

Tapping House

England & Wales · Charity number 1062800

Details

Other names	TAPPING HOUSE HOSPICE, THE NORFOLK HOSPICE, Tapping House Limited
Status	Registered
Legal form	Charitable company
Company number	03185605
Registered	1997-06-10
Register	View on the Charity Commission register

Contact

Address Tapping House
Wheatfields
Hillington
King's Lynn
Norfolk
PE31 6BH

Phone 01485601700

Email enquiries@tappinghouse.org.uk

Website www.tappinghouse.org.uk

Activities

Objects: TO BRING RELIEF TO PERSONS WHO ARE SUFFERING FROM CHRONIC OR TERMINAL ILLNESS BY PROVIDING FOR, ASSISTING WITH , PROMOTING AND ENCOURAGING, THE TREATMENT, NURSING AND CARE OF SUCH PERSONS.

Activities: Provision of holistic day therapy, outpatients, including lymphoedema care, bereavement support, carer support, home care, equipment loan, information and telephone support to communities in North, West and mid Norfolk and surrounding areas

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Arts/culture/heritage/science, Other Charitable Purposes
- **Who:** Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** NORFOLK, CAMBRIDGESHIRE AND LINCOLNSHIRE
- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,504,087	£5,877,634	£6,341,020	143
2024-03-31	£4,687,446	£5,130,550	£5,700,447	132
2023-03-31	£4,532,449	£5,073,491	£6,118,528	131
2022-03-31	£4,922,302	£4,258,397	£6,658,838	123
2021-03-31	£4,088,332	£3,910,198	£5,994,911	120

Trustees

Name	Role	Appointed
Andrea Harvey Craig		2021-08-05
Anne Elizabeth Cole		2024-10-31
Dr Laurence Kingsley Atkinson		2020-02-06
Dr Lesley June Macdonald		2024-02-08
Dr Susan Christine Crossman		2018-03-21
Mary-Jane Edwards		2023-05-18
Timothy Francis How		2019-07-25

Tapping House

England & Wales - Charity number 1062800

Accounts



Trustees' Annual Report and Financial Statements

Year end 31 March 2025

Tapping House is a company limited by guarantee
Company Registration No. 03185605 (England and Wales)
Charity Registration No. 1062800

Contents

Letter from Chair and CEO	Pg3
Trustees' annual report (including the strategic report)	
Our vision, mission and values	Pg6
Making a difference	Pg7
Our financial review	Pg16
Our structure, governance and leadership	Pg17
Independent Auditor's Report to the members	Pg23
Statement of financial activities (including income and expenditure account)	Pg27
Balance sheet	Pg28
Statement of cash flows	Pg29
Notes to the financial statements	Pg30



Letter from our Chair, Tim How And CEO, Niki Ellis

We are pleased to present the Tapping House Trustees' Annual Report and Financial Statements for 2024-25.

Despite the bleak national context of the hospice sector, we are proud to report that Tapping House has continued to operate all services with the incredible support of our community. The sector continues to face enormous financial challenges with statutory income failing to keep up with rapidly rising costs. Despite government pledges to ensure commissioning is fit for purpose, the sector has not seen these pledges come to fruition and many are having to close much needed services.

At local level, Norfolk and Waveney ICB have supported the delivery of Hospice at Home services by increasing the funding stream. The service is operating 24/7 and has provided high quality care through bespoke packages to more patients and their families with data demonstrating an activity increase of 81%.

Quality improvement is a continual process across all departments but there have been 2 key workstreams during the year – staff support and information governance.

We continue to attract new staff and volunteers across all roles, and we work hard to ensure that the organisation is a good place to work, offering fair remuneration, a pleasant environment to work in and wellbeing initiatives. To further support this, we have engaged with our staff to understand what else we could do to improve the organisational culture of Tapping House and bring together a more cohesive 'one team' approach.

Information governance responsibility, process and policy has been given a new lease of life, supported by a fully engaged committee representing departments across the organisation. Huge improvements have been made in terms of our data security, mandatory training offer and staff and volunteer awareness of responsibilities. The continued achievement of meeting the NHS Data Security and Protection Toolkit standards means we remain fully compliant with all relevant legislation and demonstrate best practice in many of the requirements.

Income generation has improved through community fundraising, legacy giving and retail, all under new leadership and with increased resource. With a major rebrand exercise concluding and the new look name and logo launching in October 2024 we have aimed to increase awareness of the charity and invite the community to celebrate our 40th Anniversary year with us. The new brand reflects change and transformation and lends a more contemporary feel to the organisation.

Care services continue to receive a high number of compliments and positive feedback from patients, families and other health and social care professionals. The reputation we hold for delivering an exceptionally high standard of compassionate and evidence-based care continues to grow.

Tapping House is contributing to a pan Norfolk 'Compassionate Community' programme which looks to equip our communities with increased awareness of how to provide low level support to friends, families and colleagues that might be affected by death, dying and grief. The programme empowers

all ages to talk openly about the subject, with a clear language and increased confidence that may help alleviate the feelings of loneliness and fear that are commonly reported.

We offer our continued thanks to Hospice UK for their lobbying and advocacy on behalf of the sector. Through their efforts we saw the Health Secretary announce a boost of £100 million to the sector in December. Whilst this funding cannot support revenue costs it has already enabled us to enhance our digital capability and invest in much needed new beds and mattresses for every room on the Inpatient Unit.

Tapping House has an incredible community around us and an exceptional team of staff and volunteers across clinical services, support services, fundraising and retail. These people are our Hospice. Their dedication, compassion and enthusiasm drive us forward with hope and joy and we recognise them as fundamental to our ongoing success.



Tim How

Tapping House Chair



Niki Ellis

Tapping House CEO



Trustees' Report

Including strategic report

Tapping House...

Compassion
Accessibility
Respect
Excellence
Spark



Our vision

Every person affected by a life-limiting condition will be offered choice and access to excellent rest-of-life care and bereavement support.

Our strategy

- Ensure patients and their families remain at the **heart** of our service
- **Grow** our sustainable income to cover annual costs and **build** reserves
- Recruit and retain the **highest calibre** staff to enable the delivery of **excellent care**
- Identify and embed a programme of continuous **quality** improvement
- **Empower** staff, volunteers and communities through development and provision of **innovative** education programmes

Making a Difference

Strategic Objectives

In 2024, as part of our rebrand, we refreshed and simplified our strategic objectives:

Ensure patients and their families remain at the heart of our service

What we achieved against this objective in the year 1 April 2024 to 31 March 2025
– annual review:

Inpatient Unit (IPU)

Our Inpatient Unit provides 9 beds, each in individual rooms and is nurse led with medical oversight from a local GP Practice. We have a multidisciplinary team delivering care within the unit and emphasize a holistic model of care rooted in person centredness. Patients are admitted for symptom management and/or end of life care. Over the past year we cared for 157 patients within the unit.

Hospice at Home (HAH)

Our Hospice at Home service delivers the same holistic and compassionate care model of our IPU within the home environment. The service provides care and support to patients and their families who are in the last weeks of life. Patients remain supported overnight by our Rapid Response service which provides families and informal carers with access to immediate advice and support if they have unexpected care needs. These services supported 1174 patients, an 81% increase from 648 the previous year, thanks to increased investment by the ICB.

The Tulip Centre

With a focus on quality of life, self-management and maintaining independence the therapy team support outpatient and group activity within our Tulip Centre. The team offer help with non-pharmacological symptom management, assessing and improving physical function and creating environments that enable people to engage in meaningful activities. The Tulip Centre supported 319 patients in the year.

Family and Carer Support Service (FACSS)

The Family and Carer Support Service is divided into three elements, Bereavement Support, Pastoral, Spiritual and Religious Care and Social Work.

Bereavement Support comprises a team of bereavement support workers (volunteers) alongside psychotherapeutic counsellors who lead the service. The team support individuals who have experienced a death known under the Hospice's care. Those engaged with the service are offered 1:1 support either in person, by telephone or virtual delivery. Group activity is delivered through walking groups and social groups in local gardening centres.

The chaplain works within the IPU setting and leads pastoral, spiritual and religious care. The chaplain also supports outpatient consultations and offers support to our staff members and volunteers.

The social worker would provide support to all elements of our services and alongside offering emotional support to families, they are able to offer support around finance and housing problems. We have been in negotiation with our local authority to support the secondment of a local authority social worker. Negotiations were incredibly slow and ultimately a decision was taken to recruit independently.

To complement the existing team, we recruited a specialist children and young people's psychotherapeutic counsellor to provide both pre and post bereavements support to families with young children who will be experiencing the death of a parent or person important to them. This additional role was created in recognition of the increasing number of patients we support who have younger families. The service has developed slowly with a soft launch in November 2024 and will incorporate some enhanced training for other clinical staff to have more meaningful communication with children and young people.

The FACSS combined services supported 278 people.

Care Home Liaison

The Hospice employs an advanced nurse practitioner to provide advice and support to the care home sector in West Norfolk. The aim of this service is to ensure residents have access to an enhanced level of care, the staff feel empowered to provide good end of life care and the number of residents transferred to our local acute hospital can be reduced.

Butterfly Volunteer Project

With grant funding provided via Hospice UK we were able to launch a pilot service in partnership with the Anne Robson Trust. The service is based on the successful model of volunteer support for people dying within the acute hospital. Tapping House is one of three sites piloting how this service might transfer to the community setting. The funding enabled the recruitment of a project lead for 18 months to recruit, train and embed the volunteers within our existing community services and beyond.



“ Can't tell you how much I derived from the 3 breathlessness sessions run by The Tulip Centre. It has helped me no end ”



Alignment to National Policy

1 Each person is seen as an individual

2 Each person gets fair access to care

3 Maximising comfort and wellbeing

4 Care is coordinated

5 All staff are prepared to care

6 Each community is prepared to help

The National Ambitions for Palliative and End of Life Care Framework remains the most recognised national guidance and forms the foundation of our development strategy.

Ambitions 1 – Our model of care delivery supports individualised and person-centred care from point of referral throughout the entire care journey. Every patient, family member or client is assessed and offered a bespoke plan of care that centres on what is important to them. We are rigorous in collating and addressing feedback and committed to creating new ways to ensure that patients and families members are engaged with us in conversations regarding service delivery and service planning. This applies to those who have previously received support, are currently receiving support or are interested in receiving support in the future

Ambitions 2 – Our direct referral pathway is fully operational, and we actively promote services and the option to self-refer.

Ambition 3 – Our multidisciplinary team incorporates nurses, physiotherapists, occupational therapists, pharmacist, complementary therapists and hospice doctors. We practice evidence based pharmacological and non-pharmacological approaches to enhance comfort and wellbeing and offer a range of complementary therapies. A local GP surgery provides generalist oversight of our IPU and visit twice weekly to undertake a ward round.

Ambition 4 – Our clinical coordination team ensure that patient flow between services is seamless. We have worked hard to foster good relationships with other providers within the local system. Regular meetings and communication mean that referrals between providers and joined up care delivery is the standard.

Ambition 5 – Staff employed by the Hospice are encouraged and supported to engage in continued professional development and we work collaboratively with other health, social and education providers to provide enhanced education to colleagues in the area.

Ambition 6 – In May 2024 we were able to link with the Norfolk and Norwich University Hospitals annual Dying Matters conference by hosting local professionals within our learning hub and live streaming the conference. Over lunch we had a pop-up marketplace of local statutory and third sector services from the local area which gave attendees the chance to increase their knowledge of other local services and network.

Grow our sustainable income to cover annual costs and build reserves

What we achieved against this objective in the year 1 April 2024 to 31 March 2025
– annual review:

Fundraising

The Trustees fully support the voluntary scheme put in place by the Senior Leadership Team for regulating fundraising activities and monitoring compliance with the regulations outlined by the Institute of Fundraising. The charity also upholds a code of practice within its fundraising team (also covered in contracts with third parties) to protect the public and vulnerable members of our society from unreasonable intrusion, unreasonably persistent approaches and undue pressure to give, in accordance with the Protection and Social Investment Act 2016. All fundraising activities are monitored throughout the year.

In late April we held our biggest Tulips for Tapping event to date. Over a 10-day period we welcomed 30,000 visitors to the field and raised over £322,000. Volunteers contributed 2500 hours of their time to the running of the event.

Following on from Tulips we held an evening of Opera in the prestigious Sandringham House ballroom. 164 attendees joined us for a moving evening of music and raised £44,400.

The same day a luncheon event was hosted by a third party at the Fakenham Race Day which raised £56,650 from ticket sales and an auction.

The introduction of our new corporate partnership programme has generated good levels of interest with 14 companies signing up by the end of March 2024. A special event in December offered our corporate partners the chance to sponsor a star as part of a light installation to light up the Hospice for Christmas. This generated £13,000.

Legacy income was exceptional and generated more than £1 million across the year.

Statutory funding

Our statutory funding streams are in a much better place now with contracts signed for all care services.

Our current contract runs to July 2026 and includes:

- Block contract of 8 beds
- Spot purchase of 1 bed
- Tulip Centre
- Hospice at Home
- Rapid Response service overnight
- Care Home Liaison

Everything listed above is subject to an annual inflation applied to all NHS contracts on the 1 April each year.

In addition, we received the first tranche of a grant from the Department of Health and Social Care that was negotiated and administered by Hospice UK to all hospices in the UK. The grant had to be spent within the financial year and had to be used on capital spend rather than revenue. The sum of £81,531 was used against the purchase of new beds, mattresses, chairs and IT consultancy. A further sum of £244,593 has been pledged with the same terms and conditions for the financial year 2025/26 which will be used to fund the conversion of storage space internally into an additional 3 ensuite bedrooms within the Inpatient Unit.

Recruit and retain the highest calibre staff to enable the delivery of excellent care

What we achieved against this objective in the year 1 April 2024 to 31 March 2025
– annual review:

Part of our rebrand exercise enabled us to re-engage with staff and volunteers across departments of the organisation and led to us running some whole team Improving Culture workshops. With an experienced external facilitator, we explored the barriers to collegiate, cross-department relationships and looked at how we could transition towards a one team ethos and culture. The output of these workshops identified some short-, medium- and long-term priorities which we have now started to work through. An annual staff survey is scheduled to be reintroduced to the organisation in summer 2025 to ascertain how beneficial the early changes have been.

We were able to start recruiting into vacancies that had been deliberately held including roles within facilities, marketing and fundraising.

Our absence rates align with published NHS absence rates at around 5%.

Volunteers

Volunteers give their time freely, working alongside paid staff to support the Hospice – offering their skills, knowledge and experience to all areas. Volunteers are a key part of helping the charity to achieve its aims and objectives.

Volunteer recruitment and retention remains strong. Excellent volunteer support services provide regular contact, and a quarterly newsletter is produced for them to ensure they remain as informed

as possible in relation to what is happening more widely within the organisation. All our volunteers receive a full induction and keep up to date with regular training throughout the year. Our bereavement support volunteers are supported through supervision. We hold an annual thank you event to celebrate and thank our volunteers for their contribution to the Hospice.

At the end of the year we had 395 active volunteers, 221 of these being in retail shops. Our volunteers contributed 55,000 hours of their time.

Identify and embed a programme of continuous quality improvement

What we achieved against this objective in the year 1 April 2024 to 31 March 2025
– annual review:

The last full CQC inspection was carried out on 16th May 2017 and a 'Good' rating was given to each of the 5 domains. The last CQC Direct Monitoring Approach was carried out virtually in July 2022 and CQC were fully satisfied with the information given to them during interview and had no concerns regarding the organisation.

Our service user feedback consistently evidences the exceptional level of care patients and families experience, once known to the Hospice. We receive enormous numbers of compliments regarding every element of service from early intervention rehabilitative care at the Tulip Centre through to bereavement support. This feedback is unsolicited and remains vitally important to us to demonstrate how important our services are to people.

Environmental sustainability is important to us and we have measured our Hospice's current carbon footprint using ICB metrics. We have used a grant funded opportunity to install solar panels at the main Hospice site. Our charity retail estate contributes massively to reducing our carbon footprint by recycling all goods received where possible. Over the past year we have further reduced the number of unsaleable items that go to land fill by deconstructing old electrical items, offering free items in the shops where the item is safe but unsaleable and weighing in scrap metal. Next steps will be to conduct a similar baseline audit across our retail estate and then overlay the two sets of results to give a whole organisation carbon efficiency score to inform our green strategy.

We have invested in the build and installation of the national clinical record system within all our care services. Our bespoke unit of the Systmone Record enables us to see and share entries with other community providers including GPs and community nurses. This meant that we were able to join the Norfolk and Waveney Shared Care Record Group, which aims to further incorporate specific data between other digital systems, for example those used by the local hospital and the ambulance service. Furthermore, we have moved all our medication prescribing and administration onto the digital platform which has increased efficiencies, safety and visibility by other professionals involved in the patient's care.

Team meetings help us keep all staff up to date with policies, learning from incidents and new guidelines and a quality notice board outside the staff room holds information regarding infection control, audits, education opportunities and patient feedback.

The safeguarding leadership within the organisation remains strong with the team members trained to Level 4 and accountable for both children and adults. Mandatory training requirements for all staff and volunteers are continually reviewed and improved to ensure all staff feel confident in their responsibilities.

In July 2024 we concluded a 12 month grant funded quality improvement programme funded by the Norfolk Institute for Coastal and Rural Health Equality Embedded Fellowship Programme which aimed to support colleagues in the acute hospital with identification of the dying patient and supporting conversations with patients and families regarding their wishes for end-of-life care. The programme increased the implementation of rapid discharge for patients identified as being in the last short weeks of life while in the acute hospital. The number of patients transferred to our IPU and Hospice at Home service from the acute hospital increased, relationships between our teams became more collaborative and supportive but sadly the project highlighted the lack of provision of community care for this cohort of patients. There have been numerous opportunities to shine a light on these findings subsequently and conversations continue with the ICB around how we can support the expansion of our current service offer.

Empower staff, volunteers and communities through development and provision of innovative education programmes

What we achieved against this objective in the year 1 April 2024 to 31 March 2025 – annual review:

Last year we launched our Compassionate Community campaign. This is part of a growing national movement that recognises that everyone needs to be more confident in addressing the last great taboo – death. By improving our community’s ability to talk openly and with confidence about death, dying and grief we will slowly start to enable a more supportive community approach to supporting those living amongst us that are living with, or affected by, a life limiting condition alongside those who are grieving. The long-term objective is to ensure that the low-level support, care and connection required by individuals in the above categories can be made available by their families, friends and social networks rather than by the already overburdened health and social care sector.

We are now an accredited centre for the delivery of the esteemed St Christophers Hospice ‘Quality End of Life Care for All’ education programme. This transformational programme is aimed at professionals, students, care home and domiciliary care staff, volunteers and anyone with an interest in end-of-life care and aims to empower delegates to become agents for positive change in the delivery of high-quality care, whichever setting they work in. This programme sits alongside our educational portfolio which includes:

- Placements for students in nursing, medicine, physio or occupational therapy, pharmacy and GP trainees
- Sessions (both face to face and virtual) in Verification of Expected Death, Symptom Management, Communication Skills including Tender Conversations and Advance Care Planning



Knowing that there is always day or night someone on the end of the phone to talk to, has made an unbearable situation bearable ”

Strategic Report & Plans for the Future

As an independent charity we help people affected by life-limiting conditions to make the best of the rest of life, and we help those who are important to them to navigate their loss. We work with everyone as an individual, supporting them on each step of their journey through our outpatient unit, our inpatient unit and in their own homes to live a good life and achieve a good death, in their place of choice.

Meeting the future demand

With rising costs and increasing demand, the challenges facing hospices like ours are real. A recent report by the All-Party Parliamentary Group (APPG) for Hospice and End of Life Care revealed that, despite legislation passed in 2022, the way hospice services are being commissioned across England is not fit for purpose.

This is especially concerning as the nation faces a dramatic demographic change. By 2048, UK deaths are projected to rise by 25%, largely due to an ageing population. Here in North and West Norfolk and North Cambridgeshire, we're already seeing that shift, with 26% of our population aged over 65 compared to the national average of 19%. The demand for high-quality hospice care is only going to grow, and a national plan is essential to ensure everyone can die with dignity and access the support they need.

Recommendations were made by the former CEO of the ICB which included:

- The expansion of our Hospice at Home service through the redirection of current Continuing Health Care Fast Track Funding
- The expansion of our Inpatient resource to accommodate a further 3-6 beds
- A review of the current pathways to support people in the last 2 years of life (including the frail elderly) with proactive, early intervention, rehabilitative support akin to services currently delivered within our Tulip Centre

With confirmed funding from DoHSC we will have 3 additional beds ready for occupancy by 31st March 2026.

Workstreams across the West Norfolk Place continue to explore all the above and to review access to Specialist Level Inpatient services (currently only available in Norwich).

Increasing our income generation opportunities

To meet our future challenges income must continue to grow. In 2025/26 we need to fundraise £5 million to fund the Hospice. We know that with inflation we will need to grow at least 5% year on year and find new sources of income if we are to grow services.

The cornerstones of our strategy are to further diversify our fundraising and commercial income sources and grow our shop network at a rate of 2 shops per year so that we can maximise revenue to provide sustainable and flexible income.

With more strategically targeted marketing approaches we will continue to communicate our brand and our key messages with maximum effect. The charity will also continue to position itself at the forefront of high quality and motivational educational offerings which will enhance care standards outside of our services and further develop this as a source of income generation.

Strong relationships with the ICB and good representation at local health and social care planning and development groups will ensure that the charity is well positioned to explore enhanced or new funding opportunities over the coming year.



“

I can not give enough praise for the kindness and dignity they have shown to my husband and the immense help given to me to help me navigate this very difficult pathway ”



Our Financial Review

Total income for the year has increased by £1,816,641 to £6,504,087 (2024: £4,687,446). This is represented by an increase of £1,631,555 in unrestricted income to £6,174,973 (2024: £4,543,418) and an increase in restricted income of £185,086 to £329,114 (2024: £144,028). Further detail on unrestricted and restricted income can be drawn from note 5 of the accounts.

The Trustees have kept the policies for both reserves and investments under review, and in October 2024 minor changes were made. The following statements summarise our policies:

It is the ambition of the organisation to accrue and maintain reserves equivalent to six months gross annual running costs. These reserves will provide a financial buffer and ensure the short to medium term continuation of care services. The trustees review annually the level of reserves deemed appropriate alongside accessibility to these funds.

The Hospice will maintain a reasonable risk/reward approach in relation to cash investments and will not enter into highly speculative trading/investment, taking a balanced attitude to risk.

Evelyn and partners were appointed by the Trustees in November 2022 to hold and invest an initial sum of £500,000 with a specific brief to create growth and additional income with a projected annualised rate of return over the longer term of the Consumer Price Index (CPI) +2%. The portfolio performance has not yet reached this target and at the end of March 25 the performance since the start date is 2.3% below this target, having an annualised rate of return of 3.5% against annualised CPI +2% of 5.5%. A review has since been carried out and in order to reduce volatility risk the Trustees have decided to reduce our investment risk strategy to level 3 with Evelyn which is described as Cautious and comes with a reduced projected annualise rate of return of CPI +1.5%. The primary investment restriction for the portfolio is not to be invested in tobacco or tobacco products.

The total net assets held by the charity at the end of March 2025 were £6,341,020 (2024: £5,700,447), of which £626,347 (2024: £446,234) were related to specific projects. Unrestricted funds available for any purpose at the same date have increased to £1,211,191 (2024: £763,915). Our level of unrestricted undesignated funding has improved from less than 2 months running costs last year to just over 2 months running costs, which is a £498K improvement, but which we recognise is still less than we would wish. New Fundraising and Retail Strategies are being rolled out with the aim of increasing sustainable levels of income which will help bolster these reserves.

In addition to regular income generated from our Hospice shops and lottery, principal funding sources are the local Integrated Care Board (ICB) of the NHS, voluntary individual donations, legacies, corporates, charitable trusts and organisations.

Our Structure, Governance & Leadership

Ensuring our work delivers our vision

Reference and administrative details:

Registered charity name:

Tapping House

Charity registration number:

1062800

Company registration number:

03185605

Principal office and registered office:

Tapping House
Wheatfields
Hillington
King's Lynn
Norfolk
PE31 6BH

Trustees:

The Trustees who served during the year and at the date of approval were as follows:

Mr Timothy How (Chair)
Dr Laurence Atkinson
Ms Andrea Craig
Dr Susan Crossman
Mrs Mary Jane Edwards
Dr Lesley Macdonald (Appointed 8 February 2024)
Mr Brian Pinker (Resigned 9 May 2024)
Mrs Julia Marozzi (Resigned 31 July 2024)
Mr Nigel Chappell (Appointed 31 October 2024)
Miss Anne Cole (Appointed 31 October 2024)

Senior Leadership Team (SLT):

Miss Nicola Ellis, RGN, Chief Executive
Mrs Lynn Lockheart, CIPD, Director of People, Culture and Operations
Mrs Samantha Loveday, Director of Strategy and Engagement
Mr John Garrett, FAIA, FFA, MCMI, Director of Finance (Retired May 2024)

Auditor:

Saffery LLP
Westpoint
Peterborough Business Park
Lynch Wood
Peterborough
PE2 6FZ

Bankers:

Clydesdale Bank/Virgin Money
30 St Vincent Place
Glasgow
G1 2HL

The organisation is a charitable company limited by guarantee. It was founded in 1984 as West Norfolk Home Hospice and incorporated on 12 April 1996. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. A revised Memorandum and Articles of Association were adopted on 29 May 2014. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Following re-branding in 2006 the charity was registered as The Norfolk Hospice (Certificate of Incorporation on name change granted on 27 May 2009).

A further re-brand in 2024 changed the name to Tapping House and the company was registered as Tapping House Ltd (Certificate of Incorporation on name change granted 4th November 2024).

A further amendment was made and the company was registered as Tapping House (Certificate of Incorporation on name change granted 17th June 2025).

The Hospice has a Board of Trustees of up to nine members who meet quarterly and are responsible for the overall strategic direction and policy of the charity. The Chief Executive (CEO) has delegated responsibility for the day-to-day leadership and management of the charity, implementing strategy and overall leadership of the provision of services. The CEO (with the support of the SLT whose members lead different functions within the Hospice) reports to the Board of Trustees, which approves major decisions and has overall responsibility for the Hospice's activities.

The directors meet yearly with the Board of Trustees to review our strategy, vision, mission and values. Quarterly meetings review progress against strategy. These meetings consider governance, risk, patient and carer feedback and the financial position of the organisation and ensure that the Board understands how the organisation is performing and is swiftly alerted to any issues of concern.

The directors of the company are also charity Trustees for the purpose of charity law. New Trustees are appointed by the current Board members. The Hospice Trustees are expected to be pro-active in supporting the Hospice. Trustee recruitment is achieved through local advertisement, interview and appointment. A periodic review of existing skills and expertise is undertaken and assessment made of what is required to meet the strategic needs of the charity. This informs the recruitment and selection of prospective Trustees along with evidence of their motivation and support for the charity's aims.

New Trustees are taken through an induction process at the Hospice, which includes a tour of all the facilities and individual meetings with the CEO and Senior Leadership Team.

Members of the Board serve for a period of three years after which they may be elected for a further two terms of three years.

The Board has two sub-committees to aid the conduct of their responsibilities of governance:

"Finance and Investment" - this meeting includes oversight of information governance and data protection

"Care and Clinical Governance" - this meeting includes oversight of the full human resources lifecycle.

The Registered Manager (CEO) has responsibility for implementing the agreed strategic development of Hospice services and compliance. The day-to-day operational management of the care services and supervision of the care team is led by the Clinical Leadership Team consisting of CEO, Lead for Family and Carer Support, Therapy Lead and Senior Nurses, ensuring that the care team continues to develop skills and working practices in line with best practice.

Outside of care the day-to-day operational management of services is supported by the Operational Managers Group (OMG) who have representation from each department. The OMG hold delegated responsibilities on behalf of the Senior Leadership Team, guided by the organisation's values. The representative and collaborative group can make decisions replying to operational challenges in a responsive way, ensuring the safety of patients and/ or staff, alongside supporting the promotion of the best interest of the organisation. The OMG is to be a point of contact for staff if their line manager or a director is not available. Furthermore, the OMG support the Board and the Leadership Team to ensure the charity meets its strategic objectives.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, *Charities and Public Benefit*. The Hospice's charitable purpose is set out at the beginning of this report. The charity has delivered this public benefit as outlined above.

Risk Assessment

In line with our risk assessment policy a risk register has been established and is reviewed monthly by the Senior Leadership Team. All the teams within the organisation have their own risk register but report high risks to the SLT and, subsequently, the Board. Our Organisational Governance Policy details clearly how this is managed through various committees.

Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, patients, customers and visitors to the Hospice and its retail outlets. Clinical risks are highlighted via the clinical teams and escalated via the Clinical Leadership Team through to a Care and Clinical Governance Committee and subsequently the Board.

The charity is obliged to meet the national standards of the Care Quality Commission and to comply with employment legislation and health and safety of staff, volunteers, users and visitors in all its premises. The Health and Safety policy includes a system for undertaking and recording risk assessments.

