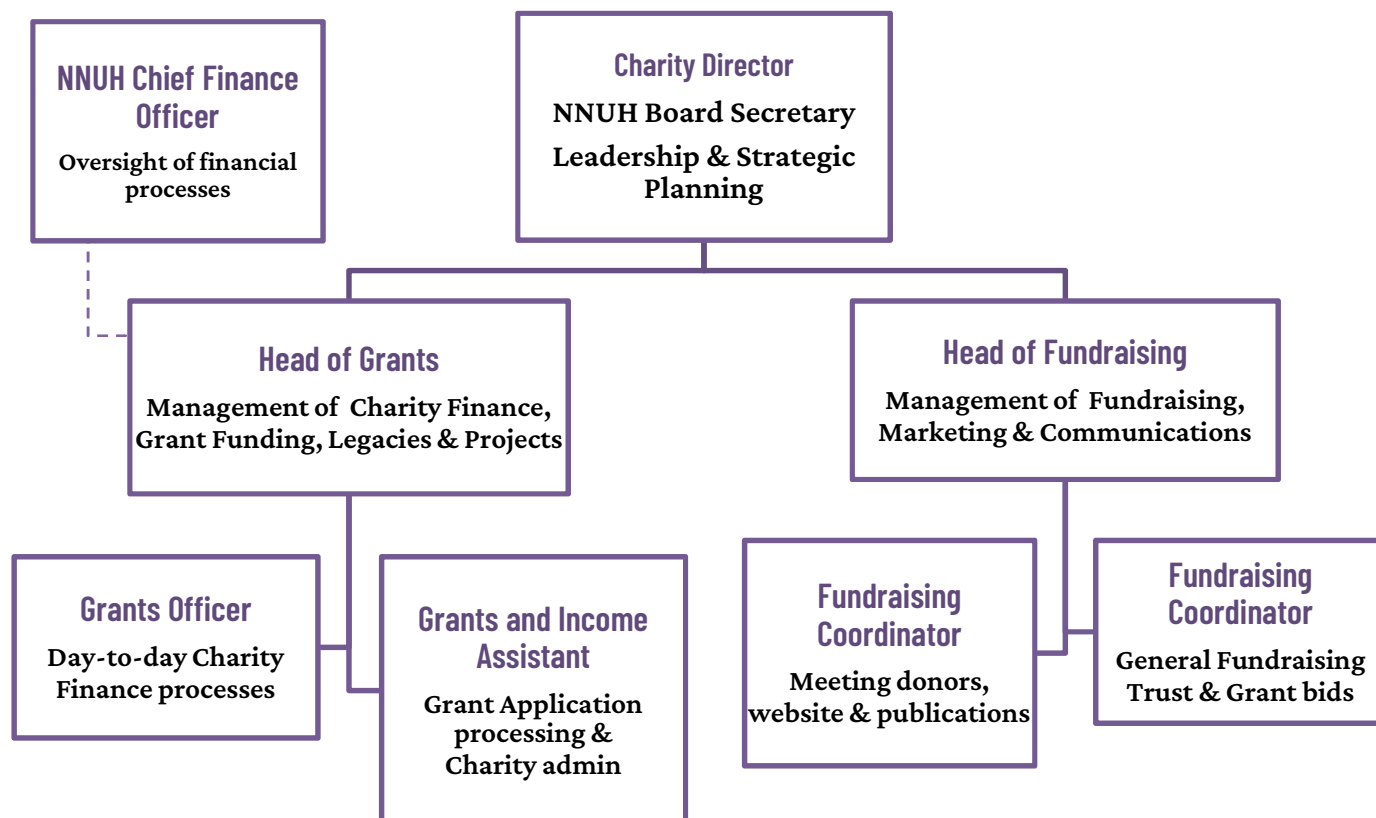
- reviewing and approving the Charity Investment Policy to ensure that there is appropriate diversification of investments and balance between investment return, ethical considerations and mitigation of investment risks;
- overseeing development of plans for major projects such as provision of a new café building and service at Cromer Hospital;
- developing and implementing the charity's Communication and Legacy strategies;
- establishing additional income streams, including the launch of the charity's fundraising lottery;
- working with clinical and managerial teams to identify funding priorities and expenditure plans including funding for staff rest areas and additional clinical equipment and facilities for the Jenny Lind Children's Hospital

In accordance with the scheme of delegation and standing financial instructions, the Trust Board delegates responsibility for the day to day management of the N&N Hospitals Charity to the Trust's Chief Executive and Executive lead for Charitable Funds.