The Trustees have identified key risks to the ongoing success of the Hospice:

Workforce – the charity is no longer able to keep up with NHS Agenda for Change pay scales which could negatively impact our ability to recruit into clinical roles. This becomes increasingly difficult when looking to recruit senior or more experienced staff as they have progressed further into both the pay scale increments and better terms and conditions of employment including pension funds which we are unable to match. Non-clinical roles are also being held back due to our financial challenges with some at National Minimum Wage which could impact our ability to recruit into roles across all support services and retail as we fail to offer a competitive wage.

Income Generation - the rise in costs of food, energy, fuel and equipment coupled with a potential decrease in lottery subscriptions, decrease in donations to retail, decrease in monetary donations may impact on our financial sustainability.

Statutory Funding – the failure of our statutory funding from the NHS to keep pace with our rising costs of service delivery is putting additional strain on our financial ability to continue delivering services at current levels. This is coupled with current changes in the structure of the local ICB and the absence of engagement opportunities to ensure equitable funding for our services in line with those delivered by our NHS partners.

Subsidiary companies

The company has one dormant subsidiary company: Norfolk Hospice (Trading) Limited

Remuneration of key personnel

In accordance with the agreed job evaluation framework and available benchmarking information, the Chief Executive has delegated authority to agree salaries. She will normally do so in conjunction with all members of SLT, with the input and support of the Chair. The Chief Executive's own salary is set by the Chair and Trustees.

External relationships

The Hospice continues to be a corporate member of Hospice UK.

Going concern

The activities of the company, its objectives, factors likely to affect its future development and the policies for managing its capital and financial risk are detailed in the Annual Report. The Trustees have a reasonable expectation that the Hospice has adequate resources to continue in operational existence for the foreseeable future, as the charity has a regime of annual budgeting supported by monthly management accounts and quarterly Finance and Investment Committee meetings enabling considered management decisions to be made. This allied with a level of reserves, an appropriate identification and quantification of risk, supports the Trustee's expectations. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

Trustees' responsibilities statement

The trustees (who are also directors of Tapping House for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Saffery LLP have expressed their willingness to continue in office as auditors.

The Trustees' annual report and the strategic report were approved on 6th November 2025 and signed on behalf of the Board of Trustees by:

A handwritten signature in black ink that reads "Timothy How". The signature is written in a cursive style with a large, sweeping initial 'T'.

Mr Timothy How
Trustee

Independent auditor's report to the members.

For the year ended 31 March 2025

Opinion

We have audited the financial statements of Tapping House (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 20, the Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with Trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business.

We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

The logo for Saffery LLP, featuring the company name in a handwritten-style font.

Gareth Norris FCA (Senior Statutory Auditor) 2025

For and on behalf of Saffery LLP Statutory Auditors

Westpoint
Peterborough Business Park
Lynch Wood
Peterborough
PE2 6FZ

Date: 18 November 2025

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

Statement of financial activities

(including income and expenditure account)

For the year ended 31 March 2025

	Notes	Unrestricted funds £	2025 Restricted funds £	2025 Total funds £	2024 Total funds £
Income and endowments					
Donations and legacies	5	1,836,832	329,114	2,165,946	990,406
Charitable activities	6	1,553,918	-	1,553,918	1,300,088
Other trading activities	7	2,753,726	-	2,753,726	2,373,677
Investment income	8	23,246	-	23,246	19,880
Other income	9	7,251	-	7,251	3,395
Total income		6,174,973	329,114	6,504,087	4,687,446
Expenditure					
Raising funds:					
Costs of raising donations and legacies	10	(431,935)	-	(431,935)	(384,115)
Costs of other trading activities	11	(1,284,083)	-	(1,284,083)	(1,196,076)
Charitable activities	12	(4,012,615)	(149,001)	(4,161,616)	(3,550,359)
Total expenditure		(5,728,633)	(149,001)	(5,877,634)	(5,130,550)
Net income and movements in funds before gains and loss on investments					
		446,340	180,113	626,453	(443,104)
Net gains/(losses) on investments	13	14,140	-	14,140	25,003
Net income before transfer of funds		460,480	180,113	640,593	(418,101)
Transfers between funds					
Net movement in funds		460,480	180,113	640,593	(418,101)
Reconciliation of funds					
Total funds brought forward	29	5,254,193	446,234	5,700,427	6,118,528
Total funds carried forward	29	5,714,673	626,347	6,341,020	5,700,427

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on page 30 to 47 form part of these financial statements.

Balance sheet

As at 31 March 2025

	Notes	£	2025 £	£	2024 £
Fixed assets					
Intangible assets	17		68,895		-
Tangible fixed assets	18		4,434,588		4,490,298
Investments	19		544,037		529,897
			<hr/>		<hr/>
			5,047,520		5,020,195
Current assets					
Stocks	21	38,107		39,906	
Debtors	22	958,526		836,291	
Cash at bank and in hand	23	885,031		233,707	
			<hr/>	<hr/>	
		1,881,664		1,109,904	
Creditors: Amounts falling due within one year	24	(565,696)		(389,698)	
			<hr/>	<hr/>	
			1,315,968		720,206
Net current assets			<hr/>	<hr/>	<hr/>
Total assets less current liabilities			6,363,488		5,740,401
			<hr/>	<hr/>	<hr/>
Creditors: Amounts falling due after more than one year	25		(22,468)		(39,954)
			<hr/>	<hr/>	<hr/>
Net assets			6,341,020		5,700,447
			<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Funds of the charity					
Restricted funds			626,347		446,234
Unrestricted funds			5,714,673		5,254,213
			<hr/>	<hr/>	<hr/>
Total charity funds	29		6,341,020		5,700,447
			<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

These financial statements were approved by the Board of Trustees and authorised for issue on 6th November 2025 and are signed on behalf of the Board by:

Mr Timothy How
Trustee



Company registration number: 03185605

The notes on page 30 to 47 form part of these financial statements

Statement of cash flows

For the year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities		
Net income	640,593	(418,101)
Adjustment for:		
Depreciation of tangible fixed assets	161,742	171,479
Amortisation of intangible assets	8,465	-
Net movement on investments	(14,140)	(28,744)
Dividends, interest and rents from investments	(23,246)	(11,638)
Gains on disposal of tangible fixed assets	-	1,834
Interest charged	2,967	3,646
Changes in:		
Stock	1,799	15,513
Trade and other debtors	(82,256)	119,146
Trade and other creditors	135,798	(14,780)
Cash used in operations	831,722	(161,645)
Net cash from operating activities	831,722	(161,645)
Cash flows from investing activities		
Dividends, interest and rents from investments	23,246	11,638
Purchase of tangible assets	(155,559)	(73,389)
Purchase of intangible assets	(27,832)	-
Net cash used in investing activities	(160,145)	(61,751)
Cash flows from financing activities		
Interest paid	(2,967)	(3,646)
Repayments of borrowings	(17,286)	(21,342)
Net cash from financing activities	(20,253)	(24,988)
Net (decrease)/increase in cash and cash equivalents	651,324	(248,384)
Cash and cash equivalents at beginnings of year	233,707	482,091
Cash and cash equivalents at end of year	885,031	233,707

The notes on page 30 to 47 form part of these financial statements

Notes to the financial statements

For the year ended 31 March 2025

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Tapping House, Wheatfields, Hillington, Kings Lynn, Norfolk, PE31 6BH.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

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

3. Accounting policies

3.1 Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial items at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

3.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

3.3 Consolidation

The entity has taken advantage of the exemption from preparing consolidated financial statements contained in Section 402 of the Companies Act 2006 on the basis that the only subsidiary is excluded from consolidation on the grounds that its inclusion is not material for the purpose of giving a true and fair view.

3.4 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimations) have been made in the process of applying the entity's accounting policies.

There are no key assumptions concerning the future or other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3.5 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the Trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

3.6 Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- Legacy income is recognised where receipt is probable, entitlement is established and the value can be measured reliably.
- Income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- Income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

3.7 Government grant income

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

3.8 Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.

- Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

3.9 Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

3.10 Intangible assets

Intangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated amortisation and impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Intangible assets - 10% Straight line

3.11 Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Capital expenditure of less than £500 is charged to the Statement of Financial Activities in the year in which it is incurred.

3.12 Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% to 5% Straight line
Fixtures and fittings	-	15% to 33.3% Straight line
Motor vehicles	-	12.5% to 25% Straight line
Equipment	-	15% to 50% Straight line

3.13 Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

3.14 Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

3.15 Finance leases and hire purchase contracts

Assets held under finance leases and hire purchase contracts are recognised in the balance sheet as assets and liabilities at the lower of the fair value of the assets and the present value of the minimum lease payments, which is determined at the inception of the lease term. Any initial direct costs of the lease are added to the amount recognised as an asset.

Lease payments are apportioned between the finance charges and reduction of the outstanding lease liability using the effective interest method. Finance charges are allocated to each period so as to produce a constant rate of interest on the remaining balance of the liability.

3.16 Pension scheme

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

3.17 Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

4. Limited by guarantee

The charity is a company limited by guarantee and does not have share capital. Every member of the charity undertakes to contribute such amounts (not exceeding £1) as may be required in the event of a winding up.

5. Donations and legacies

2025

	Unrestricted funds £	Restricted funds £	Total funds 2025 £
Donations			
Donations from charitable trusts	106,710	231,281	337,991
Other donations, including gift aid	662,093	97,833	759,926
Game sales	7,861	-	7,861
Legacies			
Legacies	1,060,168	-	1,060,168
	<u>1,836,832</u>	<u>329,114</u>	<u>2,165,946</u>

2024

	Unrestricted funds £	Restricted funds £	Total funds 2024 £
Donations			
Donations from charitable trusts	98,682	126,200	224,882
Other donations, including gift aid	410,204	17,828	428,032
Game sales	4,842	-	4,842
Legacies			
Legacies	332,650	-	332,650
	<u>846,378</u>	<u>144,028</u>	<u>990,406</u>

6. Charitable activities

	Unrestricted funds £	2025 Total funds £	Unrestricted funds £	2024 Total funds £
Inpatient unit	785,148	785,148	790,244	790,244
Outpatient services	758,545	758,545	507,764	507,764
Other income	10,225	10,225	2,080	2,080
	<u>1,553,918</u>	<u>1,553,918</u>	<u>1,300,088</u>	<u>1,300,088</u>

Of the total income received from charitable activities £1,490,413 (2024: £1,253,007) was received from the NHS.

7. Other trading activities

	Unrestricted funds	2025 Total funds	Unrestricted funds	2024 Total funds
	£	£	£	£
Income from Catering/Beverages	52,448	52,448	34,145	34,145
Fund raising events	621,719	621,719	314,311	314,311
Shop income	1,825,158	1,825,158	1,762,837	1,762,837
Lottery income	254,401	254,401	262,384	262,384
	<u>2,753,726</u>	<u>2,753,726</u>	<u>2,373,677</u>	<u>2,373,677</u>

8. Investment income

	Unrestricted funds	2025 Total funds	Unrestricted funds	2024 Total funds
	£	£	£	£
Evelyn Investment income	9,989	9,989	8,242	8,242
Interest on bank deposits	13,257	13,257	11,638	11,638
	<u>23,246</u>	<u>23,246</u>	<u>19,880</u>	<u>19,880</u>

9. Other income

	Restricted funds	Unrestricted funds	2025 Total funds
	£	£	£
Grants and sundry income	-	3,568	3,568
Services and other income	-	3,683	3,683
	<u>-</u>	<u>7,251</u>	<u>7,251</u>

	Restricted funds	Unrestricted funds	2024 Total funds
	£	£	£
Services and other income	-	3,395	3,395
	<u>-</u>	<u>3,395</u>	<u>3,395</u>

10. Costs of raising donations and legacies

	Unrestricted funds	2025 Total funds	Unrestricted funds	2024 Total funds
	£	£	£	£
Fundraising and publicity	317,008	317,008	253,454	253,454
Lottery operating and prizes	103,518	103,518	110,980	110,980
Trusts	11,409	11,409	19,681	19,681
	<u>431,935</u>	<u>431,935</u>	<u>384,115</u>	<u>384,115</u>

11. Costs of other trading activities

	Unrestricted funds	2025 Total funds	Unrestricted funds	2024 Total funds
	£	£	£	£
Shop expenditure	1,284,083	1,284,083	1,196,076	1,196,076

12. Expenditure on charitable activities

	Expenditure undertaken directly	Support costs	2025 Total funds	2024 Total funds
	£	£	£	£
Patient care and associated Activities	2,891,376	1,270,240	4,161,616	3,550,359
			2025	2024
			£	£
Support costs				
Staff costs			779,790	592,842
Depreciation			49,978	59,969
Amortisation			8,465	-
(Gain)/loss on sale of fixed assets			-	1,834
Office and administrative costs			376,895	94,531
Bank interest and charges			37,022	32,296
Auditor's remuneration - for audit			15,510	14,910
- for other services			2,580	3,770
			<u>1,270,240</u>	<u>800,152</u>

13. Net gains on investments

	Unrestricted funds	2025 Total funds	Unrestricted Funds	2024 Total funds
	£	£	£	£
Gains on listed investments	14,140	14,140	25,003	25,003

14. Net income

Net income is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation of tangible fixed assets	161,742	171,479
Amortisation of intangible assets	8,465	-
(Gain)/loss on disposal of fixed assets	-	(1,908)
Unrealised (gain)/loss on investments	(14,140)	(25,003)
Auditor's remuneration – audit services	15,510	14,910
Operating lease rentals – land and buildings	288,675	282,425

15. Staff costs

The total staff costs and employees benefits for the reporting period are analysed as follows:

	2025	2024
	£	£
Wages and salaries	3,663,629	3,142,516
Social Security costs	336,697	283,586
Other pension costs	142,554	124,648
	4,142,880	3,550,750

The average head count of employees during the year was 143 (2024: 132).

The number of employees whose remuneration for the year fell within the following bands, were:

Support costs	2025	2024
	No	No
£60,000 to £69,999	-	-
£70,000 to £79,999	2	1
£80,000 to £89,999	1	1

Key Management Personnel

The Key Management Personnel comprise the Senior Leadership Team as listed on page 16. The total amount of employee benefits (including pension contributions) received by senior management for their services to the charity was £273,483 (2024: £275,998).

16. Trustee remuneration and expenses

None of the Trustees or connected persons received any remuneration or reimbursed expenses during the year.

17. Intangible assets

	Intangible assets	Total
	£	£
Cost		
At 1 April 2024	-	-
Transfers	55,331	55,331
Additions	27,832	27,832
At 31 March 2025	<u>83,163</u>	<u>83,163</u>
Amortisation		
At 1 April 2024	-	-
Transfers	5,804	5,804
Charge for the year	8,465	8,465
At 31 March 2025	<u>14,269</u>	<u>14,269</u>
Carrying amount		
At 31 March 2025	<u>68,895</u>	<u>68,895</u>
At 31 March 2024	<u>-</u>	<u>-</u>

All intangible assets of the charitable company are amortised over their determined useful economic life of 10 years.

18. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
Cost					
At 1 April 2024	4,992,204	403,416	165,611	386,545	5,947,776
Transfers	-	-	-	(55,331)	(55,331)
Additions	14,392	72,226	-	68,941	155,559
Disposals	-	-	(24,875)	(43,034)	(67,909)
At 31 March 2025	<u>5,006,596</u>	<u>475,642</u>	<u>140,736</u>	<u>357,121</u>	<u>5,980,095</u>
Depreciation					
At 1 April 2024	730,475	342,768	118,945	265,290	1,457,478
Transfers	-	-	-	(5,804)	(5,804)
Charge for the year	107,579	13,303	11,553	29,307	161,742
Disposals	-	-	(24,875)	(43,034)	(67,909)
At 31 March 2025	<u>838,054</u>	<u>356,071</u>	<u>105,623</u>	<u>245,759</u>	<u>1,545,507</u>
Carrying amount					
At 31 March 2025	<u>4,168,542</u>	<u>119,571</u>	<u>35,113</u>	<u>111,363</u>	<u>4,434,588</u>
At 31 March 2024	<u>4,261,729</u>	<u>60,648</u>	<u>46,666</u>	<u>121,255</u>	<u>4,490,298</u>

All fixed assets of the charitable company are used for charitable purposes. Freehold land and buildings includes land with a cost of £23,100 which is not depreciated.

Included in the total net book value of motor vehicles was £nil (2024: £12,658) in respect of assets held under finance leases.

19. Investments

	Listed investments	Shares in group undertakings	Total
	£	£	£
Cost or valuation			
At 1 April 2024	529,895	2	529,897
Net additions/disposals	-	-	-
Fair value movements	14,140	-	14,140
	<hr/>	<hr/>	<hr/>
At 31 March 2025	544,035	2	544,037
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Impairment			
At 1 April 2024 and 31 March 2025	-	-	-
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Amount carried forward			
At 31 March 2025	544,035	2	544,037
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2024	529,895	2	529,897
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

19.1 Financial assets held at fair value

The fair value of listed investments is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

20. Investments**20.1 Subsidiaries and other investments**

The dormant subsidiary undertaking, Norfolk Hospice (Trading) Limited (02921830), is registered in England and Wales. The share capital is owned in entirety by Tapping House. At the year end, the aggregate capital and reserves of the company amounted to £2. The company was dormant throughout the year.

21. Stocks

	2025	2024
	£	£
Bought in goods/donated goods for resale	38,107	39,906
	<hr/>	<hr/>

22. Debtors

	2025	2024
	£	£
Trade debtors	4,356	169,063
Prepayments and accrued income	131,111	98,508
Other debtors	823,059	568,720
	<u>958,526</u>	<u>836,291</u>

The charity has been notified of additional legacies which have not been included within the accounts as there is uncertainty over the value to be received.

23. Cash and cash equivalents

	2025	2024
	£	£
Cash and cash equivalents consist of:		
Cash at bank – current accounts	200,753	217,480
Short term deposits	680,842	13,092
Petty cash	3,435	3,135
	<u>885,031</u>	<u>233,707</u>

24. Creditors

Amounts falling due within one year

	2025	2024
	£	£
Bank loans and overdrafts	17,486	16,913
Trade creditors	137,050	103,632
Accruals and deferred income	179,781	120,653
Social security and other taxes	83,540	65,712
Obligations under finance leases and hire purchases contracts	-	373
Other creditors	147,839	82,415
	<u>565,696</u>	<u>389,698</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. Bank loan terms of repayment are via a monthly charge and interest is payable at 7.49% on the principal amount.

The hire purchase liabilities are secured over the assets concerned.

25. Creditors
Amounts falling due after more than one year

	2025	2024
	£	£
Bank loans and overdrafts	22,468	39,954
	<u>22,468</u>	<u>39,954</u>
	<u><u>22,468</u></u>	<u><u>39,954</u></u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. The loan was taken out on 27 July 2018 for a term of 10 years. Bank loan terms of repayment are via a monthly charge and interest is payable at 7.49% on the principal amount.

A £50,000 COVID Bounce Back Loan was taken out on 4 July 2020 for a term of 6 years with interest payable at 2.5%. There is no security on this loan.

26. Finance leases and hire purchase contracts

The total future minimum lease payments under finance leases and hire purchase contracts are as follows:

	2025	2024
	£	£
Not later than 1 year	-	373
Later than 1 year and not later than 5 years	-	-
	<u>-</u>	<u>-</u>
	<u><u>-</u></u>	<u><u>373</u></u>

27. Deferred income

	2025	2024
	£	£
At 1 April 2024	76,600	49,355
Amount released to income	(76,600)	(49,355)
Amount deferred in year	100,001	76,600
	<u>100,001</u>	<u>76,600</u>
	<u><u>100,001</u></u>	<u><u>76,600</u></u>

Deferred income relates to event income received in advance and lottery income relating to future draws.

28. Pensions and other post-retirement benefits

28.1 Defined contribution plans

The Hospice operates a defined contribution personal pension plan. The assets of the plan are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable by the charity to the plan and amounted to £142,554 (2024: £124,648).

29. Analysis of charitable funds

29.1 Unrestricted funds

	At 1 April 2024	Income	Expenditure	Investment (loss)/gain	Transfers	At 31 March 2025
	£	£	£	£	£	£
General	763,915	6,174,954	(5,688,801)	(25,693)	(13,184)	1,211,191
Designated funds:						
Fixed asset fund	4,490,298	-	-	-	13,184	4,503,482
	<u>5,254,213</u>	<u>6,174,954</u>	<u>(5,688,801)</u>	<u>(25,693)</u>	<u>-</u>	<u>5,714,673</u>

29.1 Unrestricted funds (continued)

	At 1 April 2023	Income	Expenditure	Investment (loss)/gain	Transfers	At 31 March 2024
	£	£	£	£	£	£
General	1,079,793	4,543,438	(4,984,244)	25,003	99,925	763,915
Designated funds:						
Fixed asset fund	4,590,223	-	-	-	(99,925)	4,490,298
	<u>5,670,016</u>	<u>4,543,438</u>	<u>(4,984,244)</u>	<u>25,003</u>	<u>-</u>	<u>5,254,213</u>

The designated fixed asset fund has been established to assist identifying those funds that are not free reserves and represents the net book value of tangible fixed assets, excluding those funded from restricted income.

Transfer between restricted and unrestricted funds represent the transfer of the net book value of fixed assets purchased with restricted funds on which there is no ongoing restriction.

28. Analysis of charitable funds (continued)

28.2 Restricted funds

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
In patient unit	161,746	138,360	(104,698)	-	195,408
Hospice at home	500	23,830	(7,423)	-	16,907
Equipment fund	1,118	-	-	-	1,118
Day therapy	147	-	-	-	147
In memory garden	40,858	148	(148)	-	40,858
Other funds	241,865	166,776	(36,732)	-	371,909
	<u>446,234</u>	<u>329,114</u>	<u>(149,001)</u>	<u>-</u>	<u>626,347</u>

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
In patient unit	162,170	113,284	(113,708)	-	161,746
Hospice at home	500	9,386	(9,386)	-	500
Equipment fund	1,118	-	-	-	1,118
Day therapy	147	-	-	-	147
In memory garden	40,568	290	-	-	40,858
Other funds	244,009	21,068	(23,212)	-	241,865
	<u>448,512</u>	<u>144,028</u>	<u>(146,306)</u>	<u>-</u>	<u>446,234</u>

In Patient Unit

Donations received towards the establishment of the inpatient unit at the new hospice at Hillington.

Hospice at Home

Income received towards the Hospice at Home service.

Equipment funds

These funds represent donations received, and funding from the East of England Development Agency and Community Fund, towards the cost of furniture and equipment. Depreciation is charged to these funds on an annual basis.

Day therapy

Funds received for the provision of day therapy services.

In memory garden

Donations received for establishing a memorial garden.

29. Analysis of net assets between funds

2025	Tangible fixed assets £	Investments £	Net current assets £	Creditors > 1 year £	Total £
Unrestricted funds:					
General	-	544,037	689,621	(22,468)	1,211,190
Designated funds:					
Fixed asset funds	4,503,483	-	-	-	4,503,483
Restricted fund	-	-	626,347	-	626,347
	<u>4,503,483</u>	<u>544,037</u>	<u>1,315,968</u>	<u>(22,468)</u>	<u>6,341,020</u>
2024					
	Tangible fixed assets £	Investments £	Net current assets £	Creditors > 1 year £	Total £
Unrestricted funds:					
General	-	529,897	273,972	(39,954)	763,915
Designated funds:					
Fixed asset funds	4,490,298	-	-	-	4,490,298
Restricted fund	-	-	446,234	-	446,234
	<u>4,490,298</u>	<u>529,897</u>	<u>720,206</u>	<u>(39,954)</u>	<u>5,700,447</u>

30. Connected charity

Tapping House Hospice (formerly Norfolk Hospice Care), a company limited by guarantee (03692022), is under the control of the Trustees of Tapping House. This connected charitable company was originally formed for the purpose of operating the Hospice but ceased all activities in 2005 and was dormant throughout 2024-25.

31. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 £	2024 £
Not later than 1 year	153,717	180,800
Later than 1 year and not later than 5 years	188,000	318,717
Later than 5 years	57,500	34,500
	<u>399,217</u>	<u>534,017</u>

32. Related parties

There are no related party transactions during the period (2024: £Nil)

33. Analysis of net debt

	1 April 24	Cash flow	Non cash flow	31 March 25
	£	£	£	£
Cash in hand	233,707	651,324	-	885,031
Hire purchase < 1 year	(373)	373	-	-
Hire purchase > 1 year	-	-	-	-
Bank borrowings < 1 year	(16,913)	(573)	-	(17,486)
Bank borrowings > 1 year	(39,954)	17,486	-	(22,468)
	<u>176,467</u>	<u>668,610</u>	<u>-</u>	<u>845,077</u>

34. Comparative information- Statement of Financial Activities for the Year ended 31 March 2024

	Notes	Unrestricted funds £	2024 Restricted funds £	2024 Total funds £
Income and endowments				
Donations and legacies	5	846,378	144,028	990,406
Charitable activities	6	1,300,088	-	1,300,088
Other trading activities	7	2,373,677	-	2,373,677
Investment income	8	19,880	-	19,880
Other income	9	3,395	-	3,395
Total income		4,543,418	144,028	4,687,446
Expenditure				
Raising funds:				
Costs of raising donations and legacies	10	(384,115)	-	(384,115)
Costs of other trading Activities	11	(1,196,076)	-	(1,196,076)
Charitable activities	12	(3,404,053)	(146,306)	(3,550,359)
Total expenditure		(4,984,244)	(146,306)	(5,130,550)
Net income and movements in funds before gains and				
Loss on investments		(440,826)	(2,278)	(443,104)
Net gains/ (losses) on investments	13	25,003	-	25,003
Net income before transfer of funds		(415,823)	(2,278)	(418,101)
Transfers between funds				
Net movement in funds		(415,823)	(2,278)	(418,101)
Reconciliation of funds				
Total funds brought forward		5,670,016	448,512	6,118,528
Total funds carried forward		5,254,193	446,234	5,700,427



Tapping House

England & Wales - Charity number 1062800

Accounts

THE NORFOLK HOSPICE

(A Company limited by guarantee)

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024



**Company Registration No. 03185605
(England and Wales)
Charity Registration No. 1062800**

The Norfolk Hospice
(A company limited by guarantee)

Contents

	Page
Letter from Chair and CEO	1
Trustees' annual report (incorporating the strategic report)	
- Our vision, mission and values	4
- Making a difference	5
- Our financial review	15
- Our structure, governance and management	16
Independent auditor's report to the members	21
Statement of financial activities (including income and expenditure account)	25
Balance sheet	26
Statement of cash flows	27
Notes to the financial statements	28

**The Norfolk Hospice
(A company limited by guarantee)**

**Trustees' Report including Strategic Report
For the year ended 31 March 2024**

LETTER FROM OUR CHAIR, TIM HOW AND CEO, NIKI ELLIS

We are pleased to present The Norfolk Hospice Tapping House Trustees' Annual Report and Financial Statements for 2023-24.

The past year has been a challenging one for the Hospice sector and we are not exempt from that. At times, the financial pressures have overshadowed the incredible dedication of our team of staff and volunteers who strive to deliver exceptional patient care and family support. We have remained resolute, despite the huge task ahead, to deliver the vital care that so many people rely on in this part of the county.

The care delivery has continued to receive high praise throughout the year and our reputation remains excellent amongst our local community and amongst key partners in health and social care.

There has been little in the way of service development throughout the year as we have focused on negotiating new contracts for existing services. Those services already operating have benefitted from a quality review and enhanced governance processes to ensure safety. Furthermore, the introduction of SystemOne clinical documentation has meant that we can reach new levels of data reporting alongside enhanced outcome measurement and patient feedback.

During the year we continued to explore a leadership model that aspired to a fresh approach and a framework that combines accountability, empowering others and collective decision making.

We continue to attract new staff and volunteers across all roles and we work hard to ensure that the organisation is a good place to work, offering fair remuneration and a pleasant environment to work in.

Our retail estate continues to provide significant income and we are ready to increase our estate as we move forward into the next financial year.

We have seen fundraising begin to change shape under expert leadership, recruited to rise to the challenge of closing the gap between our increasing expenditure against income. Our community fundraising efforts remain firmly embedded but will be strengthened by new initiatives in major giving, corporate giving and legacy giving.

Our 40th Anniversary in 2024 also brings opportunities for increased fundraising and an opportunity to celebrate our achievements. To mark the anniversary, we have been looking at a brand refresh that takes us into the next phase of our contribution to palliative and end of life care in West and North Norfolk.

**The Norfolk Hospice
(A company limited by guarantee)**

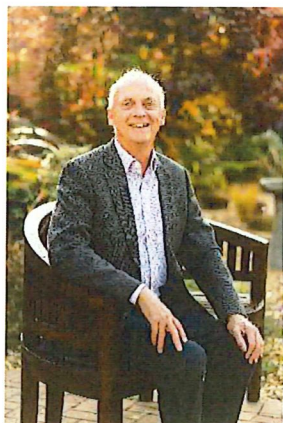
**Trustees' Report including Strategic Report
For the year ended 31 March 2024**

Environmental sustainability remains important to us and we have taken the first steps to embedding this within our organisation and exploring environmental impact alongside financial and social impact within everything we do.

We thank Hospice UK for continuing to raise the profile of the independent hospice sector's financial challenge, both within the media and at Government level. As a small provider, previously part of an integrated contract that is led by the NHS and the only independent hospice within the NHS Norfolk and Waveney Integrated Care Board (ICB), we are a lone voice that, at times, goes unheard without the weight of our national representative body amplifying the same story.