Annual Report 2020/21

Our staff and advisors

Executive oversight of the Charity is undertaken by John Paul Garside, Board Secretary and General Counsel for the Trust. Management and operation of the Charity is carried out by:



Professional Advisers

Investment managers:

Messrs. Barratt & Cooke
5/6 Opie Street
Norwich
NR1 3DW

Bankers:

Barclays Corporate Services
Po Box 729
1 Capability Green
Luton
Bedfordshire
LU1 3US

External auditors:

KPMG LLP (UK)
Dragonfly House
2 Gilders Way
NR3 1UB

Risk Management

As part of the business planning process for the Charity, the Charitable Funds Committee has considered the major risks to which the Charity is exposed. The risk areas particularly assessed were governance and management, operational risk, financial risk, reputational risk, environmental and external factors, and compliance risk. The highest risks were determined as:

- **Strategic uncertainty and failure to achieve the Charity's full potential**

- *Uncertainty over NHS strategy and finances, particularly as a result of the Covid pandemic, blights planning for the Charity with respect to both expenditure and fundraising risk.* Mitigation includes the setting of annual plans, with an objective to increase expenditure. The plan for 2020/21 was the most ambitious annual plan; however, this was impacted by the pandemic. Systematic construction of the foundations for future success and sustainability has taken place, with agreement of Communications, Legacy and Investment strategies; improved governance processes; and establishment of connections with fund advisers to agree clinically relevant appeals and projects. Further work is required on Fundraising and Financial strategies, with an overarching Charity strategy to be developed once the Trust's own strategy is in place.

- *Strategic focus and ambition for Charity is inevitably limited due to primary focus of Corporate Trustee on the Trust.* The NHS is going through a period of unprecedented challenge and change, and the Charity seeks to develop a strategy that recognises future uncertainty, and prioritises projects that will enhance sustainable income streams. Opportunities for sources of income other than investment or donation will be explored, alongside opportunities for partnerships and match funding. There is a need to strike a balance between the certainty required to fundraise, whilst enabling flexibility as the Trust's strategy develops. Work will take place to draw on the Charity's 'core' audiences and support base in North Norfolk, Paediatrics and chronic conditions.

- *Inadequate historical resourcing of Charity Team inhibits delivery of challenging agenda.* A lot of work has been done in recent years to develop the Charity's capacity to deliver projects, including reforming and refocussing the Charitable Funds Committee, creation of a single Charity Team, establishment of a governance structure and policy portfolio and appointment of the Trust's Company Secretary as Charity Director. Development of the Charity Team will continue apace, to enable delivery of large fundraising appeals, and matching expenditure resulting from the Norfolk and Norwich Hospital's 250th anniversary in 2022.

- **Financial risks in a Post-Covid economic downturn**

- *There is a possibility that the Charity will encounter 'fallow ground' for fundraising and communication messaging due to an economic downturn.* This could be as a result of a failure to adequately promote the Charity. To mitigate this issue, an expanded and targeted expenditure programme demonstrates the value of giving to the Charity, alongside enhanced impact reporting. Our Communications and Legacy strategies, approved in October 2020, promote giving to the Charity, and publicises the value of doing so. Further steps will be taken to enhance the profile and presence of the Charity, including establishment of a Charity Hub on the N&N and Cromer Hospital sites. The Charity needs the support of the Trust with respect to the presence of other charities on Trust property, and their ability to fundraise at the Trust's linked NHS Charity's expense.

- *Pressure to expend charity assets inappropriately increases at times of financial distress in the NHS.* This is mitigated by the guidance from the Charity Commission on maintaining independence in the management of charitable funds,

Annual Report 2020/21

which was provided to the Charitable Funds Committee, and a reminder on every Committee agenda. There is demarcation in Board agendas to distinguish when acting as Corporate Trustee, with duties only to the Charity, and the Scheme of Delegation incorporates proportionate controls to prevent executive misapplication of fund for non-charitable purposes.

- **Financial risk through reliance on voluntary income and ‘at risk’ investments**

- *Overreliance on voluntary income, with no endowments or reliable sources of future income.* This results in uncertainty over future donations, and is mitigated by a Legacy strategy to increase our legacy income stream in future years, and approval to set up a Charity Lottery and a Charity Café at Cromer Hospital. In addition, there is exploration for additional ways to create diversified income streams that are not dependent on individual acts of benevolence.

- *Vulnerability through lack of sustainable income streams or diversification in modes of investment.* Large swings in the value of the Charity’s investments in the stock market can create extreme differences in the Charity’s fund value at any time. This is mitigated by the utilisation of a professional Funds Manager, with performance subject to regular review and targets against industry benchmarks. The Charity has a formal investment policy, with a ‘Medium Risk’ investment mandate, subject to regular review. An expenditure programme for active utilisation of funds reduces exposure to fluctuations of the stock market. The Charity aims to develop projects to diversify investments, including purchasing property for staff accommodation and other mixed-motive investments.

- **Competing Operational Priorities**

- *Trust and corporate departments are preoccupied with other demands and their ‘core’ operational priorities, resulting in limited support for Charity.* Demands on Trust corporate functions have increased during the Covid pandemic, and the related distortion of the Trust’s capital programme. It has therefore been impossible to implement the Charity’s 2020/21 expenditure programme, and future programmes may need to be selected based on a lower reliance on Trust functions where possible, and on the use of external project management and turnkey solutions.

- **Lack of adequate Charity presence or promotion**

- *lack of facilities dedicated to the Charity results in inadequate presence and profile.* SWOT analysis confirms the need to develop communication and messaging around the Charity, resulting in the approval of a Communications strategy in October 2020, to be implemented over three years. Further measures include the need to enhance the Charity’s presence through installation of an Interim Charity Hub at the N&N site, creation of a new Charity Café at Cromer Hospital, followed by creation of a Charity Hub in the current café location. Ultimately, the charity seeks to establish a firm presence at the N&N site, with creation of a permanent Hub giving room for the team to grow, with provision of additional café facilities, staff rest areas and training/seminar rooms for use by the Trust.