Thank you to all our donors for your continued generous support. Because you care, we can care.

We are also very grateful to our Board of Trustees who have stood alongside us throughout this difficult period and to all staff, volunteers and the Leadership Team, who continue to go the extra mile.



Timothy F. How



Kelly

**The Norfolk Hospice
(A company limited by guarantee)**

**Trustees' Report including Strategic Report
For the year ended 31 March 2024**

TRUSTEES' REPORT

INCLUDING STRATEGIC
REPORT



OUR VISION, MISSION AND VALUES

The Norfolk Hospice Tapping House intends to represent the golden thread for the local provision of palliative care through excellent service delivery, system wide education and organisational sustainability funded through new commissioning contracts and enhanced income generation.

VISION

That every person living with or affected by a life limiting condition will be offered choice and access to excellent end of life and bereavement care.

MISSION

To lead the transformation of end of life care through innovative service delivery, education and by empowering communities to talk openly about death, dying and grief.

VALUES

Compassion

Accessibility

Respect

Excellence

"I shall always remember with gratitude the patience and dedication of all your staff, who, without exception, from cleaners to senior nurses, were unfailingly cheerful, helpful and caring. A care which was extended not only to her (IPU Patient), but also to me, for which I thank you."

MAKING A DIFFERENCE

STRATEGIC OBJECTIVES

In 2021 we set out our strategic objectives across 3 domains:

Operational Capability, Governance & Quality

- Achieve CQC 'outstanding' rating
- Maintain a diverse organisational culture aligned to our vision through strong governance, recruitment, development and retention of the highest calibre staff, data analysis and feedback from patients, staff, volunteers and partners

Care

- Ensure that patients and their families remain at the centre of all decision making
- Ensure plans reflect the National Ambitions Framework for Palliative and End of Life Care 2021
- Lead on development and provision of palliative and end of life care education
- Become an integral partner within the Integrated Care System
- Work with other organisations locally to ensure the needs of hard to reach groups are met

Income Generation

- Increase diversification of income streams
- To grow legacy income steadily towards £1 million per annum through whole organisation education, improved messaging regarding gifts in wills and increased identification and stewardship of legacy pledgers
- Continue to build reserves
- Negotiate new contracts with commissioners to ensure sustainability as an independent hospice

"Every visit we had, without exception, was thoughtful, reassuring, kind, professional and above all just so caring in exactly the ways that were needed."

Operational Capability, Governance & Quality

What we achieved against these objectives in the year | April 2023 to 31 March 2024
– annual review:

- Achieve CQC 'outstanding' rating
- Maintain a diverse organisational culture aligned to our vision through strong governance, recruitment, development and retention of the highest calibre staff, data analysis and feedback from patients, staff, volunteers and partners

The last full CQC inspection was carried out on 16th May 2017 and a 'Good' rating was given to each of the 5 domains. The last CQC Direct Monitoring Approach was carried out virtually in July 2022 and CQC were fully satisfied with the information given to them during interview and had no concerns regarding the organisation.

Our service user feedback consistently evidences the exceptional level of care patients and families experience once known to the Hospice and we receive enormous numbers of compliments regarding every element of service from early intervention rehabilitative care at the Tulip Centre through to bereavement support. This feedback is unsolicited and remains vitally important to us as a means to demonstrate how important our services are to people.

During this year we commenced an improvement project on our electronic system for recording incidents and risks. The 1-year project commenced in August 2023 and involves a review of both the build of the platform and the staff training required to ensure accuracy of data entry, escalation and oversight. The project has also included development of other modules on policy management, information governance, complaints, compliments, audits and CQC evidence.

Systemone clinical record keeping went live in April 2023 and we are delighted that all services are using this documentation platform with really good effect. The new unit allows us to share information with GP's and community services.

Team meetings help us keep all staff up to date with policies, learning from incidents and new guidelines and a quality notice board outside the staff room holds information regarding infection control, audits, education opportunities and patient feedback.

The safeguarding leadership within the organisation has been strengthened with additional staff members trained to Level 4. Mandatory training requirements for all staff and volunteers were reviewed and a refreshed approach to communicating the importance of our safeguarding responsibilities has commenced.

To help us embed quality improvement we have appointed an Associate Director of Care – Quality, a highly trained nurse who brings a wealth of experience from previous quality roles.

Our vacancy rate has been held at a higher than usual rate as we hold recruitment on all but essential roles.

**The Norfolk Hospice
(A company limited by guarantee)**

**Trustees' Report including Strategic Report
For the year ended 31 March 2024**

Turnover amongst core staff has been consistent across the year and benchmarks at comparative levels with local NHS provider data. Our long term absence rates reduced, making our overall absence rates below published NHS absence rates for the first time since pre-pandemic.

Volunteers

Volunteers give their time freely, working alongside paid staff to support the Hospice – offering their skills, knowledge and experience to all areas. Volunteers are a key part of helping the charity to achieve its aims and objectives.

Volunteer recruitment and retention remains strong. Excellent volunteer support services provide regular contact and a quarterly newsletter is produced for them to ensure they remain as informed as possible in relation to what is happening more widely within the organisation. All of our volunteers receive a full induction and keep up to date with regular training throughout the year. Our bereavement support volunteers are supported through supervision. We hold an annual thank you event to celebrate and thank our volunteers for their contribution to the Hospice.

At the end of the year we had 353 active volunteers, 183 of these being in the retail shops. Our volunteers contributed over 50,000 hours of their time.

“The first two of the exceptional nurses arrived and from that moment on the quality and consistency of support for our Mum, and for us all, enabled her to die in the way she had lived, surrounded by those she loved and who loved her.”

“Every wonderful nurse who came to the house took immense time and trouble and it made the world of difference.”

Care

What we achieved against these objectives in the year 1 April 2023 to 31 March 2024 – annual review:

- Ensure that patients and their families remain at the centre of all decision making
- Ensure plans reflect the National Ambitions Framework for Palliative and End of Life Care 2021
- Lead on development and provision of palliative and end of life care education
- Become an integral partner within the Integrated Care System
- Work with other organisations locally to ensure the needs of hard to reach groups are met

Our data shows increased demand across all services. Whilst it is great to see services being utilised to capacity it is difficult to manage waiting lists and the challenges that this presents. Waiting lists are now accruing across all departments with the exception of Bereavement.

Inpatient Unit (IPU)

Our Inpatient Unit provides 9 beds and is nurse led with medical oversight from a local GP Practice. Patients are admitted for symptom management and end of life care. Over the past year we cared for 125 patients within the unit.

Hospice at Home (HAH)

Our Hospice at Home service delivers the same holistic and compassionate care model of our IPU within the home environment. The service provides care and support to patients and their families who are in the last weeks of life. Patients remain supported overnight by our Rapid Response service which provides families and informal carers with access to immediate advice and support if they have unexpected care needs. These services supported 648 patients.

Day Therapy Services (The Tulip Centre)

With a focus on quality of life, self-management and maintaining independence the therapy team supports outpatient and group activity within our Tulip Centre. The team offer help with non-pharmacological symptom management, assessing and improving physical function and creating environments that enable people to engage in meaningful activities. The Tulip Centre supported 345 patients in the year.

Family and Carer Support Service (FACSS)

The Family and Carer Support Service is divided into three elements, Bereavement Support; Pastoral, Spiritual and Religious Care and Social Work.

**The Norfolk Hospice
(A company limited by guarantee)**

**Trustees' Report including Strategic Report
For the year ended 31 March 2024**

Bereavement Support comprises a team of bereavement support workers (volunteers) alongside psychotherapeutic counsellors who lead the service. The team support individuals who have experienced a death known under the Hospice's care. Those engaged with the service are offered 1:1 support either in person, by telephone or virtual delivery. Group activity is delivered through walking groups and social groups in local gardening centres.

The chaplain works within the IPU setting and leads pastoral, spiritual and religious care. The chaplain also supports outpatients by telephone and offers support to our staff members and volunteers.

Our social worker provides support to all elements of our services – inpatient, outpatient and community based. Alongside offering emotional support to families, we are able to offer support around finance and housing problems. The FACSS supported 185 people.

Care Home Liaison

The Hospice employs an advanced nurse practitioner to provide advice and support to the care home sector in West and North Norfolk. The aim of this service is to ensure residents have access to an enhanced level of care, the staff feel empowered to provide good end of life care and the number of residents transferred to our local acute hospital can be reduced.

Alignment to National Policy

- 
- 01 Each person is seen as an individual
 - 02 Each person gets fair access to care
 - 03 Maximising comfort and wellbeing
 - 04 Care is coordinated
 - 05 All staff are prepared to care
 - 06 Each community is prepared to help

The Norfolk Hospice
(A company limited by guarantee)

Trustees' Report including Strategic Report
For the year ended 31 March 2024

The Norfolk and Waveney Palliative and End of Life Care Strategy aligns to the National Ambitions for Palliative and End of Life Care Framework and it remains at the centre of our development strategy.

Ambition 1 – Our model of care delivery supports individualised and person-centred care from point of referral throughout the entire care journey. Every patient, family member or client is assessed and offered a bespoke plan of care that centres on what is important to them. We are rigorous in collating and addressing feedback and committed to creating new ways to ensure that patients and family members are engaged with us in conversations regarding service delivery and service planning. This applies to those who have previously received support, are currently receiving support or are interested in receiving support in the future

Ambition 2 – Our direct referral pathway is fully operational and we promote services and the option to self-refer.

Ambition 3 - We successfully recruited two hospice doctors with special interest in palliative care to join our clinical team. Our local GP Surgery provide oversight of our IPU and visit twice weekly to undertake a ward round.

Ambition 4 - Our clinical coordination team ensure that patient flow between services is seamless.

Ambition 5 - We are negotiating with the local authority to look at a secondment opportunity for one of their more experienced social workers to sit in an integrated role across the Hospice and social care.

Ambition 6 – we have launched a Compassionate Community programme that empowers people to speak openly about death, dying and grief so that neighbourhoods and communities across West and North Norfolk start to recognise the role each individual can play in supporting those around them. This programme links with schools and colleges, faith groups and other community groups and will support our corporate partnership scheme in the future.

On 20 May 2023 we held our first conference which brought together colleagues from both community and acute services. The event was a huge success and the room was filled with positivity and desire to collaborate to improve patient experience. Dr Kathryn Mannix, award winning author, spoke about her experiences of end of life care from her many years as a Consultant in Palliative Medicine. The ICB Clinical Advisor for Palliative Care, then gave a fairly broad overview of aspirations for the ICB in terms of palliative and end of life care for the future, including the financial and workforce challenges we are faced with. An informal workshop was held over brunch and invited colleagues to express what they felt were the missing pieces and what should be our collective priorities for the coming years. A leading academic from the University of East Anglia led the final conversation on Compassionate Communities. Feedback for the event was excellent.

In July we appointed a clinical project manager to lead a grant funded quality improvement programme. The Norfolk Institute for Coastal and Rural Health Equality Embedded Fellowship Programme aims to support colleagues in the acute hospital with identification of the dying patient and supporting conversations with patients and families regarding their wishes for end of life care. It hopes to increase the implementation of rapid discharge for patients who are identified as being

The Norfolk Hospice (A company limited by guarantee)

Trustees' Report including Strategic Report For the year ended 31 March 2024

in the last short weeks of life while in the acute hospital. The project ran over 12 months until July 2024. The number of patients transferred to our IPU from the acute hospital has increased since the project was initiated and relationships between teams are collaborative and supportive.

During the year we contributed to new guidance on supporting individuals with learning disabilities.

We successfully applied for a grant to fund a local project in partnerships with the Anne Robson Trust to train and coordinate volunteers to provide increased support for those in the last days of life, and those closest to them, who wish to die in their own home. The grant will fund a project manager to train, support and coordinate the programme alongside the clinical lead for HAH.

Income Generation

What we achieved against these objectives in the year 1 April 2023 to 31 March 2024 – annual review:

- Increase diversification of income streams
- To grow legacy income steadily towards £1 million per annum through whole organisation education, improved messaging regarding gifts in wills and increased identification and stewardship of legacy pledgers
- Continue to build reserves
- Negotiate new contracts with commissioners to ensure sustainability as an independent Hospice

Fundraising

The Trustees fully support the voluntary scheme put in place by the Senior Leadership Team for regulating fundraising activities and monitoring compliance with the regulations outlined by the Institute of Fundraising. The charity also upholds a code of practice within its fundraising team (also covered in contracts with third parties) to protect the public and vulnerable members of our society from unreasonable intrusion, unreasonably persistent approaches and undue pressure to give, in accordance with the Protection and Social Investment Act 2016. All fundraising activities are monitored throughout the year.

Our biggest Tulips for Tapping event to date ran for an 11-day period in early May 2023. Volunteers contributed 1,360 hours of time. We had over 20,000 visitors and the event raised an incredible £140,268.

Following on from Tulips we had a show garden at the Sandringham in Bloom event, which helped to raise our profile. The garden represents the journey our patients and their families take when referred to the Hospice for support.

We launched a new lottery on 26 July advertised with a mail drop on 100,000 doorsteps in August and coupled with a press campaign. An email was sent to all existing players informing them of the new Rollover Jackpot Prize and suggesting an increase in the number of lines they play.

The Norfolk Hospice
(A company limited by guarantee)

Trustees' Report including Strategic Report
For the year ended 31 March 2024

A New Director of Fundraising started on 1 August 2023. They laid strong foundations relating to improving our fundraising activity. An overhaul of our data system Raisers Edge was undertaken and the fundraising team all committed to a training programme on how to best use the system. This enables a much more efficient way of recording supporters, categorising them into groups, streamlining communications to all of the groups and running reports on each group's activity. The team had full reviews of their roles, responsibilities and targets for the financial year.

We had a very successful event at the Mansion House in London bringing together individuals who have generously supported the Hospice, both new and old and from individual donors to corporate partners.

Through this event and subsequent engagement, we have been offered support from a renowned marketing organisation. The offer includes the design and concept work, all artwork and website redesign. This work is all being done pro bono and will elevate our brand and our marketing strategy going forward.

Our other income generation streams are being overseen by our team of experienced fundraisers and include regular giving, events, corporate sponsor packages, third party community events and legacies and in memory giving. Each of these streams are undergoing review and opportunities being sought on how we can make all of them work harder for us.

A trust fundraiser was recruited to bring this income stream back in-house following a period of outsourcing.

The marketing and communications team was also brought back in-house and the recruitment coincided with our brand repositioning work stream.

The reality of our current financial position is clearly in contrast with our strategic intention in relation to building reserves. It is of some comfort that we are not alone in this as the Hospice sector nationally report most operating with significant financial deficits.

Statutory funding

Our statutory funding streams are in a much better place now with contracts signed for IPU, Rapid Response and Care Home Liaison.

From 1 August 2023 the new three-year contract includes:

- Block contract of 8 beds
- Spot purchase of 1 bed
- Rapid Response service overnight
- Care Home Liaison

Not included but given written assurance by ICB to be formerly added as contract variations:

- Ongoing Tulip Centre and HAH - previously subcontracted by lead provider of the recently disaggregated West Norfolk Integrated Palliative Care Service
- Increased HAH contract starting from 7 March 2024

Not included and still to be agreed by ICB:

- Additional HAH overnight staffing, admin, non-pay and corporate overheads

Everything listed above is now subject to an annual inflator applied to all NHS contracts on the 1 April each year.

STRATEGIC REPORT & PLANS FOR THE FUTURE

As an independent charity we help people affected by life-limiting conditions to make the best of the rest of life, and we help those who are important to them to navigate their loss. We do this with energy, spark and enthusiasm so that the Hospice and our services are a joyful and positive experience for all. We will continue to deliver our service with the values of Compassion, Accessibility, Respect and Excellence. As we look to the future our strategy will prioritise patients and meet the challenges ahead.

Demand continues to increase

The UK population is undergoing a massive age shift. There are over 11 million people aged over 65, and in ten years this will have increased to 13 million (22% of the population). West Norfolk tends to have an older population compared to the rest of the UK – today we already have 26% of people aged over 65. Many of them have retired into the area and do not have family carers close by. We need a national plan to ensure that everyone in the UK can die with dignity, and with access to the services they need.

We must continue to deliver quality person centred care

We will ensure that patients remain at the heart of our service, with high quality care that meets individual needs. To do this we will recruit, train and retain the highest calibre staff to enable the delivery of excellent care. We see our role in ensuring that our community and wider society is better prepared for the challenges of death and dying. Our strategy will look within and beyond our organisation to empower staff, volunteers and communities through the development and provision of innovative education programmes.

We must continue to diversify and grow income

To meet our future challenges income must grow. In 2024/5 we need to raise £4.1m to fund the Hospice. We know that with inflation we will need to grow at least 5% year on year and find new sources of income if we are to grow services. In addition to developing our current income streams, the cornerstones of our strategy are to further diversify our fundraising and commercial income sources, and grow our shop network so that we can maximise revenue to provide sustainable and flexible income.

Future plans

The trustees will continue to support the Senior Leadership Team in their plans to consolidate the position of the charity as a leader in comprehensive palliative care provision in West and North Norfolk and the surrounding area.

The coming financial year presents further opportunities to negotiate increased contracts with the ICB taking the lead on new place-based initiatives that aim to improve outcomes for people approaching the last phase of life and those who are important to them.

OUR FINANCIAL REVIEW

Total income for the year has increased by £154,997 to £4,687,446 (2023: £4,532,449). This is represented by an increase of £194,150 in unrestricted income to £4,543,418 (2023: £4,349,268) and a decrease in restricted income of £39,153 to £144,028 (2023: £183,181). Further detail on unrestricted and restricted income can be drawn from note 5 of the accounts.

The Trustees have kept the policies for both reserves and investments under review, which in summary are (a) to aim to accumulate unrestricted reserves equivalent to one year's running costs and (b) to continue to be risk averse by ordinarily holding reserves in UK deposit accounts, have remained unchanged.

Evelyn and partners were appointed by the Trustees to hold and invest an initial sum of £500,000 with a specific brief to create growth and additional income with a projected annualised rate of return over the longer term of the Consumer Price Index (CPI) +2%. The portfolio performance has not yet reached this target and at the end of March 24 the performance since the start date is 1.4% below this target. A review has since been carried out and no changes to the investment strategy have been suggested. The primary investment restriction for the portfolio is not to be invested in tobacco or tobacco products.

The total net assets held by the charity at the end of March 2024 were £5,700,447, of which £446,234 (2023: £448,512) were related to specific projects. Unrestricted funds available for any purpose at the same date were £713,915 (2023: £1,079,793). This level of unrestricted undesignated funding equates to less than 2 months running costs which we recognise is less than we would wish. New Fundraising and Retail Strategies are currently being developed with the aim of increasing sustainable levels of income which will help bolster these reserves.

In addition to regular income generated from our Hospice shops and lottery, principal funding sources the ICB, voluntary individual donations, legacies, corporates, charitable trusts and organisations.

The Norfolk Hospice
(A company limited by guarantee)

Trustees' Report including Strategic Report
For the year ended 31 March 2024

OUR STRUCTURE, GOVERNANCE AND LEADERSHIP

ENSURING OUR WORK DELIVERS OUR VISION

Reference and administrative details

Registered charity name The Norfolk Hospice

Charity registration number 1062800

Company registration number 03185605

Principal office and registered office

The Norfolk Hospice
Wheatfields
Hillington
Kings Lynn
Norfolk
PE31 6BH

Trustees

The Trustees who served during the year and at the date of approval were as follows:

Dr Laurence Atkinson
Dr Peter Coates (Resigned 3 August 2023)
Ms Andrea Craig
Dr Susan Crossman
Mrs Mary Jane Edwards (Appointed 18 May 2023)
Mr Timothy How (Chair)
Mrs Julia Marozzi (Resigned 31 July 2024)
Mr Brian Pinker (Resigned 9 May 2024)
Dr Lesley Macdonald (Appointed 8 February 2024)

Senior Leadership Team (SLT)

Miss Nicola Ellis, RGN, Chief Executive
Mrs Lynn Lockheart, CIPD, Director of Operations and Retail
Mr John Garrett, FAIA; FFA; MCMI, Director of Finance (Retired May 31st 2024)
Mrs Henrietta Carter Mayer, Director of Fundraising (Fixed Term Contract July 1st 2023 – December 31st 2023)
Mrs Samantha Loveday, Director of Strategy and Engagement (Appointed February 1st 2024)

The Norfolk Hospice
(A company limited by guarantee)

Trustees' Report including Strategic Report
For the year ended 31 March 2024

Auditor	Saffery LLP Westpoint Peterborough Business Park Lynch Wood Peterborough PE2 6FZ
Bankers	Clydesdale Bank/Virgin Money 30 St Vincent Place Glasgow G1 2HL

The organisation is a charitable company limited by guarantee. It was founded in 1984 as West Norfolk Home Hospice and incorporated on 12 April 1996. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. A revised Memorandum and Articles of Association were adopted on 29 May 2014. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Following re-branding in 2006 our logo includes the phrase 'The Norfolk Hospice, Tapping House'. The charity is registered as The Norfolk Hospice (Certificate of Incorporation on name change granted on 27 May 2009).

The Hospice has a Board of Trustees of up to nine members who meet quarterly and are responsible for the overall strategic direction and policy of the charity. The Chief Executive (CEO) has delegated responsibility for the day-to-day leadership and management of the charity, implementing strategy and overall leadership of the provision of services. The CEO (with the support of the SLT whose members lead different functions within the Hospice) reports to the Board of Trustees, which approves major decisions and has overall responsibility for the Hospice's activities.

The SLT meet yearly with the Board of Trustees to review our strategy, vision, mission and values. Quarterly meetings review progress against strategy. These meetings consider governance, risk, patient and carer feedback and the financial position of the organisation and ensure that the Board understands how the organisation is performing and is swiftly alerted to any issues of concern.

The directors of the company are also charity Trustees for the purpose of charity law. New Trustees are appointed by the current Board members. The Hospice Trustees are expected to be pro-active in supporting the Hospice. Trustee recruitment is achieved through local advertisement, interview and appointment. A periodic review of existing skills and expertise is undertaken and assessment made of what is required to meet the strategic needs of the charity. This informs the recruitment and selection of prospective Trustees along with evidence of their motivation and support for the charity's aims.

The Norfolk Hospice (A company limited by guarantee)

Trustees' Report including Strategic Report For the year ended 31 March 2024

New Trustees are taken through an induction process at the Hospice, which includes a tour of all the facilities and individual meetings with the CEO and Senior Leadership Team.

Members of the Board serve for a period of three years after which they may be elected for a further two terms of three years.

The Board has two sub-committees to aid the conduct of their responsibilities of governance. They are "Finance and Investment" and "Care and Clinical Governance".

The Registered Manager (CEO) has responsibility for implementing the agreed strategic development of Hospice services and compliance. The day-to-day operational management of the care services and supervision of the care team is led by the Clinical Leadership Team consisting of CEO, Lead for Family and Carer Support, Therapy Lead and Senior Nurses, ensuring that the care team continues to develop skills and working practices in line with best practice.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, *Charities and Public Benefit*. The Hospice's charitable purpose is set out at the beginning of this report. The charity has delivered this public benefit as outlined above.

Risk Assessment

In line with our risk assessment policy a risk register has been established and is reviewed on a monthly basis by the Senior Leadership Team. All of the teams within the organisation have their own risk register but report high risks to the SLT and, subsequently, the Board. Our Organisational Governance Policy details clearly how this is managed through various committees.

Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, patients, customers and visitors to the Hospice and its retail outlets. Clinical risks are highlighted via the clinical teams and escalated via the Clinical Leadership Team through to a Care and Clinical Governance Committee and subsequently the Board.

The charity is obliged to meet the national standards of the Care Quality Commission and to comply with employment legislation and health and safety of staff, volunteers, users and visitors in all of its premises. The Health and Safety policy includes a system for undertaking and recording risk assessments.

The Trustees have identified key risks to the ongoing success of the Hospice: -

Workforce - due to the rising demand for healthcare services and an unsustainable nursing workforce shortage locally and nationally, our ability to recruit and retain quality clinical staff is compromised. This may restrict our ability to meet current and future demand for

The Norfolk Hospice
(A company limited by guarantee)

Trustees' Report including Strategic Report
For the year ended 31 March 2024

our service. To mitigate these risks we are continuing our investment in staff training to diversify the skill mix of our clinical workforce and developing new ways of working.

Cost of living crisis - the rise in costs of food, energy, fuel and equipment coupled with a potential decrease in lottery subscriptions, decrease in donations to retail, decrease in monetary donations may impact on our financial sustainability. To mitigate this we are continuing to develop our income strategy to support a well-diversified income portfolio through the use of new fundraising opportunities and plans to increase our retail activities.

Instability in the structure of Health and Social Care funding - we are working with our ICB to ensure equitable funding for our services in line with those delivered by our NHS partners. We are proactively working within our local community to ensure that we are central to some of the place-based work streams and associated funding streams.

Subsidiary companies

The company has one dormant subsidiary company:

- Norfolk Hospice (Trading) Limited

Remuneration of key personnel

In accordance with the agreed job evaluation framework and available benchmarking information, the Chief Executive has delegated authority to agree salaries. She will normally do so in conjunction with all members of SLT, with the input and support of the Chair. The Chief Executive's own salary is set by the Chair and Trustees.

External relationships

The Hospice continues to be a corporate member of Hospice UK.

Going concern

The activities of the company, its objectives, factors likely to affect its future development and the policies for managing its capital and financial risk are detailed in the Annual Report. The Trustees have a reasonable expectation that the Hospice has adequate resources to continue in operational existence for the foreseeable future, as the charity has a regime of annual budgeting supported by monthly management accounts and quarterly Finance and Investment Committee meetings enabling considered management decisions to be made. This allied with a level of reserves, an appropriate identification and quantification of risk, supports the Trustees' expectations. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

**The Norfolk Hospice
(A company limited by guarantee)**

**Trustees' Report including Strategic Report
For the year ended 31 March 2024**

Trustees' responsibilities statement

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

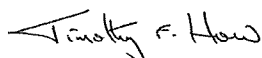
In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Saffery LLP have expressed their willingness to continue in office as auditors.

The Trustees' annual report and the strategic report were approved on and signed on behalf of the Board of Trustees by:



Mr Timothy How
Trustee



Ms Andrea Craig
Trustee

The Norfolk Hospice
(A company limited by guarantee)

Independent auditor's report to the members
For the year ended 31 March 2024

Opinion

We have audited the financial statements of The Norfolk Hospice (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

**The Norfolk Hospice
(A company limited by guarantee)**

**Independent auditor's report to the members
For the year ended 31 March 2024**

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 20, the Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**The Norfolk Hospice
(A company limited by guarantee)**

**Independent auditor's report to the members
For the year ended 31 March 2024**

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with Trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's

**The Norfolk Hospice
(A company limited by guarantee)**

**Independent auditor's report to the members
For the year ended 31 March 2024**

review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities . This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Gareth Norris FCA (Senior Statutory Auditor)
For and on behalf of Saffery LLP
Statutory Auditors

2024

Westpoint
Peterborough Business Park
Lynch Wood
Peterborough
PE2 6FZ

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

The Norfolk Hospice
(A company limited by guarantee)

Statement of financial activities (including income and expenditure accounts)
For the year ended 31 March 2024

	Notes	Unrestricted funds £	2024 Restricted funds £	2024 Total funds £	2023 Total funds £
Income and endowments					
Donations and legacies	5	846,378	144,028	990,406	809,131
Charitable activities	6	1,300,088	-	1,300,088	1,324,403
Other trading activities	7	2,373,677	-	2,373,677	2,386,950
Investment income	8	19,880	-	19,880	11,903
Other income	9	3,395	-	3,395	62
Total income		4,543,418	144,028	4,687,446	4,532,449
Expenditure					
Raising funds:					
Costs of raising donations and legacies	10	(384,115)	-	(384,115)	(454,507)
Costs of other trading activities	11	(1,196,076)	-	(1,196,076)	(1,142,330)
Charitable activities	12	(3,404,053)	(146,306)	(3,550,359)	(3,476,654)
Total expenditure		(4,984,244)	(146,306)	(5,130,550)	(5,073,491)
Net income and movements in funds before gains and loss on investments					
		(440,826)	(2,278)	(443,104)	(541,042)
Net gains/(losses) on investments	13	25,003	-	25,003	732
Net income before transfer of funds		-	-	-	-
Transfers between funds		(415,823)	(2,278)	(418,101)	(540,310)
Net movement in funds		(415,823)	(2,278)	(418,101)	(540,310)
Reconciliation of funds					
Total funds brought forward	28	5,670,016	448,512	6,118,528	6,658,838
Total funds carried forward	28	5,254,193	446,234	5,700,427	6,118,528

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

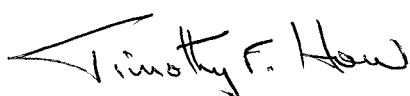
The notes on page 28 to 48 form part of these financial statements.