- *inadequate differentiation between identity of Charity and that of the Trust.* This is mitigated by the Communication strategy, with actions to enhance and promote identity of the Charity as distinct from that of the Trust.

Annual Report 2020/21

Fundraising Report

Donors to the Norfolk and Norwich Hospitals Charity can be assured that we comply with the regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice. This report covers the requirements charities must follow as set out in the Charities Act 2016.

Like every charity in 2020/21, we faced a year of obstacles and challenges. Much of the year's activity has been supporting virtual events organised by members of the public and the community. Planned events were cancelled, in keeping with Covid guidance at the time. Support was provided to our wonderful by phone, email and social media.

In early 2021 it was agreed to use Unity Community Lottery platform (run by external service provider Sterling Lotteries) to launch a N&N Hospitals Charity Lottery open to staff and public to raise monies for the charity. The first draw was in April 2021.

We are registered with the Fundraising Regulator and comply with all the relevant standards set out in the Code of Fundraising Practice. Two out of three members of our fundraising team are members of the Chartered Institute of Fundraising. Complaints are dealt with in line with the Norfolk & Norwich University Hospitals NHS Foundation Trust complaints policy, which can be found on their website. We received one complaint in the 2020/21 financial year. In the previous year, we received two complaints. All complaints are investigated and responses made.

The Charity follows the Trust's Safeguarding Policy, which is in place to protect people in vulnerable circumstances. We also adhere to industry guidelines and regulations and are here to talk to individuals about our work, or to answer any questions. Contact can be made via our website, social media, emails, phone or by post.

Related parties

The Norfolk and Norwich University Hospitals NHS Foundation Trust is the corporate trustee of the N&N Hospitals Charity and is therefore a related party.

Our relationship with the wider community

The ability of the N&N Hospitals Charity to continue its work is dependent on its ability to maintain donations from the general public. The N&N Hospitals Charity continues to forge strong relationships with members of staff of the hospital without whose co-operation the ability to make an effective contribution would be much diminished.

Volunteers

The Charity pays tribute to:

- our volunteers for their time, support, and commitment;
- the members of staff who give of their time out of hours in support of the work of the N&N Hospitals Charity;
- our fundraisers who do so much to enrich lives through donations and fundraising activities;
- the many external organisations, companies, trusts, and foundations that have supported our work.

Signed on behalf of the trustee:

David White

Statement of the Trustee's responsibilities in respect of the Trustee's annual report and the financial statements

Under the trust deed of the charity and charity law, the trustee is responsible for preparing the Trustee's Annual Report and the financial statements in accordance with applicable law and regulations. The trustee has elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources for that period.

In preparing these financial statements, generally accepted accounting practice entails that the trustee:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether the financial statements comply with the trust deed, subject to any material departures disclosed and explained in the financial statements;
- assess the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charity or to cease operations or have no realistic alternative but to do so.

The trustee is required to act in accordance with the trust deed of the charity, within the framework of trust law. They are responsible for keeping accounting records which are sufficient to show and explain the charity's transactions and disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the trustee to ensure that, where any statements of accounts are prepared by them under section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

The trustee is responsible for the maintenance and integrity of the financial and other information included on the charity's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

These financial statements were approved on 3 November 2021 and signed on behalf of the trustee by:

David White

Chair

Date: 3 November 2021

Independent auditor's report to the Trustee of Norfolk and Norwich Hospitals Charity

Opinion

We have audited the financial statements of Norfolk and Norwich Hospitals Charity ("the charity") for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 (or its predecessors) and report in accordance with regulations made under section 154 of that Act.

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charity in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustee has prepared the financial statements on the going concern basis as they do not intend to liquidate the charity or to cease its operations, and as they have concluded that the charity's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustee's conclusions, we considered the inherent risks to the charity's business model and analysed how those risks might affect the charity's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustee's assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the charity will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud (“fraud risks”), we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of management and inspection of documentation as to the entity’s high-level policies and procedures to prevent and detect fraud.
- Reading Board meeting minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition. However, due to the nature of the income received by the charity we have rebutted the fraud risk in relation to revenue recognition.

Within the Charities sector, auditors also consider the risk that material misstatements due to fraudulent financial reporting may arise from the manipulation of expenditure recognition and therefore an additional risk has been identified in relation to this. Due to the nature of the expenditure recognised by the Charity, this risk has been limited to expenses which do not relate to transfers to the Norfolk and Norwich University Hospitals NHS Foundation Trust.

We performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts combinations;
- Agreeing a sample of expense transactions back to relevant invoices and supporting documentation.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the Trustee and other management (as required by auditing standards). We discussed with the Trustee and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including the Charities SORP) and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of

finances or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, and certain aspects of charity legislation, recognising the nature of the Charity's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustee and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

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 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 remains a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The trustee is responsible for the other information, which comprises Statement of Trustee's responsibilities in respect of the Trustee's annual report and the financial statements. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. We are required to report to you if:

- based solely on that work, we have identified material misstatements in the other information; or
- in our opinion, the information given in the Trustee's Annual Report is inconsistent in any material respect with the financial statements.

We have nothing to report in these respects.

Matters on which we are required to report by exception

Under the Charities Act 2011 we are required to report to you if, in our opinion:

- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustee's responsibilities

As explained more fully in their statement set out on page 27, the trustee is responsible for: the preparation of financial statements which give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charity's trustee as a body, in accordance with section 144 of the Charities Act 2011 (or its predecessors) and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustee 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 charity and its trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Stephanie Beavis

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

Dragonfly House

2 Gilders Way

Norwich

NR3 1UB

3 November 2021

KPMG LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Annual Report 2020/21

How to contact us

Further information about the Charity is available via our website at www.nnhospitalscharity.org.uk

The charity office and working address of the N&N Hospitals Charity is:

c/o The Head of Grants
N&N Hospitals Charity
East Atrium
Norfolk & Norwich University Hospital
Norwich
NR4 7UY
01603 287495
Email - charity@nnuh.nhs.uk

For fundraising queries please contact:

The Head of Fundraising
N&N Hospitals Charity
East Atrium
Norfolk & Norwich University Hospital
Norwich
NR4 7UY
01603 287107
Email – fundraising@nnuh.nhs.uk

The corporate trustee, Norfolk and Norwich University Hospitals NHS Foundation Trust, principal address is:

The Chief Executive
Norfolk and Norwich University Hospital
Norwich Research Park
Norwich
NR4 7UY
01603 286286

Statement of Financial Activities

The Statement of Financial Activities is a financial report detailing the change in the charity's net assets during the financial year.

It provides an analysis of the income received and expenditure by the charity on its activities and presents a reconciliation of the movements in a charity's funds for the reporting period, which runs from 1 April 2020 to 31 March 2021.

		2020/21			2019/20		
		Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	Note	£000s	£000s	£000s	£000s	£000s	£000s
Income from:							
Donations and Legacies	3	1,198	394	1,592	967	121	1,088
Investments	4	185	0	185	243	0	243
Charitable Activities		11	0	11	43	0	43
Other Trading Activities	5	0	0	0	15	0	15
Other Income		13	0	13	74	0	74
Total Income		1,407	394	1,801	1,342	121	1,463
Expenditure On:							
Charitable Activities	7&8	1,444	241	1,685	2,998	225	3,223
Raising Funds	9	127	0	127	110	0	110
Total Expenditure		1,571	241	1,812	3,108	225	3,333
Net Gains/(Losses) on Investments	15	1,722	0	1,722	(639)	0	(639)
Transfers between funds		0	0	0	18	(18)	0
Net Movement in Funds		1,558	153	1,711	(2,387)	(122)	(2,509)
Reconciliation of funds							
Total Funds Brought Forward	21	9,632	342	9,974	12,019	464	12,483
Total Funds Carried Forward		11,190	495	11,685	9,632	342	9,974

The notes on pages 36 to 46 form part of these financial statements.

Balance Sheet

The balance sheet provides a view of the charity's assets and liabilities and how these are represented by the different classes of funds held by the charity. The objective of the balance sheet is to show the resources available to the charity and whether these are available for all purposes of the charity or must be used for specific purposes because of legal restrictions placed on their use.

	Note	2020/21			2019/20		
		Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
		£000s	£000s	£000s	£000s	£000s	£000s
Fixed Assets							
Intangible Assets	13	9	0	9	13	0	13
Non-Current Assets (WIP)	14	0	0	0	10	0	10
Investments	16	9,630	0	9,630	8,013	0	8,013
Total Fixed Assets		9,639	0	9,639	8,036	0	8,036
Current Assets							
Stocks	17	14	0	14	0	0	0
Debtors	18	14	0	14	11	0	11
Short Term Investments And Deposits	19	0	0	0	25	0	25
Cash At Bank And In Hand		1,808	541	2,349	2,327	594	2,921
Total Current Assets		1,836	541	2,377	2,363	594	2,957
Creditors							
Creditors: Amounts Falling Due Within One Year	20	(285)	(46)	(331)	(767)	(252)	(1,019)
Net Current Assets		1,551	495	2,046	1,596	342	1,938
Total Net Assets		11,190	495	11,685	9,632	342	9,974
Total Funds							
Restricted		0	495	495	0	342	342
Unrestricted	21	2,101	0	2,101	619	0	619
Unrestricted (designated)		9,089	0	9,089	9,013	0	9,013
Total Funds		11,190	495	11,685	9,632	342	9,974

The financial statements on pages 33 to 46 were approved by the Board of the Trustee on 3 November 2021 and signed on its behalf by:

Signed: David White
Chair

Date: 3 November 2021

Statement of Cash Flows

The Statement of Cash Flows aims to show how changes in balance sheet accounts and income affect cash and cash equivalents, and breaks the analysis down to operating, investing, and financing activities. The cash flow statement is concerned with the flow of cash in and out of the charity during the financial year, which runs from 1 April 2020 to 31 March 2021.