The Norfolk Hospice
(A company limited by guarantee)

Balance sheet
As at 31 March 2024

	Notes	2024		2023	
		£	£	£	£
Fixed assets					
Tangible fixed assets	17		4,490,298		4,590,223
Investments	18		529,897		501,152
			<u>5,020,195</u>		<u>5,091,375</u>
Current assets					
Stocks	20	39,906		55,419	
Debtors	21	836,291		955,418	
Cash at bank and in hand	22	233,707		482,091	
		<u>1,109,904</u>		<u>1,492,928</u>	
Creditors: Amounts falling due within one year	23	<u>(389,698)</u>		<u>(408,535)</u>	
Net current assets			<u>720,206</u>		<u>1,084,393</u>
Total assets less current liabilities			<u>5,740,401</u>		<u>6,175,768</u>
Creditors: Amounts falling due after more than one year	24		<u>(39,954)</u>		<u>(57,240)</u>
Net assets			<u><u>5,700,447</u></u>		<u><u>6,118,528</u></u>
Funds of the charity					
Restricted funds			446,234		448,512
Unrestricted funds			5,254,213		5,670,016
Total charity funds	28		<u><u>5,700,447</u></u>		<u><u>6,118,528</u></u>

These financial statements were approved by the Board of Trustees and authorised for issue on and are signed on behalf of the Board by:



Mr Timothy How
Trustee



Ms Andrea Craig
Trustee

Company registration number: 03185605
The notes on page 28 to 48 form part of these financial statements

The Norfolk Hospice
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2024

	2024	2023
	£	£
Cash flows from operating activities		
Net income	(418,101)	(540,310)
Adjustment for:		
Depreciation of tangible fixed assets	171,479	185,620
Net movement on investments	(28,744)	(732)
Dividends, interest and rents from investments	(11,638)	(11,903)
Gains on disposal of tangible fixed assets	1,834	14,476
Interest charged	3,646	-
Changes in:		
Stock	15,513	(10,601)
Trade and other debtors	119,146	132,483
Trade and other creditors	(14,780)	64,357
Cash used in operations	(161,645)	(166,610)
Net cash from operating activities	(161,645)	(166,610)
Cash flows from investing activities		
Dividends, interest and rents from investments	11,638	11,903
Purchase of tangible assets	(73,389)	(120,956)
Purchase of investments	-	(500,000)
Net cash used in investing activities	(61,751)	(609,053)
Cash flows from financing activities		
Interest paid	(3,646)	-
Repayments of borrowings	(21,342)	(39,222)
Net cash from financing activities	(24,988)	(39,222)
Net (decrease)/increase in cash and cash equivalents	(248,384)	(814,885)
Cash and cash equivalents at beginnings of year	482,091	1,296,976
Cash and cash equivalents at end of year	233,707	482,091

The notes on page 28 to 47 form part of these financial statements

**The Norfolk Hospice
(A company limited by guarantee)**

**Notes to the financial statements
For the year ended 31 March 2024**

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Norfolk Hospice, Wheatfields, Hillington, Kings Lynn, Norfolk, PE31 6BH.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

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

3. Accounting policies

3.1 Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial items at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

3.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

3.3 Consolidation

The entity has taken advantage of the exemption from preparing consolidated financial statements contained in Section 402 of the Companies Act 2006 on the basis that the only subsidiary is excluded from consolidation on the grounds that its inclusion is not material for the purpose of giving a true and fair view.

3.4 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimations) have been made in the process of applying the entity's accounting policies.

There are no key assumptions concerning the future or other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

3. Accounting policies **(continued)**

3.5 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the Trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

3.6 Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- Legacy income is recognised where receipt is probable, entitlement is established and the value can be measured reliably.
- Income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- Income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

3.7 Government grant income

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

**The Norfolk Hospice
(A company limited by guarantee)**

**Notes to the financial statements (continued)
For the year ended 31 March 2024**

3. Accounting policies (continued)

3.8 Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

3.9 Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

3.10 Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Capital expenditure of less than £500 is charged to the Statement of Financial Activities in the year in which it is incurred.

3.11 Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% to 5% Straight line
Fixtures and fittings	-	15% to 33.3% Straight line
Motor vehicles	-	12.5% to 25% Straight line
Equipment	-	15% to 50% Straight line

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

3. Accounting policies **(continued)**

3.12 Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

3.13 Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

3.14 Finance leases and hire purchase contracts

Assets held under finance leases and hire purchase contracts are recognised in the balance sheet as assets and liabilities at the lower of the fair value of the assets and the present value of the minimum lease payments, which is determined at the inception of the lease term. Any initial direct costs of the lease are added to the amount recognised as an asset.

Lease payments are apportioned between the finance charges and reduction of the outstanding lease liability using the effective interest method. Finance charges are allocated to each period so as to produce a constant rate of interest on the remaining balance of the liability.

3.15 Pension scheme

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

3.16 Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

4. Limited by guarantee

The charity is a company limited by guarantee and does not have share capital. Every member of the charity undertakes to contribute such amounts (not exceeding £1) as may be required in the event of a winding up.

5. Donations and legacies

2024

	Unrestricted	Restricted	Total
	funds	funds	funds
	£	£	2024
			£
Donations			
Donations from charitable trusts	98,682	126,200	224,882
Other donations, including gift aid	410,204	17,828	428,032
Game sales	4,842	-	4,842
Legacies			
Legacies	332,650	-	332,650
	846,378	144,028	990,406

2023

	Unrestricted	Restricted	Total
	funds	funds	funds
	£	£	2023
			£
Donations			
Donations from charitable trusts	56,870	75,550	132,420
Other donations, including gift aid	452,247	27,131	479,378
Game sales	6,136	-	6,136
Legacies			
Legacies	110,697	80,500	191,197
	625,950	183,181	809,131

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

6. Charitable activities

	Unrestricted funds	2024 Total funds	Unrestricted funds	2023 Total funds
	£	£	£	£
Inpatient unit	790,244	790,244	661,565	661,565
Outpatient services	507,764	507,764	467,229	467,229
Other income	2,080	2,080	195,609	195,609
	<u>1,300,088</u>	<u>1,300,088</u>	<u>1,324,403</u>	<u>1,324,403</u>

Of the total income received from charitable activities £1,253,007 (2023: £951,831) was received from the NHS.

7. Other trading activities

	Unrestricted funds	2024 Total funds	Unrestricted funds	2023 Total funds
	£	£	£	£
Income from Catering/Beverages	34,145	34,145	-	-
Fund raising events	314,311	314,311	337,485	337,485
Shop income	1,762,837	1,762,837	1,764,833	1,764,833
Lottery income	262,384	262,384	284,632	284,632
	<u>2,373,677</u>	<u>2,373,677</u>	<u>2,386,950</u>	<u>2,386,950</u>

8. Investment income

	Unrestricted funds	2024 Total funds	Unrestricted funds	2023 Total funds
	£	£	£	£
Evelyn Investment income	8,242	8,242	-	-
Interest on bank deposits	11,638	11,638	11,903	11,903
	<u>19,880</u>	<u>19,880</u>	<u>11,903</u>	<u>11,903</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

9. Other income

	Restricted funds	Unrestricted funds	2024 Total funds
	£	£	£
Grants and sundry income	-	-	-
Services and other income	-	3,395	3,395
	<u>-</u>	<u>3,395</u>	<u>3,395</u>
	Restricted funds	Unrestrict ed funds	2023 Total funds
	£	£	£
Grants and sundry income	-	-	-
Services and other income	-	62	62
	<u>-</u>	<u>62</u>	<u>62</u>

10. Costs of raising donations and legacies

	Unrestricted funds	2024 Total funds	Unrestricted funds	2023 Total funds
	£	£	£	£
Fundraising and publicity	253,454	253,454	317,553	317,553
Lottery operating and prizes	110,980	110,980	97,969	97,969
Trusts	19,681	19,681	38,985	38,985
	<u>384,115</u>	<u>384,115</u>	<u>454,507</u>	<u>454,507</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

11. Costs of other trading activities

	Unrestricted funds	2024 Total funds	Unrestricted funds	2023 Total funds
	£	£	£	£
Shop expenditure	1,196,076	1,196,076	1,142,330	1,142,330

12. Expenditure on charitable activities

	Expenditure undertaken directly	Support costs	2024 Total funds	2023 Total funds
	£	£	£	£
Patient care and associated Activities	2,750,207	800,152	3,550,359	3,476,654

	2024 £	2023 £
Support costs		
Staff costs	592,842	631,796
Depreciation	59,969	49,554
(Gain)/loss on sale of fixed assets	1,834	-
Office and administrative costs	94,531	171,929
Bank interest and charges	32,296	30,261
Auditor's remuneration - for audit	14,910	14,200
- for other services	3,770	3,590
	800,152	901,330

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

13. Net gains on investments

	Unrestricted funds	2024 Total funds	Unrestricted Funds	2023 Total funds
	£	£	£	£
Gains/(losses) on listed investments	25,003	25,003	732	732

14. Net income

Net income is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of tangible fixed assets	171,479	185,620
(Gain)/loss on disposal of fixed assets	(1,908)	14,476
Unrealised (gain)/loss on investments	(25,003)	(732)
Auditor's remuneration – audit services	14,910	14,200
Operating lease rentals – land and buildings	282,425	283,572

15. Staff costs

The total staff costs and employees benefits for the reporting period are analysed as follows:

	2024	2023
	£	£
Wages and salaries	3,142,516	3,111,947
Social Security costs	283,586	287,013
Other pension costs	124,648	122,262
	<u>3,550,750</u>	<u>3,521,222</u>

The average head count of employees during the year was 132 (2023: 135).

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

The number of employees whose remuneration for the year fell within the following bands, were:

Support costs	2024	2023
	No	No
£60,000 to £69,999	-	2
£70,000 to £79,999	1	-
£80,000 to £89,999	1	1

Key Management Personnel

The Key Management Personnel comprise the Senior Leadership Team as listed on page 16. The total amount of employee benefits (including pension contributions) received by senior management for their services to the charity was £275,998 (2023: £266,673).

16. Trustee remuneration and expenses

None of the Trustees or connected persons received any remuneration or reimbursed expenses during the year.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

17. Tangible fixed assets

	Freehold property	Fixtures and fittings	Motor vehicles	Equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2023	4,969,628	403,416	165,611	419,853	5,958,508
Additions	23,840	577	-	48,972	73,389
Disposals	(1,264)	(577)	-	(82,280)	(84,121)
At 31 March 2024	<u>4,992,204</u>	<u>403,416</u>	<u>165,611</u>	<u>386,545</u>	<u>5,947,776</u>
Depreciation					
At 1 April 2023	625,125	328,700	106,583	307,877	1,368,285
Charge for the year	106,614	14,645	12,362	37,858	171,479
Disposals	(1,264)	(577)	-	(80,445)	(82,286)
At 31 March 2024	<u>730,475</u>	<u>342,768</u>	<u>118,945</u>	<u>265,290</u>	<u>1,457,478</u>
Carry amount					
At 31 March 2024	<u>4,261,729</u>	<u>60,648</u>	<u>46,666</u>	<u>121,255</u>	<u>4,490,298</u>
At 31 March 2023	<u>4,344,503</u>	<u>74,716</u>	<u>59,028</u>	<u>111,976</u>	<u>4,590,223</u>

All fixed assets of the charitable company are used for charitable purposes. Freehold land and buildings includes land with a cost of £23,100 which is not depreciated.

Included in the total net book value of motor vehicles was £12,658 (2023: £29,765) in respect of assets held under finance leases.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

18. Investments

	Listed investments	Shares in group undertakings	Total
	£	£	£
Cost or valuation			
At 1 April 2023	501,151	2	501,153
Net additions/disposals	3,741	-	3,741
Fair value movements	25,003	-	25,003
At 31 March 2024	529,895	2	529,897
Impairment			
At 1 April 2023 and 31 March 2024	-	-	-
Amount carried forward			
At 31 March 2024	529,895	2	529,897
At 31 March 2023	501,150	2	501,152

18.1 Financial assets held at fair value

The fair value of listed investments is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

19. Investments

19.1 Subsidiaries and other investments

The dormant subsidiary undertaking, Norfolk Hospice (Trading) Limited (02921830), is registered in England and Wales. The share capital is owned in entirety by The Norfolk Hospice. At the year end, the aggregate capital and reserves of the company amounted to £2. The company was dormant throughout the year.

20. Stocks

	2024	2023
	£	£
Bought in goods/donated goods for resale	39,906	55,419

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

21. Debtors

	2024	2023
	£	£
Trade debtors	169,063	288,159
Prepayments and accrued income	98,508	111,611
Other debtors	568,720	555,648
	<u>836,291</u>	<u>955,418</u>

The charity has been notified of additional legacies which have not been included within the accounts as there is uncertainty over the value to be received.

22. Cash and cash equivalents

	2024	2023
	£	£
Cash and cash equivalents consist of:		
Cash at bank – current accounts	217,480	72,217
Short term deposits	13,092	406,637
Petty cash	3,135	3,237
	<u>233,707</u>	<u>482,091</u>

23. Creditors

Amounts falling due within one year

	2024	2023
	£	£
Bank loans and overdrafts	16,913	16,606
Trade creditors	103,632	137,466
Accruals and deferred income	120,653	99,434
Social security and other taxes	65,712	72,815
Obligations under finance leases and hire purchases contracts	373	4,737
Other creditors	82,415	77,477
	<u>389,698</u>	<u>408,535</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. Bank loan terms of repayment are via a monthly charge and interest is payable at 7.49% on the principal amount.

The hire purchase liabilities are secured over the assets concerned.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

24. Creditors

Amounts falling due after more than one year

	2024	2023
	£	£
Bank loans and overdrafts	39,954	56,867
Obligations under finance leases and hire purchase contracts	0	373
	<u>39,954</u>	<u>57,240</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. The loan was taken out on 27 July 2018 for a term of 10 years. Bank loan terms of repayment are via a monthly charge and interest is payable at 7.49% on the principal amount.

A £50,000 COVID Bounce Back Loan was taken out on 4 July 2020 for a term of 6 years with interest payable at 2.5%. There is no security on this loan.

The hire purchase liabilities are secured over the assets concerned.

25. Finance leases and hire purchase contracts

The total future minimum lease payments under finance leases and hire purchase contracts are as follows:

	2024	2023
	£	£
Not later than 1 year	373	4,737
Later than 1 year and not later than 5 years	0	373
	<u>373</u>	<u>5,110</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

26. Deferred income

	2024	2023
	£	£
At 1 April 2023	49,355	55,559
Amount released to income	(49,355)	(55,559)
Amount deferred in year	76,600	49,355
	<u>76,600</u>	<u>49,355</u>

Deferred income relates to event income received in advance and lottery income relating to future draws.

27. Pensions and other post-retirement benefits

27.1 Defined contribution plans

The Hospice operates a defined contribution personal pension plan. The assets of the plan are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable by the charity to the plan and amounted to £124,648 (2023: £122,205).

28. Analysis of charitable funds

28.1 Unrestricted funds

	At 1 April 2023	Income	Expenditure	Investment (loss)/gain	Transfers	At 31 March 2024
	£	£	£	£	£	£
General	1,079,793	4,543,418	(4,984,244)	25,003	99,925	763,895
Designated funds:						
Fixed asset fund	4,590,223	-	-	-	(99,925)	4,490,298
	<u>5,670,016</u>	<u>4,543,418</u>	<u>(4,984,244)</u>	<u>25,003</u>	<u>-</u>	<u>5,254,193</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

28.1 Unrestricted funds (continued)

	At 1 April 2022	Income	Expenditure	Investment (loss)/gain	Transfers	At 31 March 2023
	£	£	£	£	£	£
General	1,655,990	4,349,268	(5,005,337)	732	79,140	1,079,793
Designated funds:						
Fixed asset fund	4,669,363	-	-	-	(79,140)	4,590,223
	<u>6,325,353</u>	<u>4,349,268</u>	<u>(5,005,337)</u>	<u>732</u>	<u>-</u>	<u>5,670,016</u>

The designated fixed asset fund has been established to assist identifying those funds that are not free reserves and represents the net book value of tangible fixed assets, excluding those funded from restricted income.

Transfer between restricted and unrestricted funds represent the transfer of the net book value of fixed assets purchased with restricted funds on which there is no ongoing restriction.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

28. Analysis of charitable funds (continued)

28.2 Restricted funds

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
In patient unit	162,170	113,284	(113,708)	-	161,746
Hospice at home	500	9,386	(9,386)	-	500
Equipment fund	1,118	-	-	-	1,118
Day therapy	147	-	-	-	147
In memory garden	40,568	290	-	-	40,858
Other funds	244,009	21,068	(23,212)	-	241,865
	<u>448,512</u>	<u>144,028</u>	<u>(146,306)</u>	<u>-</u>	<u>446,234</u>

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
In patient unit	153,261	13,655	(4,746)	-	162,170
Hospice at home	500	16,161	(16,161)	-	500
Equipment fund	1,118	-	-	-	1,118
Day therapy	147	-	-	-	147
In memory garden	9,683	31,453	(568)	-	40,568
Other funds	168,776	121,912	(46,679)	-	244,009
	<u>333,485</u>	<u>183,181</u>	<u>(68,154)</u>	<u>-</u>	<u>448,512</u>

In Patient Unit

Donations received towards the establishment of the inpatient unit at the new hospice at Hillington.

Hospice at Home

Income received towards the Hospice at Home service.

Equipment funds

These funds represent donations received, and funding from the East of England Development Agency and Community Fund, towards the cost of furniture and equipment. Depreciation is charged to these funds on an annual basis.

Day therapy

Funds received for the provision of day therapy services.

In memory garden

Donations received for establishing a memorial garden.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

29. Analysis of net assets between funds

2024	Tangible fixed assets	Investments	Net current assets	Creditors > 1 year	Total
	£	£	£	£	£
Unrestricted funds:					
General	-	529,897	223,972	(39,954)	713,915
Designated funds:					
Fixed asset funds	4,490,298	-	-	-	4,490,298
Restricted fund	-	-	446,234	-	446,234
	<u>4,490,298</u>	<u>529,897</u>	<u>720,206</u>	<u>(39,954)</u>	<u>5,700,447</u>

2023	Tangible fixed assets	Investments	Net current assets	Creditors > 1 year	Total
	£	£	£	£	£
Unrestricted funds:					
General	-	501,153	642,486	(63,846)	1,079,793
Designated funds:					
Fixed asset funds	4,590,223	-	-	-	4,590,223
Restricted fund	-	-	448,512	-	448,512
	<u>4,590,223</u>	<u>501,153</u>	<u>1,090,998</u>	<u>(63,846)</u>	<u>6,118,528</u>

30. Connected charity

Tapping House Hospice (formerly Norfolk Hospice Care), a company limited by guarantee (03692022), is under the control of the Trustees of The Norfolk Hospice. This connected charitable company was originally formed for the purpose of operating the Hospice but ceased all activities in 2005 and was dormant throughout 2023-24.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

31. Capital commitments

Capital expenditure contracted for but not provided for in the financial statements is as follows:-

	2024	2023
	£	£
Tangible fixed assets	-	28,784

32. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2024	2023
	£	£
Not later than 1 year	180,800	180,800
Later than 1 year and not later than 5 years	318,717	476,517
Later than 5 years	34,500	57,500
	<u>534,017</u>	<u>714,817</u>

33. Related parties

There are no related party transactions during the period (2023: £Nil)

34. Analysis of net debt

	31 March		Non cash	31 March
	23	Cash	flow	24
	£	flow	flow	£
		£	£	
Cash in hand	482,091	(248,384)	-	233,707
Hire purchase < 1 year	(4,737)	4,364	-	(373)
Hire purchase > 1 year	(373)	373	-	-
Bank borrowings < 1 year	(16,606)	(307)	-	(16,913)
Bank borrowings > 1 year	(56,867)	16,913	-	(39,954)
	<u>403,508</u>	<u>(227,041)</u>	<u>-</u>	<u>176,467</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2024

35. Comparative information- Statement of Financial Activities for the Year ended 31 March 2023

	Notes	Unrestricted funds £	2023 Restricted funds £	2023 Total funds £
Income and endowments				
Donations and legacies	5	846,378	183,181	809,131
Charitable activities	6	1,300,087	-	1,324,403
Other trading activities	7	2,373,677	-	2,386,950
Investment income	8	19,880	-	11,903
Other income	9	3,395	-	62
Total income		4,543,417	183,181	4,532,449
Expenditure				
Raising funds:				
Costs of raising donations and legacies	10	(384,114)	-	(454,507)
Costs of other trading Activities	11	(1,196,076)	-	(1,142,330)
Charitable activities	12	(3,404,053)	(68,154)	(3,476,654)
Total expenditure		(4,984,243)	(68,154)	(5,073,491)
Net income and movements in funds before gains and				
Loss on investments		(440,826)	115,027	(541,042)
Net gains/ (losses) on investments	13	25,003	-	732
Net income before transfer of funds		(415,823)	115,027	(540,310)
Transfers between funds				
Net movement in funds		(415,823)	115,027	(540,310)
Reconciliation of funds				
Total funds brought forward		5,670,016	333,485	6,658,838
Total funds carried forward		5,254,193	448,512	6,118,528

Tapping House

England & Wales - Charity number 1062800

Accounts

Company Registration No. 03185605 (England and Wales)
Charity Registration No. 1062800

The Norfolk Hospice
(A company limited by guarantee)

Financial statements
For the year ended 31 March 2023

The Norfolk Hospice
(A company limited by guarantee)

Contents

	Page
Trustees' annual report (incorporating the directors' report)	1
Independent auditor's report to the members	12
Statement of financial activities (including income and expenditure account)	16
Balance sheet	17
Statement of cash flows	18
Notes to the financial statements	19

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report)
For the year ended 31 March 2023

The Trustees who are also the directors for the purposes of company law present their report and the financial statements of the charity for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS102 effective 1 January 2019.

Reference and administrative details

Registered charity name	The Norfolk Hospice
Charity registration number	1062800
Company registration number	03185605
Principal office and registered office	The Norfolk Hospice Wheatfields Hillington Kings Lynn Norfolk PE31 6BH

Trustees

The Trustees who served during the year and at the date of approval were as follows:

Dr Laurence Atkinson
Dr Peter Coates (Resigned 3 August 2023)
Ms Andrea Craig
Dr Susan Crossman
Mrs Mary Edwards (Appointed 18 May 2023)
Mr Timothy How (Chair)
Mrs Julia Marozzi
Mr Brian Pinker
Mrs Sarah Treble (Resigned 9 February 2023)

Senior leadership team (SLT)

Mrs Lyndsay Carter RGN MSc BA Dip.ON, Chief Executive
(Retired 30 June 2022)
Miss Nicola Ellis, RGN, Chief Executive (Appointed 1 April 2022)
Mrs Lynn Lockheart, CIPD, Director of Operations and Retail
Mr John Garrett, FAIA; FFA; MCMI, Director of Finance and
Income Generation

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2023

Auditor

Saffery LLP
Chartered Accounts
Westpoint
Peterborough Business Park
Lynch Wood
Peterborough
PE2 6FZ

Bankers

Clydesdale Bank
Moseley's Farm
Fornham All Saints
Bury St Edmunds
IP28 6JY

Objectives and activities

Our charity's vision as set out in the objects contained in the company's Memorandum of Association is:

That every person living with or affected by a life limiting condition will be offered choice and access to excellent end of life and bereavement care.

Bring relief to persons who are suffering from chronic or terminal illness by providing for, assisting with, promoting and encouraging the treatment, nursing and care of such persons.

Our strategic intent is to represent the golden thread for the local provision of palliative care through excellent service delivery, system wide education and organisational sustainability funded through new commissioning contracts and enhanced income generation.

The Norfolk Hospice Tapping House Strategy

<p>Our Vision is:</p> <p>That every person living with or affected by a life limiting condition will be offered choice and access to excellent end of life and bereavement care.</p>	<p>Our Values are:</p> <ul style="list-style-type: none"> ❖ Compassion ❖ Accessibility ❖ Respect ❖ Excellence 	<p>Our Strategic Intent is:</p> <p>To represent the golden thread for the local provision of palliative care through excellent service delivery, system wide education and organisational sustainability funded through new commissioning contracts and enhanced income generation.</p>
<p>Organisational Capability, Governance & Quality</p> <ul style="list-style-type: none"> • Achieve CQC 'outstanding' rating • Maintain a diverse organisational culture aligned to our vision through strong governance, recruitment, development and retention of the highest quality staff, data analysis and feedback from patients, staff, volunteers and partners 	<p>Care Strategy</p> <ul style="list-style-type: none"> • Ensure that patients and their families remain at the centre of all decision making • Ensure plans reflect The National Ambitions for Palliative and End of Life Care 2021 • Lead on development and provision of palliative and end of life care education • Become an integral partner within the Integrated Care System • Work with other organisations locally to ensure the needs of hard to reach groups are met 	<p>Income Generation Strategy</p> <ul style="list-style-type: none"> • Increase diversification of income streams • To grow legacy income steadily towards £1 million per annum through whole organisation education, improved messaging regarding gifts in wills and increased identification and stewardship of legacy pledgers • Continue to build reserves • Negotiate new contracts with commissioners to ensure sustainability as an independent Hospice

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2023

Within our care strategy we aim to:

Ensure that patients and their families remain at the centre of all decision making and ensure plans reflect The National Ambitions for Palliative and End of Life Care 2021

The feedback we receive from both patients and families we support and our professional colleagues within the region is the most important tool we use to inform our growth and development. This coupled with national guidance enables us to deliver high quality and evidence based care. We continue to flex our approach to meet the fast changing needs of our population.

The pandemic highlighted the need to be more responsive to the care needs of those approaching the last weeks and days of life. To address this need we have daily contact with our acute hospital discharge team and other residential and domiciliary providers so that we work in partnership to enable patients to achieve their preferred place of care and death.

We are currently working with our Integrated Care Board on the expansion of our community based resource and are seeking additional funding through commissioning to extend both the capacity and the service delivery hours of all our services.

Lead on the development and provision of palliative and end of life care education

We hold a large resource of highly skilled professionals within our organisation that allows us to support education across the region.

We remain a teaching hospice for medical students from both Cambridge University and University of East Anglia. This ensures not just recognition as a centre of excellence, but also a future generation of medics who will understand the role and importance of the Hospice, both local and nationally.

We are now a teaching hospice for nursing, occupational therapy and physiotherapy students from both University of East Anglia and Anglia Ruskin University.

We provide Care Home support and education to ensure the delivery of best practice care and symptom management to residents in Care Homes who are approaching end of life.

The Hospice has held its first major conference that brought together health professionals from a variety of sectors locally including GPs, hospital consultants and senior nurses, commissioners, paramedics and other community care providers. The event showcased the excellent work undertaken within the Hospice and explored some of the wider challenges that the current health and social care landscape presents.

Become an integral partner within the Integrated Care System (ICS)

The Norfolk Hospice has worked in partnership with our local NHS health and social care providers for the past 7 years delivering an integrated palliative care service. During this time our Hospice has become a key part of the palliative care landscape locally.

Whilst we continue to work collaboratively within the partnership arrangement, we continue to progress towards securing new commissioning deals that give us scope to grow and develop as an independent system asset in the locality.

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2023

Our local acute trust, The Queen Elizabeth Hospital, relies on our services to ensure timely discharge for their patients and relationships remain strong and collaborative. We have strengthened our relationship with our local community health and social care providers and the main acute hospital in the Norfolk region to support the future transformation and standardisation of care across the ICS. We continue to support the Norfolk & Waveney Collaborative and the East of England Palliative Care Clinical Network.

We have strong connections with Hospice UK who represent UK Hospices at government level as we push for increased statutory funding for the services we deliver.

Work with other organisations locally to ensure the needs of hard to reach groups are met

As part of a system approach to the development of Compassionate Communities we are working with other local charities, faith groups and educational establishments to ensure our community is aware of our service provision and how to access support.

Within our organisation capability, governance and quality strategy we aim to:

- **Achieve CQC 'outstanding' rating**
- **Maintain a diverse organisational culture aligned to our vision through strong governance, recruitment, development and retention of the highest quality staff, data analysis and feedback from patients, staff, volunteers and partners.**

Staff

Last year we increased our specialist clinical staffing by employing a further two advanced nurse practitioners to support patient care. We also seconded an Occupational Therapist assistant practitioner to complete her OT training. Our strategy is to increase our specialist nursing, therapy and psychological teams to enable us to reach out to more families within the locality.

Throughout the year members of the clinical team attended virtual professional development study days, workshops and courses.

Volunteers

Our volunteers contributed over 40,000 hours of their time, 30,000 of these being in the retail shops. At the end of the year we had 294 active volunteers fulfilling 325 roles.

Volunteers give their time freely, working alongside paid staff to support the Hospice – offering their skills, knowledge and experience to all areas. Volunteers are a key part of helping the charity to achieve its aims and objectives.

All of our volunteers receive a full induction and keep up to date with regular training throughout the year. Our bereavement support volunteers are supported through supervision. A monthly newsletter helps keep all our volunteers connected to our core services. We hold an annual thank you event to celebrate and thank our volunteers for their contribution to the Hospice.

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2023

How do our activities deliver public benefit?

Inpatient Unit (IPU)

Our Inpatient Unit provides 9 beds and is led by a Consultant Nurse with medical oversight from a local GP Practice. Patients are admitted for symptom management and end of life care. Over the past year we cared for 110 patients within the unit.

Hospice at Home (HAH)

Our Hospice at Home (HAH) service delivers the same holistic and compassionate care model of our IPU within the home environment. The service provides care and support to patients and their families who are in the last weeks of life. Patients remain supported overnight by our Rapid Response service which provides families and informal carers with access to immediate advice and support if they have unexpected care needs. These services supported 520 patients.