	Note	2020/21 £000s	2019/20 £000s
Cash flows from operating activities			
<i>Net cash (used in)/provided by operating activities</i>		(887)	49
Cash flows from investing activities			
Dividends and interest from investment	4	185	243
Purchase of investments	16	(1,403)	(1,351)
Purchase of non-current assets	14	0	(10)
Proceeds on disposal of investments		1,508	1,338
<i>Net cash provided/(used in) by investing activities</i>		290	220
<i>Change in cash and cash equivalents in the reporting period</i>		(597)	269
Cash and cash equivalents at the beginning of the reporting period		2,946	2,677
<i>Cash and cash equivalents at the end of the reporting period</i>	19	2,349	2,946
Reconciliation of net movement in funds to net cash flow from operating activities			
Net movement in funds (statement of financial activities)		1,711	(2,509)
(Gains)/Losses on investments	15	(1,722)	639
Income from investments	4	(185)	(243)
Amortisation of intangible assets	13	4	5
Non-current assets WIP balance written down to SOFA	14	10	0
(Increase)/Decrease in stocks	17	(14)	0
(Increase)/ Decrease in debtors	18	(3)	1,552
(Decrease)/ Increase in creditors	20	(688)	605
Cash (outflow)/ inflow from operating activities		(887)	49

The notes on pages 36 to 46 form part of these financial statements.

Notes to the Accounts

1. Accounting Policies

(a) Basis of preparation

The financial statements have been prepared under the historic cost convention except for investments, which are included at fair value.

The accounts (financial statements) have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2019.

The charity is a public benefit entity as defined by FRS 102.

The trustee considers that there are no material uncertainties about the Norfolk and Norwich Hospitals Charity's ability to continue as a going concern. While the Covid-19 pandemic has had an impact on the Charity it is not such a significant impact as to affect the charity's ability to continue as a going concern.

(b) Funds structure

Where there is a legal restriction on the purpose to which a fund may be put, the fund is classified either as a restricted fund or an endowment fund.

Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified charitable purpose. N&N Hospitals Charity's restricted funds typically result from legacies.

Endowment funds arise when the donor has expressly provided that the gift is to be invested and only the income of the fund may be spent. The N&N Hospitals Charity currently has no endowment funds.

Those funds which are neither endowment nor restricted funds, are unrestricted funds which are sub analysed between designated (earmarked) funds where the trustee has set aside amounts to be used for specific purposes or which reflect the non-binding wishes of donors, and unrestricted funds which are at the trustee's discretion. Unrestricted funds include the general fund, and represent the charity's reserves. The major funds held in each of these categories are disclosed in note 20.

(c) Incoming resources

All incoming resources are recognised once the charity has entitlement to the resources, it is probable (more likely than not) that the resources will be received, and the monetary value of incoming resources can be measured with sufficient reliability.

Where there are terms or conditions attached to incoming resources, particularly grants, then these terms or conditions must be met before the income is recognised, as the entitlement condition will not be satisfied until that point. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income.

(d) Incoming resources from legacies

Legacies are accounted for as incoming resources either upon receipt or where the receipt of the legacy is probable. Receipt is probable when:

- confirmation has been received from the representatives of the estate(s) that probate has been granted;
- the executors have established that there are sufficient assets in the estate to pay the legacy; and
- all conditions attached to the legacy have been fulfilled or are within the charity's control.

Notes to the Accounts

If there is uncertainty as to the amount of the legacy, and it cannot be reliably estimated, then the legacy is shown as a contingent asset until all the conditions for income recognition are met.

(e) Resources expended and irrecoverable VAT

All expenditure is accounted for on an accruals basis and is recognised when the following criteria are met:

- there is a present legal or constructive obligation resulting from a past event
- it is more likely than not that a transfer of benefits (usually a cash payment) will be required in settlement
- the amount of the obligation can be measured or estimated reliably.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

(f) Recognition of expenditure and associated liabilities because of grant

Grants payable are payments made to linked, related party, or third-party NHS bodies and non-NHS bodies, in furtherance of the charitable objectives of the funds held on trust, primarily relief of those who are ill.

Grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment.

A constructive obligation arises when:

- We have communicated our intention to award a grant to a recipient who then has a reasonable expectation that they will receive a grant; or
- We have made a public announcement about a commitment which is specific enough for the recipient to have a reasonable expectation that they will receive a grant;

The trustee has control over the amount and timing of grant payments and consequently where approval has been given by the trustee and any of the above criteria have been met then a liability is recognised. Grants are awarded on condition that the Charity is acknowledged as the funder, and a report on the impact of expenditure is provided within six months of payment being made. If a grant has been offered but there is uncertainty as to whether it will be accepted or whether conditions will be met, then no liability is recognised.

(g) Support and governance costs

Support costs are those costs which do not relate directly to a single charitable activity. These include some staff costs, costs of administration and IT support. Governance costs include audit, and any other regulatory fees. The analysis of support and governance costs are shown in note 8.

(h) Fundraising costs

The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects. The costs of generating funds represent fundraising costs together with the salaries for the charity's fundraising team and are shown in note 9.

(i) Charitable activities

Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs. The total costs of each category of charitable expenditure include an apportionment of support costs as shown in note 7.

(i) Intangible assets

Intangible assets are non-monetary assets without physical substance which are capable of being sold separately from the charity's business or which arise from contractual or other legal rights. They are recognised only where it is probable that future economic benefits will flow to, or service potential be provided to the charity, and where

Notes to the Accounts

the cost of the asset can be measured reliably. Intangible fixed assets are amortised at rates calculated to write them down to estimated residual values on a straight-line basis over their estimated useful lives. Computer software is expected to have a useful life of 5 years.

(j) Fixed asset investments

Investments are a form of basic financial instrument. Fixed asset investments are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year. Quoted stocks and shares are included in the Balance Sheet at the current market value quoted by the investment analyst, excluding dividend. Other investments are included at the trustee's best estimate of market value.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors. Further information on the N&N Hospitals Charity's investments can be found in note 15.

(k) Non-Current assets (WIP)

Non-Current assets (WIP) refer to Work-in-Progress on non-current assets for the Charity. In 2020/21 the creation of an external Charity Hub was placed on long term hold. Consequently, the costs recorded in 2019/20 have been written down as expenditure to the SOFA in 2020/21.

(l) Stock

Stock held for resale is valued at the lower of cost and net realisable value. Stocks of non-perishable gift in kind items held at the year end are recorded at fair value.

(m) Debtors

Debtors are amounts owed to the charity. They are measured based on their recoverable amount.

(n) Cash and cash equivalents

Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due. Cash equivalents are short term, highly liquid investments, usually in 90-day notice interest bearing savings accounts.

(o) Creditors

Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt. The Charity has no amounts which are owed in more than a year.

(p) Realised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and carrying value in the previous month (or purchase date). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening carrying value (or purchase date if later).

(q) Staff costs and pensions

Norfolk and Norwich University Hospitals NHS Foundation Trust (the Trust) fully re-charged the N&N Hospitals Charity for the members of staff who work for the charity.

Staff members belong to the NHS Pension Scheme which is an unfunded defined benefit scheme accounted for as a defined contribution scheme. The recharge from the Trust includes the employee contributions to that scheme. For more information on the NHS Pension Scheme refer to the Trust's annual report and accounts.

Notes to the Accounts

2. Related party transactions

The Charity has a related party relationship with the Norfolk and Norwich University Hospitals NHS Foundation Trust. The Trust holds the employment contracts for all Charity staff, provides the Charity with office accommodation, legal services, financial oversight and is the responsible Corporate Trustee for the Charity.

Transactions between the Charity and the Trust during the year were in relation to salary payments for its staff, income invoiced by the Trust for the Charity, payment of Charity supplier invoices that were processed through the Trust's procurement and payment systems and refunded by the Charity, and for administrative and management costs.

The Trust recharged £247,381 to the Charity (2019/20 £170,464) for its staffing and administration costs. The increase is due to the growth of the Charity team.

The services of the Norfolk and Norwich University Hospitals NHS Foundation Trust have benefited from payments of £1,302,956 (2019/20 £1,209,334) from the Charity for enhancement of the patient environment, investment in staff, additional equipment and research.

During 2020/21 capital assets to the value of £236,984 (2019/20 £1,907,956) were purchased by the Charity and donated to the Trust.

None of the members of the Trust board or parties related to them have undertaken any transactions with the N&N Hospitals Charity or received any benefit from the charity in payment or kind. Board members received no honoraria, emoluments, or expenses in the year.

At the end of the financial year, £226,008 was owed by the Charity to the Trust. (2019/20 £850,442)

3. Income from donations and legacies

	2020/21			2019/20
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£000s	£000s	£000s	£000s
Voluntary Income				
General donations	685	0	685	551
Corporate donations	56	0	56	240
Legacies	430	0	430	292
Grants	27	394	421	5
Total Voluntary Income	1,198	394	1,592	1,088

Notes to the Accounts

4. Income from investments

	2020/21			2019/20
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£000s	£000s	£000s	£000s
Investment Income				
Interest on deposits	2	0	2	11
Fixed asset equity investments	183	0	183	232
Total Investment Income	185	0	185	243

5. Analysis of other income

	2020/21			2019/20
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£000s	£000s	£000s	£000s
Incoming Resources from Charitable Activities				
Training Income	11	0	11	43
Total Incoming Resources from Charitable Activities	11	0	11	43
Activities for Generating Funds				
Fundraising events	0	0	0	14
Lotteries and raffles	0	0	0	1
Total Activities for Generating Funds	0	0	0	15
Other Incoming Resources				
Other Income	13	0	13	74
Total Other Incoming Resources	13	0	13	74

6. Role of volunteers

Like all charities, the N&N Hospitals Charity is reliant on a team of volunteers for our smooth running. Our volunteers perform two roles:

- Fund advisors – there are about 400 Trust staff who support the charitable funds committee when deciding how the charity's designated funds should be spent. These funds are designated (or earmarked) by the charitable funds committee to be spent for a particular purpose or in a ward or department. Each fund advisor submits funding requests and monitors the financial status of their fund.
- Fundraisers – there are many local volunteers who actively fundraise for the N&N Hospitals Charity by running events.

In accordance with the SORP, due to the absence of any reliable measurement basis, the contribution of these volunteers is not recognised in the accounts.

Notes to the Accounts

7. Analysis of charitable expenditure

The charity did not undertake any direct charitable activities on its own account during the year. Charitable expenditure was in the form of grant funding to the Trust to carry out activities or to purchase equipment that will benefit NHS patients and their families.