The Tulip Centre

With a focus on quality of life, self-management and maintaining independence the Therapy Team supports outpatient and group activity within our Tulip Centre. The team offer help with non-pharmacological symptom management, assessing and improving physical function and creating environments that enable people to engage in meaningful activities. The Tulip Centre supported 240 patients in the year.

Family and Carer support service (FACSS)

The Family and Carer Support Service is divided into three elements, Bereavement Support; Pastoral, Spiritual and Religious Care and Social Work.

Bereavement Support comprises a team of Bereavement Support Workers (volunteers) alongside Psychotherapeutic Counsellors who lead the service. The team support individuals who have experienced a death known under the Hospice's care. Those engaged with the service are offered 1:1 support either in person, by telephone or virtual delivery. Group activity is delivered through walking groups and social groups in local gardening centres.

The Hospice Chaplain who works within the Hospice IPU setting leads Pastoral, Spiritual and Religious Care. The Chaplain also supports outpatients by telephone and offers support to our staff members and volunteers.

Our Social Workers provide support to all elements of our services – inpatient, outpatient and community based. Alongside offering emotional support to families, they are able to offer support around finance and housing problems. The FACSS supported 249 patients in the year.

Strategic report

Other strategies employed to assist the charity to meet its strategic objectives have included the following:

- Increase diversification of income streams
- To grow legacy income steadily towards £1 million per annum through whole organisation education, improved messaging regarding gifts in Wills and increased identification and stewardship of legacy pledgers
- Continue to build reserves

Fundraising

Supporters are very important to us and the Trustees take their responsibility in respect of all fundraising activities very seriously.

The Trustees fully support the voluntary scheme put in place by the Senior Leadership Team for regulating fundraising activities and monitoring compliance with the regulations outlined by the Institute of Fundraising. The charity also upholds a code of practice within its fundraising team (also covered in contracts with third parties) to protect the public and vulnerable members of our society from unreasonable intrusion, unreasonably persistent approaches and undue pressure to give, in accordance with the Protection and Social Investment Act 2016.

All fundraising activities are monitored throughout the year by way of regular meetings between staff and the Director of Finance and Income Generation. All approved training was completed.

To ensure we meet our strategic objectives in relation to income generation we recruited a new Director in August 2023 to lead on this to ensure that we are maximising our potential in the fundraising field, actively exploring new opportunities and ensuring our staff have the necessary knowledge and skills to support their growth and productivity.

Our shops continue to raise our profile in the community as well as providing a significant part of our income.

There were no complaints during the year in respect of any fundraising activities.

Financial review

Total income for the year has decreased by £389,853 to £4,532,449 (2022: £4,922,302). This is represented by a decrease of £14,554 in unrestricted income to £4,349,268 (2022: £4,363,822) and a decrease in restricted income of £375,299 to £183,181 (2022: £558,480). Further detail on unrestricted and restricted income can be drawn from note 5 of the accounts.

The Trustees have kept the policies for both reserves and investments under review. The two policies, which in summary are (a) to aim to accumulate unrestricted reserves equivalent to one year's running costs and (b) to continue to be risk averse by ordinarily holding reserves in UK deposit accounts, have remained unchanged and are detailed in notes 28 and 29 to the financial statements. Due to the increasing amounts held in cash deposits, the Trustees have appointed an external fund manager to advise on longer term investments in order to create growth and additional income.

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2023

The total net assets held by the charity at the end of March 2023 was £6,118,528, of which £448,512 (2022: £333,485) were related to specific projects. Unrestricted funds available for any purpose at the same date were £1,079,793 (2022: £1,655,990). The Trustees have decided to maintain this level of unrestricted undesignated funding to allow flexibility to further expand our services and also to address the possible financial challenges.

In addition to regular income generated from our Hospice shops and lottery, principal funding sources are NHS Norfolk and Waveney ICB, voluntary individual donations, legacies, corporates, charitable trusts and organisations.

Plans for future periods

The Trustees will continue to support the Senior Leadership Team in their plans to consolidate the position of the charity as a leader in comprehensive palliative care provision in West Norfolk and the surrounding area. To facilitate this, plans are also in place to increase the number of retail outlets, which together with strengthening and diversifying the fundraising activities will provide a sustainable level of income.

Negotiate new contracts with the ICB to ensure sustainability as an independent hospice

The coming financial year presents an opportunity for the organisation to move towards a more prominent role in the provision of palliative and end of life care at local level. The organisation is already in negotiation with the ICB on a new model of care and the Hospice is in a strong position to take a lead part within this. There is known to be some funding within the system to support this.

Structure, governance and management - Ensuring our work delivers our vision

The organisation is a charitable company limited by guarantee. It was founded in 1984 as West Norfolk Home Hospice and incorporated on 12 April 1996. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. A revised Memorandum and Articles of Association were adopted on 29th May 2014. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Following re-branding in 2006 our logo includes the phrase 'The Norfolk Hospice, Tapping House'. The charity is registered as The Norfolk Hospice (Certificate of Incorporation on name change granted on 27th May 2009).

The directors meet yearly with the Board of Trustees to review our strategy, vision, mission and values. Quarterly meetings review progress against strategy. These meetings consider governance, risk, patient and carer feedback and the financial position of the organisation and ensure that the Board understands how the organisation is performing and is swiftly alerted to any issues of concern.

The Norfolk Hospice has a Board of Trustees of up to nine members who meet quarterly and are responsible for the overall strategic direction and policy of the charity. The Chief Executive (CEO) has delegated responsibility for the day-to-day leadership and management of the charity, implementing strategy and overall leadership of the provision of services. The CEO (with the support of the SLT whose members lead

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2023

different functions within the Hospice) reports to the Board of Trustees, which approves major decisions and has overall responsibility for the Hospice's activities.

The directors of the company are also charity trustees for the purpose of charity law. New trustees are appointed by the current board members. The Norfolk Hospice Trustees are expected to be pro-active in supporting the Hospice. Trustee recruitment is achieved through local advertisement, interview and appointment. A periodic review of existing skills and expertise is undertaken and assessment made of what is required to meet the strategic needs of the charity. This informs the recruitment and selection of prospective Trustees along with evidence of their motivation and support for the charity's aims.

New Trustees are taken through an induction process at the Hospice, which includes a tour of all the facilities and individual meetings with the CEO and senior managers.

Members of the Board serve for a period of three years after which they may be elected for a further two terms of three years.

The Board has two sub-committees to aid the conduct of their responsibilities of governance. They are "Finance and Investment" and "Care and Clinical Governance".

The Registered Manager (CEO) has responsibility for implementing the agreed strategic development of Hospice services and compliance. The day-to-day operational management of the care services and supervision of the care team is led by the Clinical Leadership Team consisting of CEO, Lead for Family and Carer Support, Therapy Lead and Nurse Consultant for the IPU, ensuring that the care team continues to develop skills and working practices in line with best practice.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, *Charities and Public Benefit*. The Hospice's charitable purpose is set out at the beginning of this report. The charity has delivered this public benefit as outlined above.

Risk Assessment

In line with our risk assessment policy a risk register has been established and is reviewed on a monthly basis by the Senior Leadership Team (SLT). All of the teams within the organisation have their own risk register but report high risks to the SLT and, subsequently, the Board. Our Clinical and Organisational Governance Policy details clearly how this is managed through various committees.

Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, patients, customers and visitors to the Hospice and its retail outlets. Clinical risks are highlighted via the clinical teams and escalated via a senior clinical leadership team through to a care and clinical governance committee and consequently the Board.

The charity is obliged to meet the national standards of the Care Quality Commission and to comply with employment legislation and health and safety of staff, volunteers, users and visitors in all of its premises. The Health and Safety policy includes a system for undertaking and recording risk assessments.

The Trustees have identified key risks to the ongoing success of the Hospice:-

Workforce - due to the rising demand for healthcare services and an unsustainable nursing workforce shortage locally and nationally, our ability to recruit and retain quality clinical staff is compromised. This may restrict our ability to meet current and future demand for our service. To mitigate these risks we are continuing our investment in staff training to diversify the skill mix of our clinical workforce and developing new ways of working.

Cost of living crisis - the rise in costs of food, energy, fuel and equipment coupled with a potential decrease in lottery subscriptions, decrease in donations to retail, decrease in monetary donations may impact on our financial sustainability. To mitigate this we are continuing to develop our income strategy to support a well-diversified income portfolio through the use of new fundraising opportunities and plans to increase our retail activities.

Instability in the structure of Health and Social Care funding while the ICS is being established - we are working with our ICS to ensure equitable funding for our services in line with those delivered by our NHS partners. We are proactively working within our local community to ensure that we are central to some of the place based work streams and associated funding streams.

Subsidiary companies

The company has one dormant subsidiary company:

- Norfolk Hospice (Trading) Limited

Remuneration of key personnel

In accordance with the agreed job evaluation framework and available benchmarking information, the Chief Executive has delegated authority to agree salaries. She will normally do so in conjunction with all members of SLT, with the input and support of the Chair. The Chief Executive's own salary is set by the Chair and Trustees.

External relationships

The Hospice continues to be a corporate member of Hospice UK and its related associations, the National Association of Palliative Day Care Leaders, the National Association of Hospice at Home and the National Council for Palliative Care.

Going concern

The activities of the company, its objectives, factors likely to affect its future development and the policies for managing its capital and financial risk are detailed in the Annual Report. The Trustees have a reasonable expectation that the Hospice has adequate resources to continue in operational existence for the foreseeable future, as the charity has a regime of annual budgeting supported by monthly management accounts and quarterly Finance Committee meetings enabling considered management decisions to be made. This allied with a prudent level of reserves, an appropriate identification and quantification of risk, supports the Trustee's expectations. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2023

Trustees' responsibilities statement

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Saffery LLP have expressed their willingness to continue in office as auditors.

The Trustees' annual report and the strategic report were approved on 23rd November 23 and signed on behalf of the Board of Trustees by:



Mr Timothy How
Trustee



Ms Andrea Craig
Trustee

The Norfolk Hospice
(A company limited by guarantee)

Independent auditor's report to the members
For the year ended 31 March 2023

Opinion

We have audited the financial statements of The Norfolk Hospice (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

The Norfolk Hospice
(A company limited by guarantee)

Independent auditor's report to the members
For the year ended 31 March 2023

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 14, the Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

The Norfolk Hospice
(A company limited by guarantee)

Independent auditor's report to the members
For the year ended 31 March 2023

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with Trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with

The Norfolk Hospice
(A company limited by guarantee)

Independent auditor's report to the members
For the year ended 31 March 2023

appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities . This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery LLP

Gareth Norris FCA (Senior Statutory Auditor)
For and on behalf of Saffery LLP
Chartered Accountants & Statutory Auditor

4 DECEMBER 2023

Westpoint
Peterborough Business Park
Lynch Wood
Peterborough
PE2 6FZ

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

The Norfolk Hospice
(A company limited by guarantee)

Statement of financial activities (including income and expenditure accounts)
For the year ended 31 March 2023

	Notes	Unrestricted funds £	2023 Restricted funds £	2023 Total funds £	2022 Total funds £
Income and endowments					
Donations and legacies	5	625,950	183,181	809,131	1,341,944
Charitable activities	6	1,324,403	-	1,324,403	1,123,494
Other trading activities	7	2,386,950	-	2,386,950	1,980,259
Investment income	8	11,903	-	11,903	1,904
Other income	9	62	-	62	474,701
Total income		4,349,268	183,181	4,532,449	4,922,302
Expenditure					
Raising funds:					
Costs of raising donations and legacies	10	(454,507)	-	(454,507)	(309,168)
Costs of other trading Activities	11	(1,142,330)	-	(1,142,330)	(1,014,666)
Charitable activities	12	(3,408,500)	(68,154)	(3,476,654)	(2,934,563)
Total expenditure		(5,005,337)	(68,154)	(5,073,491)	(4,258,397)
Net income and movements in funds before gains and					
Loss on investments		(656,069)	115,027	(541,042)	663,905
Net gains/ (losses) on investments	13	732	-	732	22
Net income before transfer of funds		(655,337)	115,027	(540,310)	663,927
Transfers between funds		-	-	-	-
Net movement in funds		(655,337)	115,027	(540,310)	663,927
Reconciliation of funds					
Total funds brought forward	28	6,325,353	333,485	6,658,838	5,994,911
Total funds carried forward	28	5,670,016	448,512	6,118,528	6,658,838

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

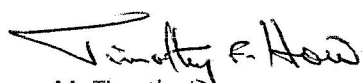
The notes on page 19 to 37 form part of these financial statements.

The Norfolk Hospice
(A company limited by guarantee)

Balance sheet
As at 31 March 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible fixed assets	17		4,590,223		4,669,363
Investments	18		501,153		421
			<u>5,091,375</u>		<u>4,669,784</u>
Current assets					
Stocks	20	55,419		44,818	
Debtors	21	955,418		1,087,901	
Cash at bank and in hand	22	482,091		1,296,976	
		<u>1,492,928</u>		<u>2,429,695</u>	
Creditors: Amounts falling due within one year	23	(408,535)		(350,104)	
Net current assets			<u>1,084,393</u>		<u>2,079,591</u>
Total assets less current liabilities			<u>6,175,768</u>		<u>6,749,375</u>
Creditors: Amounts falling due after more than one year	24		(57,240)		(90,537)
Net assets			<u>6,118,528</u>		<u>6,658,838</u>
Funds of the charity					
Restricted funds			448,512		333,485
Unrestricted funds			5,670,016		6,325,353
Total charity funds	28		<u>6,118,528</u>		<u>6,658,838</u>

These financial statements were approved by the Board of Trustees and authorised for issue on 23/11/2023 and are signed on behalf of the Board by:


Mr Timothy How
Trustee


Ms Andrea Craig
Trustee

Company registration number: 03185605

The notes on page 19 to 37 form part of these financial statements

The Norfolk Hospice
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2023

	2023	2022
	£	£
Cash flows from operating activities		
Net income	(540,310)	663,927
Adjustment for:		
Depreciation of tangible fixed assets	185,620	196,056
Net gains on investments	(732)	(22)
Dividends, interest and rents from investments	(11,903)	(1,904)
Losses on disposal of tangible fixed assets	14,476	2,790
Changes in:		
Stock	(10,601)	5,495
Trade and other debtors	132,483	(596,189)
Trade and other creditors	64,357	(30,162)
Cash generated from operations	<u>(166,610)</u>	<u>239,991</u>
Net cash from operating activities	<u>(166,610)</u>	<u>239,991</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	11,903	1,904
Purchase of tangible assets	(120,956)	(55,064)
Purchase of investments	(500,000)	-
Net cash used in investing activities	<u>(609,053)</u>	<u>(53,160)</u>
Cash flows from financing activities		
Proceeds from borrowings	-	-
Repayments of borrowings	(39,222)	(39,803)
Net cash from financing activities	<u>(39,222)</u>	<u>(39,803)</u>
Net (decrease)/increase in cash and cash equivalents	(814,885)	147,028
Cash and cash equivalents at beginnings of year	1,296,976	1,149,948
Cash and cash equivalents at end of year	<u>482,091</u>	<u>1,296,976</u>

The notes on page 19 to 37 form part of these financial statements

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Norfolk Hospice, Wheatfields, Hillington, Kings Lynn, Norfolk, PE31 6BH.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

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

3. Accounting policies

3.1 Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial items at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

3.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

3.3 Consolidation

The entity has taken advantage of the exemption from preparing consolidated financial statements contained in Section 402 of the Companies Act 2006 on the basis that the only subsidiary is excluded from consolidation on the grounds that its inclusion is not material for the purpose of giving a true and fair view.

3.4 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimations) have been made in the process of applying the entity's accounting policies.

There are no key assumptions concerning the future or other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Accounting policies (continued)

3.5 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the Trustees for particular projects or commitments.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

3.6 Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised where receipt is probable, entitlement is established and the value can be measured reliably.
- Income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- Income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

3.7 Government grant income

The accrual model has been adopted in relation to the Retail, Hospitality and Leisure Grant Fund (RHLGF).

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

3. Accounting policies (continued)

3.7 Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

3.8 Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

3.9 Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Capital expenditure of less than £500 is charged to the Statement of Financial Activities in the year in which it is incurred.

3.10 Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% to 5% Straight line
Fixtures and fittings	-	15% to 33.3% Straight line
Motor vehicles	-	12.5% to 25% Straight line
Equipment	-	15% to 50% Straight line

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

3. Accounting policies (continued)

3.11 Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

3.12 Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

3.13 Finance leases and hire purchase contracts

Assets held under finance leases and hire purchase contracts are recognised in the balance sheet as assets and liabilities at the lower of the fair value of the assets and the present value of the minimum lease payments, which is determined at the inception of the lease term. Any initial direct costs of the lease are added to the amount recognised as an asset.

Lease payments are apportioned between the finance charges and reduction of the outstanding lease liability using the effective interest method. Finance charges are allocated to each period so as to produce a constant rate of interest on the remaining balance of the liability.

3.14 Pension scheme

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

3.15 Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

4. Limited by guarantee

The charity is a company limited by guarantee and does not have share capital. Every member of the charity undertakes to contribute such amounts (not exceeding £1) as may be required in the event of a winding up.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

5. Donations and legacies

2023

	Unrestricted funds £	Restricted funds £	Total funds 2023 £
Donations			
Donations from charitable trusts	56,870	75,550	132,420
Other donations, including gift aid	452,247	27,131	479,378
Game sales	6,136	-	6,136
Legacies			
Legacies	110,697	80,500	191,197
	<u>625,950</u>	<u>183,181</u>	<u>809,131</u>

2022

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Donations			
Donations from charitable trusts	58,374	111,921	170,295
Other donations, including gift aid	444,103	16,492	460,595
Game sales	13,774	-	13,774
Legacies			
Legacies	697,281	-	697,281
	<u>1,213,532</u>	<u>128,413</u>	<u>1,341,945</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

6. Charitable activities

	Unrestricted funds	2023 Total funds	Unrestricted funds	2022 Total funds
	£	£	£	£
Inpatient unit	661,565	661,565	615,800	615,800
Outpatient services	467,229	467,229	450,033	450,033
Other income	195,609	195,609	57,661	57,661
	<u>1,324,403</u>	<u>1,324,403</u>	<u>1,123,494</u>	<u>1,123,494</u>

Of the total income received from charitable activities £951,831 (2022: £927,185) was received from the NHS.

7. Other trading activities

	Unrestricted funds	2023 Total funds	Unrestricted funds	2022 Total funds
	£	£	£	£
Fund raising events	337,485	337,485	138,640	138,640
Shop income	1,764,833	1,764,833	1,536,924	1,536,924
Lottery income	284,632	284,632	304,695	304,695
	<u>2,386,950</u>	<u>2,386,950</u>	<u>1,980,259</u>	<u>1,980,259</u>

8. Investment income

	Unrestricted funds	2023 Total funds	Unrestricted funds	2022 Total funds
	£	£	£	£
UK listed equities	-	-	4	4
Interest on bank deposits	11,903	11,903	1,900	1,900
	<u>11,903</u>	<u>11,903</u>	<u>1,904</u>	<u>1,904</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

9. Other income

	Restricted funds	Unrestricted funds	2023 Total funds
	£	£	£
Grants and sundry income	-	-	-
Services and other income	-	62	62
	-	62	62
	430,067	44,464	474,531
	-	170	170
	430,067	44,634	474,701

Included within the prior year's other income are Government Grants of £474,530. £430,067 was received through Hospice UK from NHSE, £12,796 was received from the Coronavirus Job Retention Scheme, £29,668 was received from Restart Grants and £2,000 from Additional Restrictions Grants.

10. Costs of raising donations and legacies

	Unrestricted funds	2023 Total funds	Unrestricted funds	2022 Total funds
	£	£	£	£
Fundraising and publicity	317,553	317,553	184,365	184,365
Lottery operating and prizes	97,969	97,969	97,006	97,006
Trusts	38,985	38,985	27,797	27,797
	454,507	454,507	309,168	309,168

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

11. Costs of other trading activities

	Unrestricted funds	2023 Total funds	Unrestricted funds	2022 Total funds
	£	£	£	£
Shop expenditure	1,142,330	1,142,330	1,014,666	1,014,666

12. Expenditure on charitable activities

	Expenditure undertaken directly	Support costs	2023 Total funds	2022 Total funds
	£	£	£	£
Patient care and associated Activities	2,575,324	901,330	3,476,654	2,934,563

	2023	2022
	£	£
Support costs		
Staff costs	631,796	479,768
Depreciation	49,554	47,221
(Gain)/loss on sale of fixed assets	-	2,790
Office and administrative costs	171,929	94,782
Bank interest and charges	30,261	18,657
Auditor's remuneration - for audit	14,200	14,000
- for other services	3,590	2,350
	901,330	659,568

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

13. Net gains on investments

	Unrestricted funds	2023 Total funds	Unrestricted Funds	2022 Total funds
	£	£	£	£
Gains/(losses) on listed investments	732	732	22	22

14. Net income

Net income is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of tangible fixed assets	185,620	196,056
(Gain)/loss on disposal of fixed assets	14,476	2,790
Unrealised (gain)/loss on investments	(732)	-
Auditor's remuneration – audit services	14,200	14,000
Operating lease rentals – land and buildings	283,572	277,854

15. Staff costs

The total staff costs and employees benefits for the reporting period are analysed as follows:

	2023	2022
	£	£
Wages and salaries	3,111,947	2,638,831
Social Security costs	287,013	223,059
Other pension costs	122,262	111,947
	3,521,222	2,973,837

The average head count of employees during the year was 135 (2022: 123).

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

The number of employees whose remuneration for the year fell within the following bands, were:

Support costs	2023	2022
	No	No
£60,000 to £69,999	2	1
£70,000 to £79,999	-	-
£80,000 to £89,999	1	1

Key Management Personnel

The Key Management Personnel comprise the Senior Leadership Team as listed on page 1. The total amount of employee benefits (including pension contributions) received by senior management for their services to the charity was £266,673 (2022: £291,467).

16. Trustee remuneration and expenses

None of the Trustees or connected persons received any remuneration or reimbursed expenses during the year.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

17. Tangible fixed assets

	Freehold property	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
Cost					
At 1 April 2022	4,961,267	383,438	165,365	353,334	5,863,404
Additions	12,714	19,978	21,745	66,519	120,956
Disposals	(4,353)	-	(21,499)	-	(25,852)
At 31 March 2023	4,969,628	403,416	165,611	419,853	5,958,508
Depreciation					
At 1 April 2022	520,109	292,648	107,889	273,395	1,194,041
Charge for the year	105,419	36,052	9,667	34,482	185,620
Disposals	(403)	-	(10,973)	-	(11,376)
At 31 March 2023	625,125	328,700	106,583	307,877	1,368,285
Carry amount					
At 31 March 2023	4,344,503	74,716	59,028	111,976	4,590,223
At 31 March 2022	4,441,158	90,790	57,476	79,939	4,669,363

All fixed assets of the charitable company are used for charitable purposes. Freehold land and buildings includes land with a cost of £23,100 which is not depreciated.

Included in the total net book value of motor vehicles was £29,765 (2022: £45,805) in respect of assets held under finance leases.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

18. Investments

	Listed investments	Shares in group undertakings	Total
	£	£	£
Cost or valuation			
At 1 April 2022	419	2	421
Additions	500,000	-	500,000
Fair value movements	732	-	732
At March 2023	501,151	2	501,153
Impairment			
At 1 April 2022 and 31 March 2023	-	-	-
Amount carried forward			
At 31 March 2023	501,151	2	501,153
At 31 March 2022	419	2	421

18.1 Financial assets held at fair value

The fair value of listed investments is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

19. Investments

19.1 Subsidiaries and other investments

The dormant subsidiary undertaking, Norfolk Hospice (Trading) Limited (02921830), is registered in England and Wales. The share capital is owned in entirety by The Norfolk Hospice. At the year end, the aggregate capital and reserves of the company amounted to £2. The company was dormant throughout the year.

20. Stocks

	2023	2022
	£	£
Bought in goods/donated goods for resale	55,419	44,818

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

21. Debtors

	2023	2022
	£	£
Trade debtors	288,159	135,045
Prepayments and accrued income	111,611	116,109
Other debtors	555,648	836,747
	<u>955,418</u>	<u>1,087,901</u>

The charity has been notified of additional legacies which have not been included within the accounts as there is uncertainty over the value to be received.

22. Cash and cash equivalents

	2023	2022
	£	£
Cash and cash equivalents consist of:		
Cash at bank – current accounts	72,217	173,387
Short term deposits	406,637	1,120,351
Petty cash	3,237	3,238
	<u>482,091</u>	<u>1,296,976</u>

23. Creditors

Amounts falling due within one year

	2023	2022
	£	£
Bank loans and overdrafts	16,606	29,843
Trade creditors	137,466	61,888
Accruals and deferred income	99,434	119,990
Social security and other taxes	72,815	56,415
Obligations under finance leases and hire purchases contracts	4,737	7,425
Other creditors	77,477	74,543
	<u>408,535</u>	<u>350,104</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. Bank loan terms of repayment are via a monthly charge and interest is payable at 7.49% on the principal amount.

The hire purchase liabilities are secured over the assets concerned.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

24. Creditors

Amounts falling due after more than one year

	2023	2022
	£	£
Bank loans and overdrafts	56,867	73,473
Obligations under finance leases and hire purchase contracts	373	17,064
	<u>57,240</u>	<u>90,537</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. The loan was taken out on 27 July 2018 for a term of 10 years. Bank loan terms of repayment are via a monthly charge and interest is payable at 7.49% on the principal amount.

A £50,000 COVID Bounce Back Loan was taken out on 4 July 2020 for a term of 6 years with interest payable at 2.5%. There is no security on this loan.

The hire purchase liabilities are secured over the assets concerned.

25. Finance leases and hire purchase contracts

The total future minimum lease payments under finance leases and hire purchase contracts are as follows:

	2023	2022
	£	£
Not later than 1 year	4,737	7,425
Later than 1 year and not later than 5 years	373	16,981
	<u>5,110</u>	<u>24,406</u>

26. Deferred income

	2023	2022
	£	£
At 1 April 2022	55,559	65,759
Amount released to income	(55,559)	(65,759)
Amount deferred in year	<u>49,355</u>	<u>55,559</u>
	<u>49,355</u>	<u>55,559</u>

Deferred income relates to event income received in advance and lottery income relating to future draws.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

27. Pensions and other post-retirement benefits

27.1 Defined contribution plans

The Hospice operates a defined contribution personal pension plan. The assets of the plan are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable by the charity to the plan and amounted to £122,205 (2022: £111,947).

28. Analysis of charitable funds

28.1 Unrestricted funds

	At 1 April 2022	Income	Expenditure	Investment (loss)/gain	Transfers	At 31 March 2023
	£	£	£	£	£	£
General	1,655,990	4,349,268	(5,005,337)	732	79,140	1,079,793
Designated funds:						
Fixed asset fund	4,669,363	-	-	-	(79,140)	4,590,223
Devereaux fund	-	-	-	-	-	-
	<u>6,325,353</u>	<u>4,349,268</u>	<u>(5,005,337)</u>	<u>732</u>	<u>-</u>	<u>5,670,016</u>
	At 1 April 2021	Income	Expenditure	Investment (loss)/gain	Transfers	At 31 March 2022
	£	£	£	£	£	£
General	857,683	4,363,822	(3,709,319)	22	143,782	1,655,990
Designated funds:						
Fixed asset fund	4,813,145	-	-	-	(143,782)	4,669,363
Devereaux fund	5,893	-	(5,893)	-	-	-
	<u>5,676,721</u>	<u>4,363,822</u>	<u>(3,715,212)</u>	<u>22</u>	<u>-</u>	<u>6,325,353</u>

The designated fixed asset fund has been established to assist identifying those funds that are not free reserves and represents the net book value of tangible fixed assets, excluding those funded from restricted income.

Transfer between restricted and unrestricted funds represent the transfer of the net book value of fixed assets purchased with restricted funds on which there is no ongoing restriction.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

28. Analysis of charitable funds (continued)

28.2 Restricted funds

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
In patient unit	153,261	13,655	(4,746)	-	162,170
Hospice at home	500	16,161	(16,161)	-	500
Equipment fund	1,118	-	-	-	1,118
Day therapy	147	-	-	-	147
In memory garden	9,683	31,453	(568)	-	40,568
NHSE COVID Support	-	-	-	-	-
Other funds	168,776	121,912	(46,679)	-	244,009
	<u>333,485</u>	<u>183,181</u>	<u>(68,154)</u>	<u>-</u>	<u>448,512</u>

	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
In patient unit	133,195	49,506	(29,440)	-	153,261
Hospice at home	6,500	29,679	(35,679)	-	500
Equipment fund	1,118	-	-	-	1,118
Day therapy	147	-	-	-	147
In memory garden	9,683	-	-	-	9,683
NHSE COVID Support	-	448,218	(448,218)	-	-
Other funds	167,547	31,078	(29,849)	-	168,776
	<u>318,190</u>	<u>558,481</u>	<u>(543,186)</u>	<u>-</u>	<u>333,485</u>

In Patient Unit

Donations received towards the establishment of the inpatient unit at the new hospice at Hillington.

Hospice at Home

Income received towards the Hospice at Home service.

Equipment funds

These funds represent donations received, and funding from the East of England Development Agency and Community Fund, towards the cost of furniture and equipment. Depreciation is charged to these funds on an annual basis.