	2020/21		2019/20
	Support Costs	Grant funded activity	Total
	£000s	£000s	£000s
Charitable Activities			
Enhancing the patient environment	73	774	847
Investing in NHS staff	21	219	240
Life saving equipment & new technology	42	450	492
Research	9	97	106
Total Charitable Activities	145	1,540	1,685

8. Analysis of support costs and governance costs

Support costs are back-office costs related to the day-to-day running of the charity. Governance costs are those support costs which relate to the strategic management of the charity.

	2020/21		2019/20
	Unrestricted Funds	Restricted Funds	Total Funds
	£000s	£000s	£000s
Support costs included in Charitable Activities			
Charity Staff Costs	79	0	79
Management and Administration Costs	16	0	16
Total Support Costs	95	0	95
Governance Costs included in Charitable Activities			
Audit	9	0	9
Staff costs	40	0	40
Other Governance Costs	1	0	1
Total Governance Costs	50	0	50
Total Support and Governance Costs	145	0	145

Notes to the Accounts

9. Analysis of expenditure on raising funds

	2020/21			2019/20
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£000s	£000s	£000s	£000s
Cost of Raising Funds				
Fundraising staff costs	83	0	83	76
Fundraising expenditure	44	0	44	33
Total Costs of Generating Funds	127	0	127	109

10. Trustee remuneration, benefits, and expenses

Members of the Trust board give their time freely and receive no remuneration for the work that they undertake in relation to the N&N Hospitals Charity. They can claim expenses, however, to reimburse them for costs that they incur in fulfilling their duties relating to N&N Hospitals Charity – these include travelling specifically for charitable funds committee meetings and charity specific training events.

No expenses were claimed from the Charity by committee members (2019/20 nil)

11. Analysis of staff costs

The average number of full-time equivalent employees during the year was 5.60 (2019/20 4.89).

Staff Costs	2020/21	2019/20
	£000s	£000s
Salaries and Wages	164	131
Social Security Costs	14	12
Other Pension Costs	24	19
Total	202	162

A further recharge of time spent by Finance Department Managers was made by the Trust. This related to time spent authorising payments, reviewing reconciliations, and checking the annual accounts. The amount recharged was £4k (2019/20 £4k).

The N&N Hospitals Charity considers its key management personnel to be the Charity Director, who is the Board Secretary for the Norfolk and Norwich University Hospitals NHS Foundation Trust. A recharge of time spent by the Charity Director and his administrative support was made by the Trust. The amount recharged was £36k (2019/20 nil).

No employees had emoluments in excess of £60,000 (2019/20 nil)

12. Auditor's remuneration

The auditor's remuneration of £9,000 (2019/20: £4,820) related solely to the audit with no other additional work being undertaken (2019/20 nil). These figures are exclusive of VAT, however because the Charity is not able to reclaim VAT it is included in Note 8 figures.

Notes to the Accounts

13. Intangible assets

This relates to the donor database and accounting software which will be amortised over five years.

	2020/21	2019/20
	£000s	£000s
Intangible Fixed Assets		
Opening balance	13	18
Additions	0	0
Amortisation	(4)	(5)
Closing balance	9	13

14. Non-Current assets (WIP)

In 2019/20 this related to costs incurred for creation of a Charity Hub, a separate building to be located at the Norfolk & Norwich Hospital site. During 2020/21 this project has been placed on hold indefinitely, so the costs have been cleared down.

	2020/21	2019/20
	£000s	£000s
Non-Current Assets (WIP)		
Opening balance	10	10
(Disposals)/Additions	(10)	0
Closing balance	0	10

15. Analysis of gains/losses on investments

	2020/21	2019/20
	£000s	£000s
Realised gains/(losses)	44	(31)
Unrealised gains/(losses)	1,678	(608)
Total gains/(losses) on investments	1,722	(639)

16. Fixed asset investments

All investments are carried at their fair value and are managed by expert advisors. Cash held by our asset managers is available on request, and is included in the investment split for comparison, but is included in the cash and cash equivalents figure on the balance sheet.

	2020/21	2019/20
	£000s	£000s
Movement in Fixed Asset Investments		
Market Value at Start of Financial year	8,013	8,639
Less: Disposals at Carrying Value	(1,465)	(1,369)
Add: Acquisitions at Cost	1,403	1,351
Net Gain/(Loss) on Revaluation	1,678	(608)
Market Value at End of Financial Year	9,630	8,013

	2020/21	2019/20
Fixed Asset Investment Split		
Cash	5.00%	4.84%
Gilts/Fixed Interest	15.00%	15.92%
Investment/Unit Trusts	16.50%	13.03%
Equities	63.50%	66.21%
	100%	100%

Notes to the Accounts

17. Stock

	2020/21	2019/20
	£000s	£000s
Stock		
Online shop stock	5	0
Gifts in Kind stock	9	0
Total stock	14	0

18. Analysis of current debtors

	2020/21	2019/20
	£000s	£000s
Amounts Falling Due Within One Year		
Prepayments	9	9
Accrued Income	4	1
Other Debtors	1	1
Total Debtors Falling Due Within One Year	14	11

19. Analysis of cash and cash equivalents

	2020/21	2019/20
	£000s	£000s
Cash & Cash Equivalents		
Cash in hand & at bank	2,349	2,921
Short term investment	0	25
Total	2,349	2,921

The short-term investment was closed in April 2020, due to the low rate of interest available.