Day therapy

Funds received for the provision of day therapy services.

In memory garden

Donations received for establishing a memorial garden.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

NHSE COVID Support

The NHSE awarded funding to allow the Hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2022 for the same purpose.

29. Analysis of net assets between funds

2023	Tangible fixed assets £	Investments £	Net current assets £	Creditors > 1 year £	Total £
Unrestricted funds:					
General	-	501,153	642,486	(63,846)	1,079,793
Designated funds:					
Fixed asset funds	4,590,223	-	-	-	4,590,223
Restricted fund	-	-	448,512	-	448,512
	<u>4,590,223</u>	<u>501,153</u>	<u>1,090,998</u>	<u>(63,846)</u>	<u>6,118,528</u>
2022					
2022	Tangible fixed assets £	Investments £	Net current assets £	Creditors > 1 year £	Total £
Unrestricted funds:					
General	-	421	1,746,106	(90,537)	1,655,990
Designated funds:					
Fixed asset funds	4,669,363	-	-	-	4,669,363
Restricted fund	-	-	333,485	-	333,485
	<u>4,669,363</u>	<u>421</u>	<u>2,079,591</u>	<u>(90,537)</u>	<u>6,658,838</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

30. Connected charity

Tapping House Hospice (formerly Norfolk Hospice Care), a company limited by guarantee (03692022), is under the control of the Trustees of The Norfolk Hospice. This connected charitable company was originally formed for the purpose of operating the Hospice but ceased all activities in 2005 and was dormant throughout 2022-23.

31. Capital commitments

Capital expenditure contracted for but not provided for in the financial statements is as follows:-

	2023	2022
	£	£
Tangible fixed assets	28,784	21,213

32. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2023	2022
	£	£
Not later than 1 year	180,800	171,292
Later than 1 year and not later than 5 years	476,517	614,450
Later than 5 years	57,500	75,700
	<u>714,817</u>	<u>862,142</u>

33. Related parties

There are no related party transactions during the period (2022: £Nil)

34. Analysis of net debt

	31 March 22	Cash flow	Non cash flow	31 March 23
	£	£	£	£
Cash in hand	1,296,976	(814,885)	-	482,091
Hire purchase < 1 year	(7,425)	2,688	-	(4,737)
Hire purchase > 1 year	(16,981)	16,608	-	(373)
Bank borrowings < 1 year	(29,843)	13,237	-	(16,606)
Bank borrowings > 1 year	(73,473)	16,606	-	(56,867)
	<u>1,169,254</u>	<u>(765,746)</u>	<u>-</u>	<u>403,508</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2023

35. Comparative information- Statement of Financial Activities for the Year ended 31 March 2022

	Notes	Unrestricted funds £	2022 Restricted funds £	2022 Total funds £	2021 Total funds £
Income and endowments					
Donations and legacies	5	1,213,531	128,413	1,341,944	856,848
Charitable activities	6	1,123,494	-	1,123,494	1,101,046
Other trading activities	7	1,980,259	-	1,980,259	988,649
Investment income	8	1,904	-	1,904	2,792
Other income	9	44,634	430,067	474,701	1,138,997
Total income		4,363,822	558,480	4,922,302	4,088,332
Expenditure					
Raising funds:					
Costs of raising donations and legacies	10	(309,168)	-	(309,168)	(317,569)
Costs of other trading Activities	11	(1,014,666)	-	(1,014,666)	(867,442)
Charitable activities	12	(2,391,378)	(543,185)	(2,934,563)	(2,725,187)
Total expenditure		(3,715,212)	(543,185)	(4,258,397)	(3,910,198)
Net income and movements in funds before gains and Loss on investments					
		648,610	15,295	663,905	178,134
Net gains/ (losses) on investments	13	22	-	22	98
Net income before transfer of funds		648,632	15,295	663,927	178,232
Transfers between funds					
Net movement in funds		648,632	15,295	663,927	178,232
Reconciliation of funds					
Total funds brought forward		5,676,721	318,190	5,994,911	5,816,679
Total funds carried forward		6,325,353	333,485	6,658,838	5,994,911

Tapping House

England & Wales - Charity number 1062800

Accounts

Company Registration No. 03185605 (England and Wales)
Charity Registration No. 1062800

The Norfolk Hospice
(A company limited by guarantee)

Financial statements
For the year ended 31 March 2022

The Norfolk Hospice
(A company limited by guarantee)

Contents

	Page
Trustees' annual report (incorporating the directors' report)	1
Independent auditor's report to the members	15
Statement of financial activities (including income and expenditure account)	19
Balance sheet	20
Statement of cash flows	21
Notes to the financial statements	22

**The Norfolk Hospice
(A company limited by guarantee)**

**Trustees' annual report (incorporating the directors' report)
For the year ended 31 March 2022**

The Trustees who are also the directors for the purposes of company law present their report and the financial statements of the charity for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS102 effective 1 January 2015.

Reference and administrative details

Registered charity name	The Norfolk Hospice
Charity registration number	1062800
Company registration number	03185605
Principal office and registered office	The Norfolk Hospice Wheatfields Hillington Kings Lynn Norfolk PE31 6BH

Trustees

The Trustees who served during the year and at the date of approval were as follows:

Dr Laurence Atkinson
Dr Peter Coates
Ms Andrea Craig (Appointed 5 August 2021)
Dr Susan Crossman
Mr Timothy How (Chair)
Mrs Felicity Lyons (Retired 5 August 2021)
Mrs Julia Marozzi (Appointed 5 August 2021)
Mr Brian Pinker
Mrs Sarah Treble

Senior management team (SMT)

Mrs Lyndsay Carter RGN MSc BA Dip.ON, Chief Executive
(Retired 30 June 2022)
Miss Nicola Ellis, RGN, Chief Executive (Appointed 1 April 2022)
Mrs Lynn Lockheart, CIPD, Director of Operations and Retail
Mr John Garrett, FAIA; FFA; MCMI, Director of Finance and
Income Generation

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2022

Auditor	Saffery Champness LLP Chartered Accounts Westpoint Peterborough Business Park Lynch Wood Peterborough PE2 6FZ
----------------	---

Bankers	Clydesdale Bank Moseley's Farm Fornham All Saints Bury St Edmunds IP28 6JY
----------------	--

Objectives and activities

Our charity's vision as set out in the objects contained in the company's Memorandum of Association is to:

Bring relief to persons who are suffering from chronic or terminal illness by providing for, assisting with, promoting and encouraging the treatment, nursing and care of such persons.

Our strategic intent is to represent the golden thread for the local provision of palliative care through excellent service delivery, system wide education and organisation sustainability through new commissioning contracts and enhanced income generation. Thus ensuring that every person living with or affected by a life limiting condition will be offered choice and access to excellent end of life and bereavement care.

Within our care strategy we aim to:

Become an integral partner within the Norfolk & Waveney Integrated Care System (ICS)

The Norfolk Hospice has worked in partnership with our local NHS health and social care providers for the past 6 years delivering an integrated palliative care service. This partnership has supported the growth of our hospice services and has ensured that we, as an independent organisation, have become a key part of the palliative care landscape locally.

Whilst we continue to work collaboratively within the partnership arrangement, we have been able to progress towards securing new commissioning deals that give us scope to grow and develop as a system asset in the locality.

Our local acute trust, the Queen Elizabeth Hospital, relies on our services to ensure timely discharge for their patients and relationships remain strong and collaborative. We have strengthened our relationship with our local community health and social care providers and the main acute hospital in the Norfolk region to support the future transformation and standardisation of care across the ICS. We continue to support the Norfolk & Waveney Collaborative and the East of England Palliative Care Clinical Network.

We have strong connections with Hospice UK who represent UK Hospices at government level as we push for increased statutory funding for the services we deliver.

Lead on the development and provision of palliative and end of life care education

We hold a large resource of highly skilled professionals within our organisation that allows us to support education across the region.

We remain a teaching hospice for medical students from both Cambridge University and University of East Anglia. This ensures not just recognition as a centre of excellence, but also a future generation of medics who will understand the role and importance of the hospice, both local and nationally.

We are now a teaching hospice for nursing, occupational therapy and physiotherapy students from both University of East Anglia and Anglia Ruskin University. Students are based with us for up to 12-week placements and actively contribute to our multi professional clinical and care delivery.

We have been commissioned to provide a Care Home Liaison Advanced Nurse Practitioner, a new and transformational role, which will support the delivery of best practice care and symptom management to residents in Care Homes who are approaching end of life. This 3-year project will inform the further development of these roles across the ICS.

Ensure that patients and their families remain at the centre of all decision making & Ensure plans reflect The National Ambitions for Palliative and End of Life Care 2021

The feedback we receive from both patients and families we support and our professional colleagues within the region is the most important tool we use to inform our growth and development. This coupled with the national guidance enables us to deliver high quality and evidence based care. We continue to flex our approach to meet the fast changing needs of our population. The pandemic has put the spotlight on Death and Dying and has enabled hospices to take centre stage in informing other providers of the key elements of effective care in this field.

Our Inpatient Unit (IPU) is commissioned for 8 beds with an additional spot purchase arrangement for a 9th bed as required.

Our partially commissioned Hospice at Home (HAH) service remains a smaller resourced team but delivers the same holistic and compassionate care model of our IPU within the home environment.

Our commissioned out of hours Rapid Response service supports the delivery of care in the community and provides families and informal carers with access to immediate advice and support if they have unexpected care needs through the night.

The pandemic has highlighted the need to be more responsive to the care needs of those approaching the last weeks and days of life. To address this need we have daily contact with our acute hospital discharge team and other residential and domiciliary providers so that we work in partnership to enable patients to achieve their preferred place of care and death.

We are currently working with our system partners on the expansion of our community based resource and are seeking additional funding through commissioning to extend both the capacity and the service delivery hours of all our services so that access to 24/7 care becomes standard.

How do our activities deliver public benefit?

The Therapy Team

With a focus on quality of life, self-management and maintaining independence the Therapy Team supports outpatient and group activity. The team offer help with non-pharmacological symptom management, assessing and improving physical function and creating environments that enable people to engage in meaningful activities.

Family and Carer support

The Family and Carer Support Service is divided into three elements, Bereavement Support; Pastoral, Spiritual and Religious Care and Social Work.

Bereavement Support comprises a team of Bereavement Support Workers (volunteers) alongside Psychotherapeutic Counsellors who lead the service. The team support individuals who have experienced a death known under the Hospice's care. Those engaged with the service are offered 1:1 support either in person, by telephone or virtual delivery. Group activity is delivered through walking groups and social groups in local gardening centres.

The Hospice Chaplain who works within the Hospice IPU setting leads Pastoral, Spiritual and Religious Care. The Chaplain also supports outpatients by telephone and offers support to our staff members and volunteers.

Social Workers provide support to all elements of our services – inpatient, outpatient and community based. Alongside offering emotional support to families, they are able to offer support around finance and housing problems.

Staff Support Groups (Clinical Supervision) have continued for all staff throughout the past year. Inductions for all new starters highlight staff support options.

Inpatient Unit (IPU)

Our Inpatient Unit provides 9 beds and is led by a Consultant Nurse with medical oversight from a local GP Practice. Patients are admitted for symptom management and end of life care.

Hospice at Home (HAH)

The HAH service provides care and support to patients and their families who are in the last weeks of life and have chosen to remain in their own home.

Care Home Liaison Advanced Nurse Practitioner

The post holder works alongside Care Home colleagues to demonstrate and educate on best practice end of life care. With a large Care Home population in West Norfolk this post offers much needed advice, support and advocacy for the sector.

West Norfolk Palliative Care Coordination Service

The Hospice hosts the West Norfolk Integrated Palliative Care Service. Specialist Palliative Care Nurses, Community Nursing, Social Service, Allied Health Professionals and Consultants continue to be based at the hospice as one multidisciplinary team, reviewing and prioritising referrals and care. We also host the bereavement team from Nelson's Journey.

Strategic report

Other strategies employed to assist the charity to meet its strategic objectives have included the following:

- Maintain a diverse organisational culture aligned to our vision through strong governance, recruitment, development and retention of the highest quality staff, data analysis and feedback from patients, staff, volunteers and partners.
- Increase diversification of income streams with particular focus on legacy income, digital platforms and expansion of the retail estate
- Continue to build reserves

Staff

We have increased our specialist clinical staffing by employing a further two advanced nurse practitioners to support patient care. We have also seconded an Occupational Therapist assistant practitioner to complete her OT training. Our strategy is to increase our specialist nursing, therapy and psychological teams to enable us to reach out to more families within the locality.

Throughout the year members of the clinical team attended virtual professional development study days, workshops and courses. During the year the hospice team has recruited to established and new posts in order to expand the care services.

We continue to raise the profile of the hospice as a great place to work with development opportunities in all fields.

Volunteers

Our volunteers still contributed over 35,000 hours of their time, 30,000 of these being in the retail shops. At the end of the year we had 323 active volunteers fulfilling 358 roles.

Volunteers give their time freely, working alongside paid staff to support the Hospice – offering their skills, knowledge and experience to all areas. Volunteers are a key part of helping the charity to achieve its aims and objectives.

All of our volunteers receive a full induction and keep up to date with regular training throughout the year. Our bereavement support volunteers are supported through supervision. A monthly newsletter helps keep all our volunteers connected to our core services.

Fundraising

Supporters are very important to us and the Trustees take their responsibility in respect of all fundraising activities very seriously.

The Trustees fully support the voluntary scheme put in place by the Senior Management Team for regulating fundraising activities and monitoring compliance with the regulations outlined by the Institute of Fundraising. The charity also upholds a code of practice within its fundraising team (also covered in contracts

with third parties) to protect the public and vulnerable members of our society from unreasonable intrusion, unreasonably persistent approaches and undue pressure to give, in accordance with the Protection and Social Investment Act 2016.

All fundraising activities are monitored throughout the year by way of regular meetings between staff and the Director of Finance and Income Generation. All approved training was completed.

Our shops continue to raise our profile in the community as well as providing a significant part of our income.

There were no complaints during the year in respect of any fundraising activities.

Financial review

Total income for the year has increased by £833,970 to £4,922,302 (2021: £4,088,332). This is represented by an increase of £1,220,433 in unrestricted income to £ 4,363,822 (2021: £3,143,389) and a decrease in restricted income of £386,463 to £558,480 (2021: £944,943). Further detail on unrestricted and restricted income can be drawn from note 5 of the accounts.

The Trustees have kept the policies for both reserves and investments under review. The two policies, which in summary are (a) to aim to accumulate unrestricted reserves equivalent to one year's running costs and (b) to continue to be risk averse by ordinarily holding reserves in UK deposit accounts, have remained unchanged and are detailed in notes 28 and 29 to the financial statements. Due to the increasing amounts held in cash deposits, the Trustees have appointed an external fund manager to advise on longer term investments in order to create growth and additional income.

The total net current assets held by the charity at the end of March 2022 was £2,079,591, of which £333,485 (2021: £318,190) were related to specific projects. The Trustees have decided to maintain this level of unrestricted undesignated funding to allow flexibility to further expand our services and also to address the possible financial challenges as a result of the Covid-19 pandemic

In addition to regular income generated from our hospice shops and lottery, principal funding sources are NHS Norfolk, voluntary individual donations, legacies, corporates, charitable trusts and organisations.

Plans for future periods

The Trustees will continue to support the Senior Management Team in their plans to consolidate the position of the charity as leaders in comprehensive palliative care provision in West Norfolk and the surrounding area. To facilitate this, plans are also in place to increase the number of retail outlets, which together with strengthening and diversifying the fundraising activities will provide a sustainable level of income.

Structure, governance and management - Ensuring our work delivers our vision

The organisation is a charitable company limited by guarantee. It was founded in 1984 as West Norfolk Home Hospice and incorporated on 12 April 1996. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. A revised Memorandum and Articles of Association were adopted on 29th May 2014. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Following re-branding in 2006 our logo includes the phrase 'The Norfolk Hospice, Tapping House'. The charity is registered as The Norfolk Hospice (Certificate of Incorporation on name change granted on 27th May 2009).

The Senior Leadership Team meets yearly with the Board of Trustees to review our strategy, vision, mission and values. Quarterly meetings review progress against strategy. These meetings consider governance, risk, patient and carer feedback and the financial position of the organisation and ensure that the Board understands how the organisation is performing and is swiftly alerted to any issues of concern.

The Norfolk Hospice has a Board of Trustees of up to nine members who meet quarterly and are responsible for the overall strategic direction and policy of the charity. The Chief Executive (CEO) has delegated responsibility for the day-to-day leadership and management of the charity, implementing strategy and overall leadership of the provision of services. The CEO (with the support of the SMT whose members lead different functions within the hospice) reports to the Board of Trustees, which approves major decisions and has overall responsibility for the Hospice's activities,

The directors of the company are also charity trustees for the purpose of charity law. New trustees are appointed by the current board members. The Norfolk Hospice Trustees are expected to be pro-active in supporting the Hospice. Trustee recruitment is achieved through local advertisement, interview and appointment. A periodic review of existing skills and expertise is undertaken and assessment made of what is required to meet the strategic needs of the charity. This informs the recruitment and selection of prospective trustees along with evidence of their motivation and support for the charity's aims.

New Trustees are taken through an induction process at the Hospice, which includes a tour of all the facilities and individual meetings with the CEO and senior managers.

Members of the Board serve for a period of three years after which they may be elected for a further two terms of three years.

The board has two sub-committees to aid the conduct of their responsibilities of governance. They are "Finance and Investment" and "Care and Clinical Governance".

The Registered Manager (CEO) has responsibility for implementing the agreed strategic development of Hospice services and compliance. The day-to-day operational management of the care services and supervision of the care team is led by the Clinical Leadership Team consisting of CEO, Lead for Family and Carer Support, Therapy Lead and Nurse Consultant for the IPU, ensuring that the care team continues to develop skills and working practices in line with best practice.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commissions' general guidance on public benefit, *Charities and Public Benefit*. The Hospice's charitable purpose is set out at the beginning of this report. The charity has delivered this public benefit as outlined above

Risk Assessment

In line with our risk assessment policy a risk register has been established and is reviewed on a monthly basis by the Senior Management Team (SMT). All of the teams within the organisation have their own risk register but report high risks to the SMT and, subsequently, the Board. Our Organisational Governance Policy (which can be found on our website) details clearly how this is managed through various committees.

Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, patients, customers and visitors to the Hospice and its retail outlets. Clinical risks are highlighted via the clinical teams and escalated via a senior clinical leadership team through to a care and clinical governance committee and consequently the Board.

The charity is obliged to meet the national standards of the Care Quality Commission and to comply with employment legislation and health and safety of staff, volunteers, users and visitors in all of its premises. The Health and Safety policy includes a system for undertaking and recording risk assessments.

The Trustees have identified key risks to the ongoing success of the Hospice:-

Workforce - due to the rising demand for healthcare services and an unsustainable nursing workforce shortage locally and nationally, our ability to recruit and retain quality clinical staff is compromised. This may restrict our ability to meet current and future demand for our service. To mitigate these risks we are continuing our investment in staff training to diversify the skill mix of our clinical workforce and developing new ways of working.

Cost of living crisis - the rise in costs of food, energy, fuel and equipment coupled with a potential decrease in lottery subscriptions, decrease in donations to retail, decrease in monetary donations may impact on our financial sustainability. To mitigate this we are continuing to develop our income strategy to support a well-diversified income portfolio through the use of new fundraising opportunities and plans to increase our retail activities.

Instability in the structure of Health and Social Care funding while the ICS is being established - we are working with our ICS to ensure equitable funding for our services in line with those delivered by our NHS partners. We are proactively working within our local community to ensure that we are central to some of the place based work streams and associated funding streams.

Subsidiary companies

The company has one dormant subsidiary company:

- Norfolk Hospice (Trading) Limited

Remuneration of key personnel

In accordance with the agreed job evaluation framework and available benchmarking information, the Chief Executive has delegated authority to agree salaries. She will normally do so in conjunction with all members of SMT, with the input and support of the Chair. The Chief Executive's own salary is set by the Chair and Trustees.

External relationships

The hospice continues to be a corporate member of Hospice UK and its related associations, the National Association of Palliative Day Care Leaders, the National Association of Hospice at Home and the National Council for Palliative Care.

Covid 19

Despite the uncertainty still surrounding the long term effects of the Covid 19 pandemic the Trustees remain confident that, with plans already in place, the hospice will remain in a position to take advantage of any opportunities for the further commissioning of services that arise.

Going concern

The activities of the company, its objectives, factors likely to affect its future development and the policies for managing its capital and financial risk are detailed in the Annual Report. The Trustees have a reasonable expectation that the Hospice has adequate resources to continue in operational existence for the foreseeable future, as the charity has a regime of annual budgeting supported by monthly management accounts and quarterly finance committee meetings enabling considered management decisions to be made. This allied with a prudent level of reserves, an appropriate identification and quantification of risk, supports the Trustee's expectations. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

Trustees' responsibilities statement

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2022

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Saffery Champness LLP have expressed their willingness to continue in office as auditors.

The Trustees' annual report and the strategic report were approved on 3rd November 2022 and signed on behalf of the Board of Trustees by:



Mr Timothy How
Trustee



Ms Andrea Craig
Trustee

Independent auditor's report to the members
For the year ended 31 March 2022

Opinion

We have audited the financial statements of The Norfolk Hospice (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit

Independent auditor's report to the members
For the year ended 31 March 2022

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 14, the Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with Trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with

**The Norfolk Hospice
(A company limited by guarantee)**

**Independent auditor's report to the members
For the year ended 31 March 2022**

appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities . This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Jane Hill (Senior Statutory Auditor)
For and on behalf of Saffery Champness LLP
Chartered Accountants & Statutory Auditor

21/12/ 2022

Westpoint
Peterborough Business Park
Lynch Wood
Peterborough
PE2 6FZ

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

The Norfolk Hospice
(A company limited by guarantee)

Statement of financial activities (including income and expenditure accounts)
For the year ended 31 March 2022

	Notes	Unrestricted funds £	2022 Restricted funds £	2022 Total funds £	2021 Total funds £
Income and endowments					
Donations and legacies	5	1,213,531	128,413	1,341,944	856,848
Charitable activities	6	1,123,494	-	1,123,494	1,101,046
Other trading activities	7	1,980,259	-	1,980,259	988,649
Investment income	8	1,904	-	1,904	2,792
Other income	9	44,634	430,067	474,701	1,138,997
Total income		4,363,822	558,480	4,922,302	4,088,332
Expenditure					
Raising funds:					
Costs of raising donations and legacies	10	(309,168)	-	(309,168)	(317,569)
Costs of other trading Activities	11	(1,014,666)	-	(1,014,666)	(867,442)
Charitable activities	12	(2,391,378)	(543,185)	(2,934,563)	(2,725,187)
Total expenditure		(3,715,212)	(543,185)	(4,258,397)	(3,910,198)
Net income and movements in funds before gains and Loss on investments					
		648,610	15,295	663,905	178,134
Net gains/ (losses) on investments	13	22	-	22	98
Net income before transfer of funds		648,632	15,295	663,927	178,232
Transfers between funds					
Net movement in funds		648,632	15,295	663,927	178,232
Reconciliation of funds					
Total funds brought forward		5,676,721	318,190	5,994,911	5,816,679
Total funds carried forward		6,325,353	333,485	6,658,838	5,994,911

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

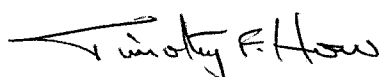
The notes on page 19 to 37 form part of these financial statements

The Norfolk Hospice
(A company limited by guarantee)

Balance sheet
As at 31 March 2022

	Notes	2022		2021	
		£	£	£	£
Fixed asset					
Tangible fixed assets	17		4,669,363		4,813,145
Investments	18		421		399
			<u>4,669,784</u>		<u>4,813,544</u>
Current assets					
Stocks	20	44,818		50,314	
Debtors	21	1,087,901		491,712	
Cash at bank and in hand	22	1,296,976		1,149,948	
		<u>2,429,695</u>		<u>1,691,975</u>	
Creditors: Amounts falling due within one year	23	(350,104)		(381,780)	
Net current assets			<u>2,079,591</u>		<u>1,310,194</u>
Total assets less current liabilities			<u>6,749,375</u>		<u>6,123,738</u>
Creditors: Amounts falling due after more than one year	24		(90,537)		(128,827)
Net assets			<u>6,658,838</u>		<u>5,994,911</u>
Funds of the charity					
Restricted funds			333,485		318,190
Unrestricted funds			6,325,353		5,676,721
Total charity funds	28		<u>6,658,838</u>		<u>5,994,911</u>

These financial statements were approved by the board of trustees and authorised for issue on 3rd Nov 2022 and are signed on behalf of the board by:



Mr Timothy How
Trustee



Ms Andrea Craig
Trustee

Company registration number: 03185605

The notes on page 19 to 37 form part of these financial statements

The Norfolk Hospice
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2022

	2022	2021
	£	£
Cash flows from operating activities		
Net income	663,927	178,232
Adjustment for:		
Depreciation of tangible fixed assets	196,056	199,580
Net losses on investments	(22)	(98)
Dividends, interest and rents from investments	(1,904)	(2,792)
Losses on disposal of tangible fixed assets	2,790	755
Changes in:		
Stock	5,495	15,593
Trade and other debtors	(596,189)	80,500
Trade and other creditors	(30,162)	(6,529)
Cash generated from operations	<u>239,991</u>	<u>465,241</u>
Net cash from operating activities	<u>239,991</u>	<u>465,241</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	1,904	2,792
Purchase of tangible assets	(55,064)	(254,226)
Proceeds from sale of tangible assets		
Net cash used in investing activities	<u>(53,160)</u>	<u>(251,434)</u>
Cash flows from financing activities		
Proceeds from borrowings	-	50,000
Repayments of borrowings	(39,803)	(37,767)
Net cash from financing activities	<u>(39,803)</u>	<u>12,233</u>
Net (decrease)/increase in cash and cash equivalents	147,028	226,040
Cash and cash equivalents at beginnings of year	<u>1,149,948</u>	<u>923,908</u>
Cash and cash equivalents at end of year	<u>1,296,976</u>	<u>1,149,948</u>

The notes on page 19 to 37 form part of these financial statements

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Norfolk Hospice, Wheatfields, Hillington, Kings Lynn, Norfolk, PE31 6BH.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS102.

3. Accounting policies

3.1 Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial items at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

3.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

3.3 Consolidation

The entity has taken advantage of the exemption from preparing consolidated financial statements contained in Section 402 of the Companies Act 2006 on the basis that the subsidiary is excluded from consolidation on the grounds that its inclusion is not material for the purpose of giving a true and fair view.

3.4 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimations) have been made in the process of applying the entity's accounting policies.

There are no key assumptions concerning the future or other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Accounting policies (continued)

3.5 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the Trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

3.6 Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- Income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- Income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

3.7 Government grant income

The accrual model has been adopted in relation to the Retail, Hospitality and Leisure Grant Fund (RHLGF).

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

3. Accounting policies (continued)

3.7 Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

3.8 Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

3.9 Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Capital expenditure of less than £500 is charged to the Statement of Financial Activities in the year in which it is incurred.

3.10 Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% to 5% Straight line
Fixtures and fittings	-	15% to 33.3% Straight line
Motor vehicles	-	12.5% to 25% Straight line
Equipment	-	15% to 50% Straight line

3.11 Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

3. Accounting policies **(continued)**

3.12 Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

3.13 Finance leases and hire purchase contracts

Assets held under finance leases and hire purchase contracts are recognised in the balance sheet as assets and liabilities at the lower of the fair value of the assets and the present value of the minimum lease payments, which is determined at the inception of the lease term. Any initial direct costs of the lease are added to the amount recognised as an asset.

Lease payments are apportioned between the finance charges and reduction of the outstanding lease liability using the effective interest method. Finance charges are allocated to each period so as to produce a constant rate of interest on the remaining balance of the liability.

3.14 Pension scheme

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

3.15 Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

4. Limited by guarantee

The charity is a company limited by guarantee and does not have share capital. Every member of the charity undertakes to contribute such amounts (not exceeding £1) as may be required in the event of a winding up.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

5. Donations and legacies

2022

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Donations			
Donations from charitable trusts	58,374	111,921	170,295
Other donations, including gift aid	444,103	16,492	460,595
Game sales	13,774	-	13,774
Legacies			
Legacies	697,281	-	697,281
	1,213,532	128,413	1,341,945

2021

	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Donations			
Donations from charitable trusts	115,570	150,697	266,267
Other donations, including gift aid	428,828	18,050	446,878
Game sales	18,696	-	18,696
Legacies			
Legacies	125,007	-	125,007
	688,101	168,747	856,848

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

6. Charitable activities

	Unrestricted funds	2022 Total funds	Unrestricted funds	2021 Total funds
	£	£	£	£
Inpatient unit	615,800	615,800	726,956	726,956
Outpatient services	450,033	450,033	349,405	349,405
Other income	57,661	57,661	24,685	24,685
	<u>1,123,494</u>	<u>1,123,494</u>	<u>1,101,046</u>	<u>1,101,046</u>

Of the total income received from charitable activities £927,185 (2020: £768,851) was received from the NHS.

7. Other trading activities

	Unrestricted funds	2022 Total funds	Unrestricted funds	2021 Total funds
	£	£	£	£
Fund raising events	138,640	138,640	69,953	69,953
Shop income	1,536,924	1,536,924	592,252	592,252
Lottery income	304,695	304,695	326,444	326,444
	<u>1,980,259</u>	<u>1,980,259</u>	<u>988,649</u>	<u>988,649</u>

8. Investment income

	Unrestricted funds	2022 Total funds	Unrestricted funds	2021 Total funds
	£	£	£	£
UK listed equities	4	4	1	1
Interest on bank deposits	1,900	1,900	2,791	2,791
	<u>1,904</u>	<u>1,904</u>	<u>2,792</u>	<u>2,792</u>

9. Other income

	Restricted funds	Unrestricted funds	2022 Total funds
	£	£	£
Grants and sundry income	430,067	44,464	474,531
Services and other income	-	170	170
	<u>430,067</u>	<u>44,634</u>	<u>474,701</u>
	Restricted funds	Unrestricted funds	2021 Total funds
		£	£
Grants and sundry income	776,196	362,723	1,138,919
Services and other income	-	78	78
	<u>776,196</u>	<u>362,801</u>	<u>1,138,997</u>

Included within other income is Government Grants of £474,530 (2021: £1,138,919). £430,067 (2021: £776,196) was received through Hospice UK from NHSE, £12,796 (2021: £265,235) was received from the Coronavirus Job Retention Scheme, £29,668 was received in Restart Grants (2021: £nil), £2,000 was received in Additional Restrictions Grants (2021: £nil) and £nil (2021: £106,487) of LRSG from District Councils.

10. Costs of raising donations and legacies

	Unrestricted funds	2022 Total funds	Unrestricted funds	2021 Total funds
	£	£	£	£
Fundraising and publicity	184,365	184,365	195,304	195,304
Lottery operating and prizes	97,006	97,006	96,281	96,281
Trusts	27,797	27,797	25,984	25,984
	<u>309,168</u>	<u>309,168</u>	<u>317,569</u>	<u>317,569</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

11. Costs of other trading activities

	Unrestricted funds	2022 Total funds	Unrestricted funds	2021 Total funds
	£	£	£	£
Shop expenditure	1,014,666	1,014,666	867,442	867,442

12. Expenditure on charitable activities

	Expenditure undertaken directly	Support costs	2022 Total funds	2021 Total funds
	£	£	£	£
Patient care and associated Activities	2,274,995	659,568	2,934,563	2,725,187

	2022 £	2021 £
Support costs		
Staff costs	479,768	456,788
Depreciation	47,221	40,606
(Gain)/loss on sale of fixed assets	2,790	755
Office costs	94,782	71,796
Bank interest and charges	18,657	17,705
Auditors remuneration - for audit	14,000	14,325
- for other service	2,350	5,875
	659,568	607,850

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

13. Net gains on investments

	Unrestricted funds	2022 Total funds	Unrestricted Funds	2021 Total funds
	£	£	£	£
Gains/(losses) on listed investments	22	22	98	98

14. Net income

Net income is stated after charging/(crediting):

	2022 £	2021 £
Depreciation of tangible fixed assets	196,056	200,579
(Gain)/loss on disposal of fixed assets	2,790	755
Auditor's remuneration – audit services	14,000	14,325
Operating lease rentals – land and buildings	277,854	208,884

15. Staff costs

The total staff costs and employees benefits for the reporting period are analysed as follows:

	2022 £	2021 £
Wages and salaries	2,638,831	2,484,621
Social Security costs	223,059	202,378
Other pension costs	111,947	117,686
	2,973,837	2,804,685

The average head count of employees during the year was 123 (2021: 120).

The number of employees whose remuneration for the year fell within the following bands, were:

Support costs	2022	2021
	No	No
£60,000 to £69,999	1	1
£70,000 to £79,999	-	-
£80,000 to £89,999	1	1

Key Management Personnel

The Key Management Personnel comprise the senior management team as listed on page 1. The total amount of employee benefits (including pension contributions) received by senior management for their services to the charity was £257,050 (2021: £200,206).

16. Trustee remuneration and expenses

None of the Trustees or connected persons received any remuneration or reimbursed expenses during the year.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

17. Tangible fixed assets

	Freehold property	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
Cost					
At 1 April 2021	4,954,319	361,922	165,365	332,385	5,813,991
Additions	6,948	21,516	-	26,600	55,064
Disposals	-	-	-	(5,651)	(5,651)
At 31 March 2022	4,961,267	383,438	165,365	353,334	5,863,404
Depreciation					
At 1 April 2021	415,210	247,434	95,870	242,332	1,000,846
Charge for the year	104,899	45,214	12,019	33,924	196,056
Disposals	-	-	-	(2,861)	(2,861)
At 31 March 2022	520,109	292,648	107,889	273,395	1,194,041
Carry amount					
At 31 March 2022	4,441,158	90,790	57,476	79,939	4,669,363
At 31 March 2021	4,539,109	114,488	69,495	90,053	4,813,145

All fixed assets of the charitable company are used for charitable purposes. Freehold land and buildings includes land with a cost of £23,100 which is not depreciated.

Included in the total net book value of motor vehicles was £45,805 (2021: £52,771) in respect of assets held under finance leases.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

18. Investments

	Listed investments	Shares in group undertakings	Total
	£	£	£
Cost or valuation			
At 1 April 2021	397	2	399
Additions	-	-	-
Fair value movements	22	-	22
At March 2022	419	2	421
Impairment			
At 1 April 2021 and 31 March 2022	-	-	-
Amount carried forward			
At 31 March 2022	419	2	421
At 31 March 2021	397	2	399

All investments shown above are held at valuation.

18.1 Financial assets held at fair value

The fair value of listed investments is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

19. Investments

19.1 Subsidiaries and other investments

The dormant subsidiary undertaking, Norfolk Hospice (Trading) Limited (02921830), is registered in England and Wales. The share capital is owned in entirety by The Norfolk Hospice. At the year end, the aggregate capital and reserves of the company amounted to £2. The company was dormant throughout the year.

20. Stocks

	2022	2021
	£	£
Bought in goods for resale	44,818	50,314

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

21. Debtors

	2022	2021
	£	£
Trade debtors	135,045	57,993
Prepayments and accrued income	116,109	94,784
Other debtors	836,747	338,935
	<u>1,087,901</u>	<u>491,712</u>

The charity has been notified of additional legacies which have not been included within the accounts as there is uncertainty over the value to be received.

22. Cash and cash equivalents

	2022	2021
	£	£
Cash and cash equivalents consist of:		
Cash at bank – current accounts	173,387	119,953
Short term deposits	1,120,351	1,027,008
Petty cash	3,238	2,987
	<u>1,296,976</u>	<u>1,149,948</u>

23. Creditors

Amounts falling due within one year

	2022	2021
	£	£
Bank loans and overdrafts	29,843	35,448
Trade creditors	61,888	112,638
Accruals and deferred income	119,990	98,834
Social security and other taxes	56,415	51,114
Obligations under finance leases and hire purchases contracts	7,425	10,749
Other creditors	74,543	72,997
	<u>350,104</u>	<u>381,780</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. Bank loan terms of repayment are via a monthly charge and interest is payable at 4.24% on the principal amount.

The hire purchase liabilities are secured over the assets concerned

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

24. Creditors

Amounts falling due after more than one year

	2022	2021
	£	£
Bank loans and overdrafts	73,473	100,815
Obligations under finance leases and hire purchase contracts	17,064	28,012
	<u>90,537</u>	<u>128,827</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. Bank loan terms of repayment are via a monthly charge and interest is payable at 4.24% on the principal amount.

An additional £50,000 COVID Bounce Back Loan was taken during the prior year with interest payable at 2.5%. There is no security on this loan.

The hire purchase liabilities are secured over the assets concerned.

25. Finance leases and hire purchase contracts

The total future minimum lease payments under finance leases and hire purchase contracts are as follows:

	2022	2021
	£	£
Not later than 1 year	7,425	10,749
Later than 1 year and not later than 5 years	16,981	28,012
	<u>24,406</u>	<u>38,761</u>

26. Deferred income

	2022	2021
	£	£
At 1 April 2020	65,759	54,589
Amount released to income	(65,759)	(54,589)
Amount deferred in year	<u>55,559</u>	<u>65,759</u>
	<u>55,559</u>	<u>65,759</u>

Deferred income relates to event income received in advance and lottery income relating to future draws.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

27. Pensions and other post-retirement benefits

27.1 Defined contribution plans

The Hospice operates a defined contribution personal pension plan. The assets of the plan are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable by the charity to the plan and amounted to £111,947 (2021: £109,929).

28. Analysis of charitable funds

28.1 Unrestricted funds

	At 1 April 2021	Income	Expenditure	Investment (loss)/gain	Transfers	At 31 March 2022
	£	£	£	£	£	£
General	857,683	4,363,822	(3,709,319)	22	143,782	1,655,990
Designated funds:						
Educational suite	-	-	-	-	-	-
Fixed asset fund	4,813,145	-	-	-	(143,782)	4,669,363
Devereaux fund	5,893	-	(5,893)	-	-	-
	<u>5,676,721</u>	<u>4,363,822</u>	<u>(3,715,212)</u>	<u>22</u>	<u>-</u>	<u>6,325,353</u>

	At 1 April 2020	Income	Expenditure	Investment (loss)/gain	Transfers	At 31 March 2021
	£	£	£	£	£	£
General	575,739	3,143,389	(2,957,650)	98	96,107	857,683
Designated funds:						
Educational suite	150,000	-	-	-	(150,000)	-
Fixed asset fund	4,759,252	-	-	-	53,893	4,813,145
Devereaux fund	5,893	-	-	-	-	5,893
	<u>5,490,884</u>	<u>3,919,585</u>	<u>(3,734,719)</u>	<u>98</u>	<u>-</u>	<u>5,676,721</u>

The designated fixed asset fund has been established to assist identifying those funds that are not free reserves and represents the net book value of tangible fixed assets, excluding those funded from restricted income.

Transfer between restricted and unrestricted funds represent the transfer of the net book value of fixed assets purchased with restricted funds on which there is no ongoing restriction.

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

28. Analysis of charitable funds (continued)

28.2 Restricted funds

	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
In patient unit	133,195	49,506	(29,440)	-	153,261
Hospice at home	6,500	29,679	(35,679)	-	500
Equipment fund	1,118	-	-	-	1,118
Day therapy	147	-	-	-	147
In memory garden	9,683	-	-	-	9,683
NHSE COVID Support	-	448,218	(448,218)	-	-
Other funds	167,547	31,078	(29,849)	-	168,776
	<u>318,190</u>	<u>558,481</u>	<u>(543,186)</u>	<u>-</u>	<u>333,485</u>
	At 1 April 2020	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
In patient unit	125,792	35,459	(28,056)	-	133,195
Hospice at home	10,500	66,880	(70,880)	-	6,500
Equipment fund	1,118	-	-	-	1,118
Day therapy	147	-	-	-	147
In memory garden	9,683	-	-	-	9,683
NHSE COVID Support	-	776,196	(776,196)	-	-
Other funds	178,555	66,408	(77,416)	-	167,547
	<u>325,795</u>	<u>944,863</u>	<u>(952,548)</u>	<u>-</u>	<u>318,190</u>

In Patient Unit

Donations received towards the establishment of the inpatient unit at the new hospice at Hillington.

Hospice at Home

Income received towards the Hospice at Home service.

Equipment funds

These funds represent donations received, and funding from the East of England Development Agency and Community Fund, towards the cost of furniture and equipment. Depreciation is charged to these funds on an annual basis.

Day therapy

Funds received for the provision of day therapy services.

In memory garden

Donations received for establishing a memorial garden.

NHSE COVID Support

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

29. Analysis of net assets between funds

2022	Tangible fixed assets	Investments	Net current assets	Creditors > 1 year	Total
	£	£	£	£	£
Unrestricted funds:					
General	-	421	1,746,106	(90,537)	1,655,990
Designated funds:					
Fixed asset funds	4,669,363	-	-	-	4,669,363
Restricted fund	-	-	333,485	-	333,485
	<u>4,669,363</u>	<u>421</u>	<u>2,079,591</u>	<u>(90,537)</u>	<u>6,658,838</u>
2021	Tangible fixed assets	Investments	Net current assets	Creditors > 1 year	Total
	£	£	£	£	£
Unrestricted funds:					
General	-	399	986,111	(128,827)	857,683
Designated funds:					
Fixed asset funds	4,813,145	-	-	-	4,813,145
Devereaux fund	-	-	5,893	-	5,893
Restricted fund	-	-	318,190	-	318,190
	<u>4,813,145</u>	<u>399</u>	<u>1,310,194</u>	<u>(128,827)</u>	<u>5,994,911</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

30. Connected charity

Tapping House Hospice (formerly Norfolk Hospice Care), a company limited by guarantee (03692021), is under the control of the Trustees of The Norfolk Hospice. This connected charitable company was originally formed for the purpose of operating the Hospice but ceased all activities in 2005 and was dormant throughout 2021-22.

31. Capital commitments

Capital expenditure contracted for but not provided for in the financial statements is as follows:-

	2022	2021
	£	£
Tangible fixed assets	21,213	-

32. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£	£
Not later than 1 year	171,292	197,833
Later than 1 year and not later than 5 years	614,450	389,842
Later than 5 years	75,700	149,500
	<u>861,442</u>	<u>737,175</u>

33. Related parties

There are no related party transactions during the period (2021: £Nil)

34. Analysis of net debt

	31 March 21	Cash flow	Non cash flow	31 March 22
	£	£	£	£
Cash in hand	1,149,948	147,028	-	1,296,976
Bank borrowings < 1 year	(35,428)	5,585	-	(29,843)
Bank borrowings > 1 year	(100,815)	27,342	-	(73,473)
	<u>1,013,705</u>	<u>179,955</u>	<u>-</u>	<u>1,193,660</u>

The Norfolk Hospice
(A company limited by guarantee)

Notes to the financial statements (continued)
For the year ended 31 March 2022

35. Comparative information- Statement of Financial Activities for the Year ended 31 March 2021

	Notes	Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Income and endowments					
Donations and legacies	5	688,101	168,747	856,848	1,050,313
Charitable activities	6	1,101,046	-	1,101,046	875,717
Other trading activities	7	988,649	-	988,649	1,943,578
Investment income	8	2,792	-	2,792	7,517
Other income	9	362,801	776,196	1,138,997	118,744
Total income		3,143,389	944,943	4,088,332	3,995,869
Expenditure					
Raising funds:					
Costs of raising donations and legacies	10	(317,569)	-	(317,569)	(401,441)
Costs of other trading Activities	11	(867,442)	-	(867,442)	(1,028,644)
Charitable activities	12	(1,772,639)	(952,548)	(2,725,187)	(2,534,905)
Total expenditure		(2,957,650)	(952,548)	(3,910,198)	(3,964,990)
Net income and movements in funds before gains and Loss on investments					
		185,739	(7,605)	178,134	30,879
Net gains/ (losses) on investments	13	98	-	98	(244)
Net income before transfer of funds		185,837	(7,605)	178,232	30,635
Transfers between funds					-
Net movement in funds		185,837	(7,605)	178,232	30,635
Reconciliation of funds					
Total funds brought forward		5,490,884	325,795	5,816,679	5,786,044
Total funds carried forward		5,676,721	318,190	5,994,911	5,816,679

Tapping House

England & Wales - Charity number 1062800

Accounts

The Norfolk Hospice
(A company limited by guarantee)
Financial statements
For the year ended 31 March 2021

Company Registration No. 03185605 (England and Wales)
Charity Registration No. 1062800

Trustees' annual report (incorporation the directors' report)	1
Independent auditor's report to the members	15
Statement of financial activities (including income and expenditure accounts)	19
Balance sheet	20
Statement of cash flows	21
Notes to the financial statements	22

The Trustees who are also the directors for the purposes of company law present their report and the financial statements of the charity for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS102 effective 1 January 2015.

Reference and administrative details

Registered charity name The Norfolk Hospice

Charity registration number 1062800

Company registration number 03185605

Principal office and registered office The Norfolk Hospice

Wheatfields
Hillington
Kings Lynn
Norfolk
PE31 6BH

Trustees

The Trustees who served during the year and at the date of approval were as follows:

Dr Laurence Atkinson

Dr Peter Coates

Rev Richard Collier (Retired 05/11/2020)

Dr Susan Crossman

Mr Timothy How

Mrs Felicity Lyons (Chair)

Mr Brian Pinker

Mrs Sarah Treble

Senior management team (SMT)

Mrs Lyndsay Carter, RGN MSc BA Dip.ON, Chief Executive

Mrs Lynn Lockheart, CIPD, Director of Operations and Retail

Mr John Garrett, FAIA; FFA; MCMI, Director of Finance and

Income Generation

The Norfolk Hospice
(A company limited by guarantee)

Trustees' annual report (incorporating the directors' report) continued
For the year ended 31 March 2021

Auditor	Saffery Champness LLP Chartered Accounts Unex House Bourges Boulevard Peterborough PE1 1NG
Bankers	Clydesdale Bank Moseley's Farm Fornham All Saints Bury St Edmunds IP28 6JY

Objectives and activities

Our charity's purpose as set out in the objects contained in the company's Memorandum of Association is to:

Bring relief to persons who are suffering from chronic or terminal illness by providing for, assisting with, promoting and encouraging the treatment, nursing and care of such persons.

Our main strategic objectives are:

Maximise the number of people we reach, consistent with providing outstanding care

Despite the effect of Covid 19 on the delivery of some of our services during the year, we were still able to care for 116 patients.

Develop our partnerships with other health care providers

The Norfolk Hospice has worked in partnership with our local NHS health and social care providers for the past 5 years delivering an integrated palliative care service. This partnership has supported the growth of our hospice services and has ensured that we, as an independent organisation, have become a key part of the palliative care landscape locally. It is our ambition to continue to work collaboratively within the partnership arrangement, but to secure a new commissioning deal that will give us further scope to grow and develop as a system partner in the locality. As local health care systems evolve into the newly formed Integrated Care Systems, we are well placed to ensure that our services are aligned with the wider core services available locally. Our local acute trust the Queen Elizabeth Hospital relies on our services to ensure timely discharge for their patients and relationships remain strong and collaborative. West Norfolk is also part of a NHS England project looking at new commissioning pathways for palliative care which encourages commissioners to ensure that charitable organisations, especially hospices, are fairly reimbursed for the significant contribution they make to the sector. We continue to support the pan Norfolk Collaborative and have also joined a wider forum that is influencing palliative and end of life care service development across the East of England.

Establish a centre of excellence for best practice and education in palliative care

Our Consultant Nurse has led the work with other education professionals to scope the possibilities of basing some palliative education provision from the hospice. In 2019/2020 we were appointed a training school for medical students from Cambridge University and each year a number of trainee Doctors spend time working at the hospice.

Building on the success of our training agreement with Cambridge University medical students, we are extending the offer to both the University of East Anglia and our local network of trainee GPs. This ensures not just recognition as a centre of excellence but also a future generation of medics who will understand the role and importance of the hospice, both locally and nationally.

We have also developed a bespoke training package for Care Homes that supports them to deliver high quality care for their residents at end of life. This is something we plan to expand either directly with care homes or with the support of the commissioners recognising its value in terms of building a better system for care and support of our ageing population.

Objectives and activities (continued)

Ensure sustainable income streams

See our financial report.

Engage fully with the wider community

Covid 19 has thrust us into a more digitally aware world in terms of community engagement opportunities and care delivery. Lessons learnt during the pandemic will not go wasted as we continue to explore the potential for developing these platforms.

Alongside this we look forward to the reopening of face to face opportunities where we will continue to build on the goodwill of our local communities and ensure that the hospice profile is raised and understood. There are plans to work more with local schools and colleges in the future so that the young are engaged with the service we offer and the importance of talking openly about death and dying. We also hope to foster charitable support from that sector.

Work towards increasing the use of the Inpatient Unit (IPU) 24/7 service

Our Inpatient Unit is now fully commissioned for 8 beds with an additional spot purchase arrangement for a 9th bed as required. Our focus now shifts to extend the Hospice at Home service, for those patients and families who prefer to remain in their own home for their care during the last weeks of life, we are able to deliver a 24/7 service that meets their needs. The hospice has been operating a pilot service of Rapid Response overnight that has proven very successful and there are negotiations with commissioners regarding the future funding of this service. Furthermore, we would like to extend the service provision during daytime hours as we are usually operating with a waiting list for care, and/or shared care arrangements with other healthcare funded agencies.

Follow the ethos and best practice of the hospice movement

We are members of Hospice UK and support the hospice movement in its ethos to provide excellent holistic and specialist palliative care to as many people as possible both directly through hands on care and indirectly through education.

Other strategies employed to assist the charity to meet its strategic objectives have included the following:

- continuing to build the organisational, management and fundraising capacity to strengthen its ability to deliver the strategic and business objectives;
- delivering services which are capable of meeting the current and future needs of the communities serviced;
- continuing to implement new systems for obtaining user views and feedback

(continued)

Ensuring our work delivers our purpose and aims

As an organisation the SMT meets yearly with the Board of Trustees to review our strategy, vision, mission and values. We also meet quarterly to review our progress against strategy.

To enable consideration to be given to the possible effect on the services offered by the hospice as a result of fast moving events resulting from Covid 19, from March 2020 through to the end of May, virtual meetings were held daily by SMT and weekly including SMT and Trustees. From June to September these meetings moved to weekly/monthly respectively and thereafter SMT met weekly and reported any major changes to the Trustees if relevant.

We consider governance, risk, patient and carer feedback and the financial position of the organisation. These quarterly meetings ensure that the Board understands how the organisation is performing and is alerted swiftly to any issues of concern.

How do our activities deliver public benefit?

Our main activities are described below:

Hospice at Home (HAH)

The HAH service provides care and support to patients and their families who are in the last weeks of life and have chosen to remain in their own home. Nationally it is recognised that more people express a wish to die at home supported with this type of care. However, the reality is that most currently die in hospital. Post Covid 19 there is a drive to meet the needs of our communities in terms of choice at end of life and investment in community services is currently more likely than pre pandemic. We currently contribute to an integrated team with staff from 2 different organisations coming together to provide care across both days and nights. This model is currently under review as there is agreement from all parties that the service could be more efficient and effective if delivered by one service and it is acknowledged by all that the organisation best placed to oversee this is the hospice.

The Therapy Team

The Day Therapy department supports outpatient and group activity. Due to the Covid 19 outbreak all outpatient activity at the hospice was temporarily suspended. During that period, we learnt new ways of delivering services and supporting patients virtually, adapting to this "new normal", and responded to more referrals than in the previous year.

The therapy team have adapted and used their skills much more within people's homes, helping with non-pharmacological symptom management, assessing function and creating environments that enable people to remain safely at home in their final days. This has increased working relationships with all parts of the integrated palliative care service as well as referring professionals.

The team have developed their online presence both through virtual groups and through the regular publication of videos available on our YouTube channel and social media pages.

Objectives and activities (continued)

Support has continued for an Occupational Therapy student placement with us, recognising the importance of equipping the next generation of therapists to understand and engage with palliative care. We are also supporting a member of staff through an Occupational Therapy Apprenticeship programme.

In March 2021 we began the process of planning for reopening of outpatient activity in line with Government guidance.

Reopening day therapy services with a wide range of group activities on offer is very important to us, as was made clear from the numbers of patients (and feedback received) attending each week pre pandemic.

Family and Carer support

The Family and Carer Support Service is divided into three elements: Bereavement Support; Pastoral, Spiritual and Religious Care; and Social Work. Each area has been working differently over the past year due to the impact of the Covid 19 pandemic.

Bereavement Support comprises a team of Bereavement Support Workers alongside Psychotherapeutic Counsellors who lead the service. This team has been working remotely to support individuals who have experienced a death known under the WNIPCS. Deaths may be Covid related or have a differing cause. Bereavement Support Groups have been suspended during the pandemic and instead those engaged with the service have been offered 1:1 support either by telephone or virtual options. Group activity is now starting to be reintroduced slowly, alongside changes with government restrictions and includes a walking group, gardening group and coffee morning.

Pastoral, Spiritual and Religious Care is led by the Hospice Chaplain who has continued to work within the hospice setting, specifically the Inpatient Unit, to provide face to face support to patients at the end of their life as well as their family members. The Chaplain has also continued to support outpatients by telephone and to offer support to our Staff members during these difficult months.

Social Work has seen a change to their Assistant Practitioner within the service who provides additional support and resource to those patients within the Inpatient Unit or community. The Social Work team has also adopted new ways of working, either supporting people via telephone or virtual options. Our Home-Sit service suspended going into patient's homes due to the risk of Covid 19 cross infection for both patients and volunteers yet has continued to offer much needed respite support to carers via telephone contact.

Staff Support Groups (Clinical Supervision) have continued to be offered to all staff throughout the past year. These may have been virtually run in groups or conducted by telephone. Inductions for all new starters during this time have highlighted staff support options and education sessions have been offered to support those who want to know more or be refreshed.

Inpatient Unit

Our Inpatient Unit has now been open since 2017, growing from a 4 bedded to an 8 bedded unit with a continuous contract and spot purchase agreement for a further 1 bed with Norfolk and Waveney CCG. The Unit is led by a Consultant Nurse with medical oversight from a local GP Practice. Patients are admitted for

Objectives and activities (continued)

symptom management and end of life care. The unit provides educational placements for Junior Doctors and Student Nurses and is recognised as a centre of Palliative Care Education by Cambridge University.

Strategic report

The following sections of achievements and performance and financial review form the strategic report of the charity.

Achievement and performance

The main areas of charitable activity are the provision of inpatient beds, holistic day therapy, hospice at home, outpatientcare, bereavement counselling and support, carer support, information and telephone support, respite sitting service, and volunteer led social events.

Over the last year we have piloted a Rapid Response night service. Its benefits have been recognised by patients, relatives and the CCG. The project has been nominated for further transformational funding by Norfolk and Waveney CCG.

Our shops continue to raise our profile in the community as well as providing a significant part of our income.

Organisational

Our focus continues to be primarily on our patients and their carers as well as our finances and the ongoing need to build the team of professional staff and volunteers. We are continuing to forge closer links with other agencies in the voluntary and statutory sectors. Trustees have given a substantial amount of their time, utilising their significant expertise and commitment to the hospice cause. Volunteers continue to play a big part in patient care, fundraising and supporting our day to day activities, and we are continually indebted to them. We recognise that we need to work more closely with partner organisations to enable us to meet the needs of diverse and hard to reach communities.

Volunteers

During this year many of our volunteers have had to cease volunteering due to the Covid 19 pandemic. Despite this our volunteers still contributed over 5,000 hours of their time, 2,500 of these being in the retail shops. At the end of the year we had 323 active volunteers fulfilling 361 roles.

Volunteers give their time freely, working alongside paid staff to support the Hospice – offering their skills, knowledge and experience to all areas. Volunteers are a key part of helping the charity to achieve its aims and objectives.

A large number of our volunteers were able to adapt their roles to accommodate necessary changes due to the Covid 19 pandemic offering telephone support and virtual meetings where possible.

We continued to keep in touch with our volunteers throughout the pandemic through a weekly newsletter.

Achievement and performance (continued)

All of our volunteers receive a full induction and keep up to date with regular training throughout the year. Our bereavement support volunteers are supported through supervision.

Staff

We have increased our specialist clinical staffing by employing two advanced nurse practitioners to support patient care. We have also seconded an Occupational Therapist assistant practitioner to complete her OT training. Our strategy is to further increase our specialist nursing, therapy and psychological teams to enable us to reach out to more families within the locality.

Our method

The hospice has continued to provide specialist care and support, without charge, to patients living with life-shortening illnesses and to their families. Particular emphasis has been placed on further development of our customised programmes of care for patients and carers which allows us to offer combinations of our multidisciplinary services to best effect for the individual and family.

The service

The hospice continues to deliver equity of service for people with life-shortening illnesses. We actively participate in hospice and hospital based clinics for people with life-shortening illnesses and multidisciplinary meetings with the Specialist Palliative Care team at the Queen Elizabeth Hospital. During the pandemic we have used virtual platforms to ensure rapid access to services.

Developments

The Hospice at Home service in West Norfolk has continued to evolve and expand but at a slower pace than we would like due to the continued shortage of NHS and charity funds. We have continued to build strong working relationships with NCH&C, Queen Elizabeth Hospital Trust and other charities. As mentioned in our strategic objectives we will continue to develop these key relationships in order to further improve collaborative working across the county.

Throughout the year members of the clinical team attended virtual professional development study days, workshops and courses. During the year the hospice team has:

- continued discussions with the commissioning consortium and was proactive in seeking opportunities to bid for contracted work;
 - streamlined all of our care services to ensure we are offering rehabilitative and holistic care to all;
 - recruited to established and new posts in order to expand the care services;
 - continued to raise the profile of the hospice.
- In the coming year the hospice team will aim to:
- further increase the number of people reached, consistent with providing outstanding care;
 - remain flexible so that we can respond to national and local community needs as

Achievement and performance (continued)

- they become clearly identified;
- continue to work in partnership with other local health care providers;
- develop our position as a key provider of palliative care education;
- extend its working hours to provide 24/7 care for additional services.

Financial review

Total income for the year has increased by £92,463 to £4,088,332 (2020: £3,995,869). This is represented by a decrease of £614,482 in unrestricted income to £3,143,389 (2020: £3,757,871) and an increase in restricted income of £706,945 to £944,943 (2020: £237,998). Within this restricted income total is £11 (2020: £153,450) to facilitate major capital expenditure. Further detail on unrestricted and restricted income can be drawn from note 5 of the accounts.