20. Analysis of liabilities

	2020/21	2019/20
	£000s	£000s
Amounts Falling Due Within One Year		
Trade Creditors	96	135
Amounts Due to NNUH NHS Foundation Trust	226	851
Accruals	9	33
Total	331	1019

Notes to the Accounts

21. Analysis of charitable funds

Unrestricted	Balance Apr 2020	Incoming resources	Resources expended	Gains and losses	Transfers	Balance Mar 2021
	£000s	£000s	£000s	£000s	£000s	£000s
N&N General Fund	82	434	585	1,722	0	1,653
Cromer General Fund	445	9	10	0	(3)	441
Others (2 funds)	92	15	42	0	(58)	7
Total	619	458	637	1,722	(61)	2,101

Name of fund	Description of the purpose of each fund
Norfolk and Norwich General	For the benefit of staff and patients
Cromer General	For the benefit of staff and patients at the Cromer site

Restricted Funds:	Balance Apr 2020	Incoming resources	Resources expended	Transfers	Balance Mar 2021
	£000s	£000s	£000s	£000s	£000s
NHS Charities Together Stage 3 Fund	0	198	46	0	152
Cromer Equipment Fund	102	0	0	0	102
Cromer Building Fund	108	0	9	0	99
Friends Fund	114	0	51	0	63
NHS Charities Together Stage 1 Fund	0	196	135	0	61
The Macleod Fund	18	0	0	0	18
Total	342	394	241	0	495

Name of fund	Description of the purpose of each fund
NHS Charities Together Stage 3 Fund	For Covid recovery and wellbeing projects for NHS staff and patients
Cromer Equipment Fund	For medical and surgical equipment at Cromer Hospital
Cromer Building Fund	For building related work at Cromer Hospital
Friends Fund	For the benefit of patients and staff within the Trust
NHS Charities Together Stage 1 Fund	For Covid support projects for NHS staff and patients
The Macleod Fund	For the benefit of paediatric patients within the Trust

The NHS Charities Together Stage 3 Fund has been fully committed for the provision of additional psychological support for NHS staff at NNUH over the next 12 months.

The Cromer Building and Equipment Funds have been committed in full towards the cost of the North Norfolk Macmillan Centre development.

The NHS Charities Together Stage 1 Fund has been fully committed for the provision of additional staff rest areas at the NNUH site.

Notes to the Accounts

Designated Funds	Balance Apr 2020	Incoming resources	Resources expended	Transfers	Balance Mar 2021
	£000s	£000s	£000s	£000s	£000s
Cromer Legacy Fund	1,079	29	0	0	1,108
Earmarked Grant Fund	1,005	90	323	101	873
Radiotherapy & Oncology Fund	496	71	46	(4)	517
Marjorie Ann Lockett Fund	569	0	103	0	466
Andrew Leslie Kemp Fund	422	0	0	0	422
Renal Fund	398	3	17	(4)	380
Orthopaedics Fund	300	1	3	0	298
Cromer Building & Equipment Fund	282	0	5	0	277
AOS Legacy Fund	242	2	0	0	244
Leukemia Childrens Cancer Fund	206	0	0	0	206
Charity Accomodation Fund	95	0	0	105	200
Kidney Research Fund	197	0	0	0	197
Eye Department Fund	168	0	0	(13)	155
Critical Care Fund	97	42	2	0	137
Neurosciences Fund	124	2	2	7	131
Haematology Fund	122	9	1	0	130
Respiratory Medicine Fund	133	0	0	(7)	126
Ear, Nose & Throat Fund	125	0	0	0	125
NICU Fund	87	45	30	0	102
Others (260 funds)	2,866	655	402	(124)	2,995
Total	9,013	949	934	61	9,089

Name of fund	Description of the purpose of each fund
Cromer Legacy Fund	For the benefit of patients at the Cromer Hospital
Earmarked Grant Fund	General funds designated for planned grant expenditure
Radiotherapy & Oncology Fund	Cause, prevention, treatment, cure & defeat of cancer
Marjorie Ann Lockett Fund	Cause, prevention, treatment, cure & defeat of cancer
Andrew Leslie Kemp Fund	For the provision of dialysis equipment, otherwise for general use
Renal Fund	For the benefit of renal patients
Orthopaedics Fund	For the benefit of orthopaedic patients
Cromer Building & Equipment Fund	For building or equipment at Cromer Hospital
AOS Legacy Fund	Cause, prevention, treatment, cure & defeat of cancer
Leukemia Childrens Cancer Fund	Cause, prevention, treatment, cure & defeat of cancer in children
Charity Accomodation Fund	To establish a Charity Hub at the N&N site
Kidney Research Fund	Cause, prevention, treatment, and cure of renal illness
Eye Department Fund	For the benefit of ophthalmology patients
Critical Care Fund	For the benefit of critical care patients
Neurosciences Fund	For the benefit of neurology patients
Haematology Fund	For the benefit of haematology patients
Respiratory Medicine Fund	For the benefit of respiratory medicine patients
Ear, Nose & Throat Fund	For the benefit of ENT patients
NICU Fund	For the benefit of patients in the Neonatal Intensive Care Unit