The Trustees have kept the policies for both reserves and investments under review. The two policies, which in summary are (a) to aim to accumulate unrestricted reserves equivalent to one year's running costs and (b) to continue to be risk averse by ordinarily holding reserves in UK deposit accounts, have remained unchanged and are detailed in notes 28 and 29 to the financial statements. Due to the increasing amounts held in cash deposits, the Trustees appointed an external fund manager to advise on longer term investments in order to create additional income together with capital growth. However, due to the uncertainty created by the Covid-19 outbreak and the possible need to use some of our cash reserves the requirement for long term investment has been postponed.

The total net current assets held by the charity at the end of March 2021 were £1,310,194, of which £318,190 were related to specific projects, £5,893 has been designated by the Trustees for specific purposes, with the balance of £986,111 being unrestricted and available for any purpose. The Trustees have decided to maintain this level of unrestricted undesignated funding to allow flexibility to further expand our services and also to address the possible financial challenges as a result of the Covid-19 pandemic

In addition to regular income generated from our hospice shops and lottery, principal funding sources are NHS Norfolk, voluntary individual donations, legacies, corporates, charitable trusts and organisations.

West Norfolk Palliative Care Coordination Service

The Hospice hosts the West Norfolk Integrated Palliative Care Service. Specialist Palliative Care Nurses, Community Nursing, Social Service and allied health professionals and consultants continue to be based at the hospice as one multidisciplinary team, reviewing and prioritising referrals and care. We also host the bereavement team from Nelson's Journey, and since early 2019 a team from East Anglia's Children's Hospices.

Fundraising

Supporters are very important to us and the Trustees take their responsibility in respect of all fundraising activities very seriously.

Achievement and performance (continued)

The Trustees fully support the voluntary scheme put in place by the Senior Management Team for regulating fundraising activities and monitoring compliance with the regulations outlined by the Institute of

Fundraising. The charity also upholds a code of practice within its fundraising team (and also covered in contracts with third parties) to protect the public and vulnerable members of our society from unreasonable intrusion, unreasonably persistent approaches and undue pressure to give, in accordance with the Protection and Social Investment Act 2016.

All fundraising activities were monitored throughout the year by way of regular meetings between third party canvassers, staff, and the Director of Income Generation and ensuring approved training was completed.

No complaints were received by the charity during the year in respect of any fundraising activities.

Plans for future periods

The Trustees will continue to support the Senior Management Team in their plans to consolidate the position of the charity as leaders in comprehensive palliative care provision in West Norfolk and the surrounding area. To facilitate this, plans are also in place to increase the number of retail outlets which together with strengthening and diversifying the fundraising activities will provide a sustainable level of income.

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee. It was founded in 1984 as West Norfolk Home Hospice and incorporated on 12 April 1996. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. A revised Memorandum and Articles of Association were adopted on 29th May 2014. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Following re-branding in 2006 our logo includes the phrase 'The Norfolk Hospice, Tapping House'. The charity is registered as The Norfolk Hospice (Certificate of Incorporation on name change granted on 27th May 2009).

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commissioners' general guidance on public benefit, *Charities and Public Benefit*. The hospice's charitable purpose is set out at the beginning of this report. The charity has delivered this public benefit as outlined under the heading of 'Objectives and Activities'

Structure, governance and management

(continued)

Trustee recruitment, induction and training

The directors of the company are also charity trustees for the purpose of charity law. New Trustees are appointed by the current board members and approved at the AGM. The Norfolk Hospice Trustees are expected to be pro-active in supporting the hospice. Trustee recruitment is achieved through local networks and prospective members being individually identified and approached. A periodic review of existing skills and expertise is undertaken and assessment made of what is required to meet the strategic needs of the charity. This informs the recruitment and selection of prospective Trustees along with evidence of their motivation and support for the charity's aims.

New Trustees are taken through an induction process at the hospice, which includes a tour of all the facilities and individual meetings with the CEO and senior managers.

Members of the Board serve for a period of three years after which they may be elected for a further two terms of three years.

Risk assessment

In line with our risk assessment policy a risk register has been established and is reviewed on a monthly basis by the Senior Management Team (SMT). All of the teams within the organisation have their own risk register but report high risks to the SMT and, subsequently, the Board. Our Organisational Governance Policy (which can be found on our website) details clearly how this is managed through various committees. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, patients, customers and visitors to the hospice and its retail outlets. Clinical risks are highlighted via the clinical teams and escalated via a senior clinical management group through to a clinical governance group and consequently the Board.

The charity is obliged to meet the national standards of the Care Quality Commission and to comply with employment legislation and health and safety of staff, volunteers, users and visitors in all of its premises. The Health and Safety policy includes a system for undertaking and recording risk assessments.

The Trustees have identified one key risk to the ongoing success of the hospice:-

The Covid 19 pandemic has affected every part of our operation, most notably income, the recruitment of front line staff and the availability of volunteers. During this year we received financial support from the Government but that support ceased at 31 March 2021.

Covid 19 has presented difficulties in reaching income targets to support financial sustainability. To mitigate this we are continuing to develop our income strategy to support a well diversified income portfolio through the use of new fundraising opportunities and plans to increase our retail activities. Due to the ongoing uncertainty, the rising demand for healthcare services and an unsustainable nursing workforce shortage locally and nationally, our ability to recruit and retain quality clinical

Structure, governance and management

(continued)

staff is compromised. This may restrict our ability to meet current and future demand for our service.

To mitigate these risks we are continuing our investment in staff training to diversify the skill mix of our clinical workforce and developing new ways of working virtually while Government restrictions remain.

Operational structure

The Norfolk Hospice has a Board of Trustees of up to nine members who meet quarterly and are responsible for the overall strategic direction and policy of the charity. The Chief Executive (CEO) has delegated responsibility for the day-to-day leadership and management of the charity, implementing strategy and overall leadership of the provision of services. The CEO (with the support of the SMT whose members lead different functions within the hospice) reports to the Board of Trustees, which approves major decisions and has overall responsibility for the hospice's activities.

The board has two sub-committees to aid the conduct of their responsibilities of governance. They are "Finance and Investment" and "Care and Clinical Governance".

The Registered Manager (CEO) has responsibility for implementing the agreed strategic development of hospice services and compliance. The day to day operational management of the care services and supervision of the care team is led by the Clinical Leadership Team consisting of the CEO, the Service Lead for WNIPCS, and the Nurse Consultant for the IPU, ensuring that the care team continues to develop skills and working practices in line with good practice.

Subsidiary companies

The company has one dormant subsidiary company:

- Norfolk Hospice (Trading) Limited

Remuneration of key personnel

In accordance with the agreed job evaluation framework and available benchmarking information, the Chief Executive has delegated authority to agree salaries. She will normally do so in conjunction with all members of SMT, with the input and support of the Chair. The Chief Executive's own salary is set by the Chair and Trustees.

External relationships

The hospice is a specialist palliative care service and adheres to the philosophy of care for the whole person, aiming to meet all needs - physical, emotional, social and spiritual and including the family or those closest to the patient.

Structure, governance and management

In recent times the term 'end of life care' has emerged to improve dying for all patients wherever they receive care (NHS End of Life Care Strategy 2008). Policy documents such as the National Institute for Clinical Excellence Improving Supportive and Palliative Care for Adults with Cancer (NHS 2004) and Ambitions for End of Life Care (NHS 2015-2020) remain effective guidance for the delivery of services by a specialist multidisciplinary team. From May 2021 a new national framework for local action 2021-2026 - 'Ambitions for Palliative and End of Life Care' has been introduced to which the hospice will respond in its governance decisions.

The hospice continues to develop partnership working with other specialist providers and general health and social care services in the rural Norfolk community which we serve. These relationships are crucial in positioning the hospice at the centre of integrated end of life services. Through our development work with the West Norfolk Clinical Commissioning Group (CCG) we are working in collaboration with Norfolk Community Health and Care Trust (NCH&C), Marie Curie Cancer Support, Specialist Palliative Care Nurses, Social Services and Queen Elizabeth Hospital NHS Trust to further develop the integrated service for palliative care.

The hospice has active participation in all pan-Norfolk forums associated with specialist palliative care activity, with the CEO and Clinical Leadership Team leading for the service.

The hospice continues to be a corporate member of Hospice UK and its related associations, the National Association of Palliative Day Care Leaders, the National Association of Hospice at Home and the National Council for Palliative Care.

Covid 19

The arrival of the Covid-19 virus on UK shores early in 2020 began to affect the hospice in all areas in March. The SMT, supported by the Trustees, was quick to implement arrangements, supported by policy amendments, enabling working practices to be changed and effective safety measures to be introduced. In order to support the local community, the hospice increased its bed capacity by 55% from 8 to 13 but at the same time all income streams have been adversely affected. All retail outlets were closed from the end of March to 15th June when we were able to re-open our three largest outlets. All events have been cancelled for the remainder of 2021 and traditional ways of raising funds have been greatly curtailed but the fundraising department continues to work tirelessly creating new ways of raising funds. Emergency funding put in place by the Government contributed to easing the shortfall. Despite the uncertainty still surrounding the long term effects of the Covid 19 pandemic the Trustees remain confident that, with plans already in place, the hospice will remain in a position to take advantage of any opportunities for the further commissioning of services that arise.

Going concern

The activities of the company, its objectives, factors likely to affect its future development and the policies for managing its capital and financial risk are detailed in the Annual Report. The Trustees have a reasonable expectation that the hospice has adequate resources to continue in operational existence for the foreseeable future as the charity has a regime of annual budgeting supported by monthly management accounts and quarterly finance committee meetings enabling considered management decisions to be made. This allied with a prudent level of reserves, an appropriate identification and quantification of risk, supports the Trustee conclusion. Thus they continue to adopt the going concern

(continued)

Structure, governance and management

(continued)

basis of accounting in preparing the financial statements.

Trustees' responsibilities statement

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

The trustees' annual report and the strategic report were approved on 31st March 2021 and signed on behalf of the board of trustees by:

Mr Tim How
Trustee

Mrs Felicity Lyons
Trustee

Opinion

We have audited the financial statements of The Norfolk Hospice (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 14, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgments made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with

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

Unex House
Bourges Boulevard
Peterborough
PE1 1NG

Jane Hill (Senior Statutory Auditor)
For and on behalf of Saffery Champness LLP
Chartered Accountants & Statutory Auditor

8 Sept 2021

Use of our report
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

The Norfolk Hospice
(A company limited by guarantee)
Independent auditor's report to the members
For the year ended 31 March 2021

The Norfolk Hospice
(A company limited by guarantee)

Statement of financial activities (including income and expenditure accounts)
For the year ended 31 March 2021

	2021	2020		
	Restricted funds	Total funds	Unrestricted funds	Total funds
	£	£	£	£
Income and endowments				
5 Donations and legacies	168,747	856,848	688,101	1,050,313
6 Charitable activities	-	1,101,046	1,101,046	875,717
7 Other trading activities	-	988,649	988,649	1,943,578
8 Investment income	-	2,792	2,792	7,517
9 Other income	776,196	1,138,997	362,801	118,744
	944,943	4,088,332	3,143,389	3,995,869
Expenditure				
Raising funds:				
Costs of raising donations and legacies	-	(317,569)	(317,569)	(401,441)
10 Costs of other trading and legacies	-	-	-	-
11 Activities	-	(867,442)	(867,442)	(1,028,644)
12 Charitable activities	(952,548)	(2,725,187)	(1,772,639)	(2,534,905)
	(952,548)	(3,910,198)	(2,957,650)	(3,964,990)
Total expenditure				
Net income and movements in funds before gains and loss on investments	(7,605)	178,134	185,739	30,879
13 Net gains/(losses) on investments	-	98	98	(244)
Net income before transfer of funds	(7,605)	178,232	185,837	30,635
Transfers between funds	-	-	-	-
Net movement in funds				
185,837	(7,605)	178,232	185,837	30,635
Reconciliation of funds				
Total funds brought forward	325,795	5,816,679	5,490,884	5,786,044
Total funds carried forward	318,190	5,994,911	5,676,721	5,816,679

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on page 22 to 39 form part of these financial statements

The Norfolk Hospice
(A company limited by guarantee)

Balance sheet
As at 31 March 2021

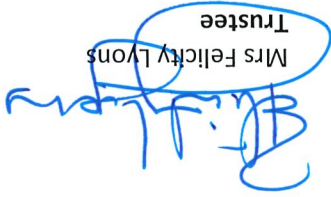
	2021	2020
Fixed asset		
Tangible fixed assets	17	17
Investments	18	18
Current assets		
Stocks	20	20
Debtors	21	21
Cash at bank and in hand	22	22
	1,691,975	1,562,026
Creditors: Amounts falling due within one year	23	23
Net current assets	1,310,194	1,184,790
Total assets less current liabilities	6,123,738	5,944,343
Creditors: Amounts falling due after more than one year	24	24
Net assets	5,994,911	5,816,679
Funds of the charity		
Restricted funds	318,190	325,795
Unrestricted funds	5,676,721	5,490,884
Total charity funds	28	28
	5,994,911	5,816,679

These financial statements were approved by the board of trustees and authorised for issue on 5/8/2021 and are signed on behalf of the board by:

Mr Tim How
Trustee



Mrs Felicity Lyons
Trustee



The notes on page 22 to 39 form part of these financial statements

	2021	2020
	£	£
Cash flows from operating activities		
Net income	178,232	30,635
Adjustment for:		
Depreciation of tangible fixed assets	199,580	172,996
Net losses on investments	(98)	244
Dividends, interest and rents from investments	(2,792)	(7,517)
Losses on disposal of tangible fixed assets	755	-
Changes in:		
Stock	15,593	(59,457)
Trade and other debtors	80,500	(139,809)
Trade and other creditors	(6,529)	98,107
Cash generated from operators	465,241	95,199
Net cash from operating activities	465,241	95,199
Cash flows from investing activities		
Dividends, interest and rents from investments	2,792	7,517
Purchase of tangible assets	(254,226)	(216,814)
Proceeds from sale of tangible assets	-	-
Net cash used in investing activities	(251,434)	(209,297)
Cash flows from financing activities		
Proceeds from borrowings	50,000	-
Repayments of borrowings	(37,767)	(23,384)
Net cash from financing activities	12,233	(23,384)
Net (decrease)/increase in cash and equivalents	226,040	(137,482)
Cash and cash equivalents at beginnings of year	923,908	1,061,390
Cash and cash equivalents at end of year	1,149,948	923,908

The notes on page 22 to 39 form part of these financial statements

1.	General information
	<p>The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Norfolk Hospice, Wheatfields, Hillington, Kings Lynn, Norfolk, PE31 6BH.</p>
2.	Statement of compliance
	<p>These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.</p> <p>The charity constitutes a public benefit entity as defined by FRS102.</p>
3.	Accounting policies
3.1	Basis of preparation
	<p>The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial items at fair value through income or expenditure.</p> <p>The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.</p>
3.2	Going concern
	<p>The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.</p>
3.3	Consolidation
	<p>The entity has taken advantage of the exemption from preparing consolidated financial statements contained in Section 402 of the Companies Act 2006 on the basis that the subsidiary is excluded from consolidation on the grounds that its inclusion is not material for the purpose of giving a true and fair view.</p>
3.4	Judgements and key sources of estimation uncertainty
	<p>No judgements (apart from those involving estimations) have been made in the process of applying the entity's accounting policies.</p> <p>There are no key assumptions concerning the future or other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.</p>

3. Accounting policies (continued)

3.5 Fund accounting
Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

3.6 Income
All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- Income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- Income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

3.7 Government grant income
The accrual model has been adopted in relation to the Retail, Hospitality and Leisure Grant Fund (RHLMGF).

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

3.	Accounting policies													
	3.7	Expenditure												
		<p>Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:</p> <ul style="list-style-type: none"> • expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods. • expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities. • other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities. <p>All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.</p>												
	3.8	Operating leases												
		<p>Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.</p>												
	3.9	Tangible assets												
		<p>Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Capital expenditure of less than £300 is charged to the Statement of Financial Activities in the year in which it is incurred.</p>												
	3.10	Depreciation												
		<p>Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 30%;">Freehold property</td> <td style="width: 5%;">-</td> <td style="width: 65%;">2% to 5% Straight line</td> </tr> <tr> <td>Fixtures and fittings</td> <td>-</td> <td>15% to 33.3% Straight line</td> </tr> <tr> <td>Motor vehicles</td> <td>-</td> <td>12.5% to 25% Straight line</td> </tr> <tr> <td>Equipment</td> <td>-</td> <td>15% to 50% Straight line</td> </tr> </table>	Freehold property	-	2% to 5% Straight line	Fixtures and fittings	-	15% to 33.3% Straight line	Motor vehicles	-	12.5% to 25% Straight line	Equipment	-	15% to 50% Straight line
Freehold property	-	2% to 5% Straight line												
Fixtures and fittings	-	15% to 33.3% Straight line												
Motor vehicles	-	12.5% to 25% Straight line												
Equipment	-	15% to 50% Straight line												
	3.11	Investments												
		<p>Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.</p> <p>Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.</p>												

(continued)

(continued)

3.	Accounting policies	
3.12	Stocks	Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.
3.13	Finance leases and hire purchase contracts	Assets held under finance leases and hire purchase contracts are recognised in the balance sheet as assets and liabilities at the lower of the fair value of the assets and the present value of the minimum lease payments, which is determined at the inception of the lease term. Any initial direct costs of the lease are added to the amount recognised as an asset. Lease payments are apportioned between the finance charges and reduction of the outstanding lease liability using the effective interest method. Finance charges are allocated to each period so as to produce a constant rate of interest on the remaining balance of the liability.
3.14	Pension scheme	Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.
3.15	Financial instruments	A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.
4.	Limited by guarantee	The charity is a company limited by guarantee and does not have share capital. Every member of the charity undertakes to contribute such amounts (not exceeding £1) as may be required in the event of a winding up.

5. Donations and legacies

	2021			2020		
	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	£	£	£	£	£	£
Donations						
Donations from charitable trusts	115,570	150,697	266,267	27,340	216,170	243,510
Other donations, including gift aid	428,828	18,050	446,878	501,541	21,828	523,369
Game sales	18,696	-	18,696	74,267	-	74,267
Legacies						
Legacies	125,007	-	125,007	209,167	-	209,167
	688,101	168,747	856,848	812,315	237,998	1,050,313

9. Other income

	2021	2020
Grants and sundry income	776,196	1,138,919
Services and other income	-	78
	776,196	1,138,997
Restricted funds	776,196	362,723
Unrestricted funds	-	78
	776,196	362,801
Grants and sundry income	117,222	117,222
Services and other income	-	1,522
	117,222	118,744
Restricted funds	117,222	118,744
Unrestricted funds	-	-
	117,222	118,744

Included within other income is Government Grants of £1,138,919 (2020: £115,000), £776,196 (2020: £nil) was received through Hospice UK from NHSE, £256,235 (2020: £nil) was received from the Coronavirus Job Retention Scheme, £106,487 (2020: £nil) of LRSg from District Councils and £nil (2020: £115k) of RHLGF grant funding.

10.

Costs of raising donations and legacies

	2021	2020
Unrestricted funds	195,304	258,164
Fundraising and publicity	195,304	258,164
Lottery operating and prizes	96,281	111,361
Trusts	25,984	31,916
	317,569	401,441
Unrestricted funds	317,569	401,441
Total funds	317,569	401,441

11. Costs of other trading activities		12. Expenditure on charitable activities	
Unrestricted funds	Unrestricted funds	Expenditure undertaken directly	Patent care and associated Activities
2021	2021	Support costs	2021
2020	2020	2020	2020
Total funds	Total funds	Total funds	Total funds
£	£	£	£
867,442	1,028,644	607,850	2,725,187
867,442	1,028,644	2,117,337	2,534,905
Shop expenditure			
Support costs			
Staff costs			
456,788			
Depreciation			
40,606			
(Gain)/loss on sale of fixed assets			
755			
Office costs			
71,796			
Bank interest and charges			
17,705			
Auditors remuneration - for audit			
14,325			
- for other service			
5,875			
607,850			
617,015			

	2021	2020
13. Net losses on investments	Unrestricted funds	Total funds
	98	(244)
	£	£
	98	(244)
	Gains/(losses) on listed investments	

14. Net income

Net income is stated after charging/(crediting):

	2021	2020
Depreciation of tangible fixed assets	200,579	172,996
(Gain)/loss on disposal of fixed assets	755	-
Auditor's remuneration – audit services	14,325	10,650
Operating lease rentals – land and buildings	208,884	262,670
Operating lease rentals – vehicles	-	-
	£	£
	2021	2020

15. Staff costs

The total staff costs and employees benefits for the reporting period are analysed as follows:

	2021	2020
Wages and salaries	2,484,621	2,257,239
Social Security costs	202,378	179,230
Other pension costs	117,686	109,929
	£	£
	2021	2020
	2,804,685	2,546,398

The average head count of employees during the year was 120 (2020: 113).

The number of employees whose remuneration for the year fell within the following bands, were:

Support costs	2021	2020
£60,000 to £69,999	1	1
£70,000 to £79,999	-	-
£80,000 to £89,999	1	1

Key Management Personnel

The Key Management Personnel comprise the senior management team as listed on page 1. The total amount of employee benefits (including pension contributions) received by senior management for their services to the charity was £200,206 (2020: £202,302).

16. Trustee remuneration and expenses

None of the trustees or connected persons received any remuneration or reimbursed expenses during the year.

17. Tangible fixed assets

	Freehold property	Fixtures and fittings	Motor vehicles	Equipment	Total
Cost					
At 1 April 2020	4,740,109	361,148	165,365	294,734	5,561,356
Additions	214,210	2,365	-	37,651	254,226
Disposals	-	(1,591)	-	-	(1,591)
At 31 March 2021	4,954,319	361,922	165,365	332,385	5,813,991
Depreciation					
At 1 April 2020	314,735	203,631	81,563	201,175	801,104
Charge for the year	100,475	44,640	14,307	41,157	200,579
Disposals	-	(837)	-	-	(837)
At 31 March 2021	415,210	247,434	95,870	242,332	1,000,846
Carry amount					
At 31 March 2021	4,539,109	114,488	69,495	90,053	4,813,145
At 31 March 2020	4,425,374	156,517	83,802	93,559	4,759,252

All fixed assets of the charitable company are used for charitable purposes. Freehold land and buildings includes land with a cost of £23,100 which is not depreciated.

Included in the total net book value of motor vehicles was £52,771 (2020: £70,181) in respect of assets held under finance leases.

18. Investments

	Shares in group undertakings	Listed investments	Total
Cost or valuation	£	£	£
At 1 April 2020	2	299	301
Additions	-	-	-
Fair value movements	--	98	98
At March 2021	2	397	399
Impairment	-	-	-
At 1 April 2020 and 31 March 2021	-	-	-
Amount carried forward	2	397	399
At 31 March 2021	2	397	399
At 31 March 2020	2	299	301

All investments shown above are held at valuation.

18.1

Financial assets held at fair value

The fair value of listed investments is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

19.

Investments

19.1

Subsidiaries and other investments

The dormant subsidiary undertaking, Norfolk Hospice (Trading) Limited (02921830), is registered in England and Wales. The share capital is owned in entirety by The Norfolk Hospice. At the year end, the aggregate capital and reserves of the company amounted to £2. The company was dormant throughout the year.

20.

Stocks

Bought in goods for resale

2021	£	50,314
2020	£	65,907

21. Debtors	2021	2020
Trade debtors	57,993	28,907
Prepayments and accrued income	94,784	82,973
Other debtors	338,935	460,331
	<u>491,712</u>	<u>572,211</u>
	£	£
	2021	2020
	<u>491,712</u>	<u>572,211</u>
<p>The charity has been notified of additional legacies which have not been included within the accounts as there is uncertainty over the value to be received.</p>		
22. Cash and cash equivalents	2021	2020
Cash and cash equivalents consist of:		
Cash at bank – current accounts	119,953	133,062
Short term deposits	1,027,008	788,313
Petty cash	2,987	2,533
	<u>1,149,948</u>	<u>923,908</u>
	£	£
	2021	2020
	<u>1,149,948</u>	<u>923,908</u>
23. Creditors	2021	2020
Amounts falling due within one year		
Bank loans and overdrafts	35,448	24,376
Trade creditors	112,638	106,156
Accruals and deferred income	98,834	115,982
Social security and other taxes	51,114	47,948
Obligations under finance leases and hire purchases contracts	10,749	10,749
Other creditors	72,997	72,025
	<u>381,780</u>	<u>377,236</u>
	£	£
	2021	2020
	<u>381,780</u>	<u>377,236</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. Bank loan terms of repayment are via a monthly charge and interest is payable at 4.24% on the principal amount.

The hire purchase liabilities are secured over the assets concerned

24. Creditors

Amounts falling due after more than one year

	2021	2020
Bank loans and overdrafts	100,815	86,263
Obligations under finance leases and hire purchase contracts	28,012	41,401
	<u>128,827</u>	<u>127,664</u>

Bank loans are secured by a debenture with a fixed and floating charge over the assets of the charity. Bank loan terms of repayment are via a monthly charge and interest is payable at 4.24% on the principal amount.

An additional £50,000 COVID Bounce Back loan was taken during the year with interest payable at 2.5%. There is no security on this loan.

The hire purchase liabilities are secured over the assets concerned.

25. Finance leases and hire purchase contracts

The total future minimum lease payments under finance leases and hire purchase contracts are as follows:

	2021	2020
Not later than 1 year	10,749	10,749
Later than 1 year and not later than 5 years	28,012	41,401
	<u>38,761</u>	<u>52,150</u>

26. Deferred income

At 1 April 2020

Amount released to income
Amount deferred in year

	2021	2020
	£	£
	54,589	55,859
	(54,589)	(55,859)
	<u>65,759</u>	<u>54,589</u>

Deferred income relates to event income received in advance and lottery income relating to future draws.

NHSE COVID Support
The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

29. Analysis of net assets between funds

	2021		2021		2020
	Tangible	Investments	Net current	Creditors	Total
	fixed	assets	assets	> 1 year	
	assets				
	£	£	£	£	£
Unrestricted funds:					
General	857,683	399	986,111	(128,827)	857,683
Designated funds:					
Fixed asset funds	4,813,145		5,893		4,813,145
Deveaux fund			318,190		318,190
Restricted fund	4,813,145	399	1,310,194	(128,827)	5,994,911
4,813,145					
2020	Tangible	Investments	Net current	Creditors	Total
	fixed	assets	assets	> 1 year	
	assets				
	£	£	£	£	£
Unrestricted funds:					
General	-	301	853,102	(127,664)	725,739
Designated funds:					
Fixed asset funds	4,759,252	-	5,893	-	4,759,252
Deveaux fund			325,795	-	325,795
Restricted fund	-	-	1,184,790	(127,664)	5,816,679
4,759,252					
4,759,252					

30. Connected charity

Tapping House Hospice (formerly Norfolk Hospice Care), a company limited by guarantee (03692021), is under the control of the trustees of The Norfolk Hospice. This connected charitable company was originally formed for the purpose of operating the Hospice but ceased all activities in 2005 and was dormant throughout 2020-21.

31. Capital commitments

Capital expenditure contracted for but not provided for in the financial statements is as follows:-

	2021	2020
Tangible fixed assets	£ -	£ 207,635

32. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
Not later than 1 year	£ 197,833	£ 151,908
Later than 1 year and not later than 5 years	£ 389,842	£ 225,733
Later than 5 years	£ 149,500	£ 172,500
Total	£ 737,175	£ 550,141

33. Related parties

There are no related party transactions during the period (2020: £nil)

34. Analysis of net debt

	31 March 20	31 March 21
Cash in hand	£ 923,908	£ 1,149,948
Bank borrowings < 1 year	£ (24,376)	£ (35,428)
Bank borrowings > 1 year	£ (86,263)	£ (100,815)
Total	£ 813,269	£ 1,013,705

35. Comparative information - Statement of Financial Activities for the Year ended 31 March 2020

	2020	2020	2020	2019
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Income and endowments				
Donations and legacies	812,315	237,998	1,050,313	899,631
Charitable activities	875,717	-	875,717	865,638
Other trading activities	1,943,578	-	1,943,578	1,893,420
Investment income	7,517	-	7,517	8,495
Other income	118,744	-	118,744	1,303
Total income	3,757,871	237,998	3,995,869	3,668,487
Expenditure				
Raising funds:				
Costs of raising donations and legacies	(401,441)	-	(401,441)	(333,354)
Costs of other trading activities	(1,028,644)	-	(1,028,644)	(1,000,685)
Charitable activities	(2,462,132)	(72,773)	(2,534,905)	(2,292,256)
Total expenditure	(3,892,217)	(72,773)	(3,964,990)	(3,626,295)
Net income and movements in funds before gains and loss on investments	(134,346)	165,225	30,879	42,192
Net losses on investments	(244)	-	(244)	(159)
Net income before transfer of funds	(134,590)	165,225	30,635	42,033
Transfers between funds	-	-	-	-
Net movement in funds	(134,590)	165,225	30,635	42,033
Reconciliation of funds				
Total funds brought forward	5,625,474	160,570	5,786,044	5,744,011
Total funds carried forward	5,490,884	325,795	5,816,679	5,786,044