

**The Norfolk Hospice**  
**(A company limited by guarantee)**  
**Financial statements**  
**For the year ended 31 March 2021**

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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, MCMl, Director of Finance and  
Income Generation

|         |   |
|---------|---|
| Auditor | Saffery Champness LLP<br>Chartered Accounts<br>Unex House<br>Bourges Boulevard<br>Peterborough<br>PE1 1NG |
| Bankers | Clydesdale Bank<br>Moseley's Farm<br>Fornham All Saints<br>Bury St Edmunds<br>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 1116 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 9<sup>th</sup> 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

Objectives and activities (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 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 £nil (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

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 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 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

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 (NHSSE 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

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.

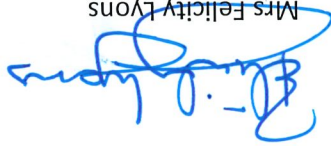
The trustees' annual report and the strategic report were approved on 24 March 2021 and signed on behalf of the board of trustees by:

Mr Tim How  
Trustee



Trustee

Mrs Felicity Lyons





**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

The Norfolk Hospice  
(A company limited by guarantee)

Independent auditor's report to the members  
For the year ended 31 March 2021

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](http://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

Unex House  
Bourges Boulevard  
Peterborough  
PE1 1NG

8 Sept 2021

Saffery Champness 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 accounts)  
For the year ended 31 March 2021

|  | 2021               | 2020             |
|--|--------------------|------------------|
| Notes  | Unrestricted funds | Restricted funds |
| Income and endowments  |                    |                  |
| 5 Donations and legacies   | 688,101            | 168,747          |
| 6 Charitable activities  | 1,101,046          | -                |
| 7 Other trading activities   | 988,649            | -                |
| 8 Investment income  | 2,792              | -                |
| 9 Other income   | 362,801            | 776,196          |
|  | 3,143,389          | 944,943          |
| Total income   | 3,143,389          | 944,943          |
|  |                    |                  |
| Expenditure  |                    |                  |
| Raising funds:   |                    |                  |
| Costs of raising donations and legacies                                | (317,569)          | -                |
| 10 Costs of other trading  | (317,569)          | (317,569)        |
| 11 Activities  | (867,442)          | (867,442)        |
| 12 Charitable activities   | (1,772,639)        | (952,548)        |
|  | (2,957,650)        | (952,548)        |
| Total expenditure  | (2,957,650)        | (952,548)        |
|  |                    |                  |
| Net income and movements in funds before gains and loss on investments | 185,739            | (7,605)          |
| Net gains/ (losses) on investments                                     | 98                 | -                |
| 13 Net income before transfer of funds                                 | 185,837            | (7,605)          |
| Transfers between funds  |                    |                  |
| Net movement in funds  | 185,837            | (7,605)          |
| Reconciliation of funds  |                    |                  |
| Total funds brought forward  | 5,490,884          | 325,795          |
| Total funds carried forward  | 5,676,721          | 318,190          |

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

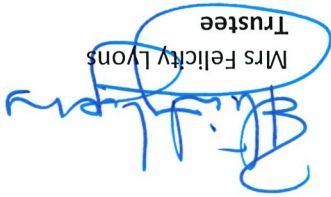
**The Norfolk Hospice**  
(A company limited by guarantee)

Balance sheet  
As at 31 March 2021

|  | Notes | 2021      | 2020      |
|--|-------|-----------|-----------|
| <b>Fixed asset</b>   |       |           |           |
| Tangible fixed assets  | 17    | 4,813,145 | 4,759,252 |
| Investments  | 18    | 399       | 301       |
|  |       | 4,813,544 | 4,759,553 |
| <b>Current assets</b>  |       |           |           |
| Stocks   | 20    | 50,314    | 65,907    |
| Debtors  | 21    | 491,712   | 572,211   |
| Cash at bank and in hand                                       | 22    | 1,149,948 | 923,908   |
|  |       | 1,691,975 | 1,562,026 |
| <b>Creditors: Amounts falling due within one year</b>          | 23    | (381,780) | (377,236) |
| <b>Net current assets</b>                                      |       | 1,310,194 | 1,184,790 |
| <b>Total assets less current liabilities</b>                   |       | 6,123,738 | 5,944,343 |
| <b>Creditors: Amounts falling due after more than one year</b> | 24    | (128,827) | (127,664) |
| <b>Net assets</b>  |       | 5,994,911 | 5,816,679 |
| <b>Funds of the charity</b>                                    |       |           |           |
| Restricted funds   |       | 318,190   | 325,795   |
| Unrestricted funds   |       | 5,676,721 | 5,490,884 |
| <b>Total charity funds</b>                                     | 28    | 5,994,911 | 5,816,679 |

These financial statements were approved by the board of trustees and authorised for issue on 3/8/2021 and are signed on behalf of the board by:

Mr Tim How  


Mrs Felicity Lyons  


Company registration number: 03185605

The notes on page 22 to 39 form part of these financial statements

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

**Statement of cash flows**  
For the year ended 31 March 2021

| 2021  | 2020  | £                | £                |
|---|---|------------------|------------------|
| <b>Cash flows from operating activities</b>                 | <b>Cash flows from operating activities</b>                 |                  |                  |
| Net income  | Net income  | 178,232          | 30,635           |
| <b>Adjustment for:</b>                                      | <b>Adjustment for:</b>                                      |                  |                  |
| Depreciation of tangible fixed assets                       | Depreciation of tangible fixed assets                       | 199,580          | 172,996          |
| Net losses on investments                                   | Net losses on investments                                   | (98)             | 244              |
| Dividends, interest and rents from investments              | Dividends, interest and rents from investments              | (2,792)          | (7,517)          |
| Losses on disposal of tangible fixed assets                 | Losses on disposal of tangible fixed assets                 | 755              | -                |
| <b>Changes in:</b>  | <b>Changes in:</b>  |                  |                  |
| Stock   | Stock   | 15,593           | (59,457)         |
| Trade and other debtors                                     | Trade and other debtors                                     | 80,500           | (139,809)        |
| Trade and other creditors                                   | Trade and other creditors                                   | (6,529)          | 98,107           |
| Cash generated from operators                               | Cash generated from operators                               | 465,241          | 95,199           |
| <b>Net cash from operating activities</b>                   | <b>Net cash from operating activities</b>                   | <b>465,241</b>   | <b>95,199</b>    |
| <b>Cash flows from investing activities</b>                 | <b>Cash flows from investing activities</b>                 |                  |                  |
| Dividends, interest and rents from investments              | Dividends, interest and rents from investments              | 2,792            | 7,517            |
| Purchase of tangible assets                                 | Purchase of tangible assets                                 | (254,226)        | (216,814)        |
| Proceeds from sale of tangible assets                       | Proceeds from sale of tangible assets                       | -                | -                |
| <b>Net cash used in investing activities</b>                | <b>Net cash used in investing activities</b>                | <b>(251,434)</b> | <b>(209,297)</b> |
| <b>Cash flows from financing activities</b>                 | <b>Cash flows from financing activities</b>                 |                  |                  |
| Proceeds from borrowings                                    | Proceeds from borrowings                                    | 50,000           | -                |
| Repayments of borrowings                                    | Repayments of borrowings                                    | (37,767)         | (23,384)         |
| <b>Net cash from financing activities</b>                   | <b>Net cash from financing activities</b>                   | <b>12,233</b>    | <b>(23,384)</b>  |
| <b>Net (decrease)/increase in cash and cash equivalents</b> | <b>Net (decrease)/increase in cash and cash equivalents</b> | <b>226,040</b>   | <b>(137,482)</b> |
| Cash and cash equivalents at beginnings of year             | Cash and cash equivalents at beginnings of year             | 923,908          | 1,061,390        |
| <b>Cash and cash equivalents at end of year</b>             | <b>Cash and cash equivalents at end of year</b>             | <b>1,149,948</b> | <b>923,908</b>   |

The notes on page 22 to 39 form part of these financial statements

|     |   |   |
|-----|---|---|
| 1.  | <b>General information</b>                                  | <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.  | <b>Statement of compliance</b>                              | <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.  | <b>Accounting policies</b>                                  |   |
| 3.1 | <b>Basis of preparation</b>                                 | <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 | <b>Going concern</b>  | <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 | <b>Consolidation</b>  | <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 | <b>Judgements and key sources of estimation uncertainty</b> | <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         | <p>Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.</p> <p>Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.</p> <p>Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.</p>   |
| 3.6 | Income                  | <p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Legacy income is recognised when receipt is probable and entitlement is established.</li> <li>• 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.</li> <li>• 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.</li> </ul> |
| 3.7 | Government grant income | <p>The accrual model has been adopted in relation to the Retail, Hospitality and Leisure Grant Fund (RHLCF).</p> <p>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.</p> <p>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.</p>  |

|                       |                     |   |                   |   |                        |                       |   |                            |                |   |                            |           |   |                          |
|-----------------------|---------------------|---|-------------------|---|------------------------|-----------------------|---|----------------------------|----------------|---|----------------------------|-----------|---|--------------------------|
| 3.                    | Accounting policies | (continued)   |                   |   |                        |                       |   |                            |                |   |                            |           |   |                          |
| 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"> <li>• expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.</li> <li>• 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.</li> <li>• other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.</li> </ul> <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>  |                   |   |                        |                       |   |                            |                |   |                            |           |   |                          |
| 3.11                  | Investments         | <table border="0"> <tr> <td>Freehold property</td><td>-</td><td>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> <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>   | 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.   | 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.<br>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.<br>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.<br>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                            | 125,007            | -                | 125,007     | 209,167            | -                | 209,167     |
| Legacies                            | 688,101            | 168,747          | 856,848     | 812,315            | 237,998          | 1,050,313   |

| 6. Charitable activities   | Unrestricted funds        | 2021      | Unrestricted funds | 2020      |
|--|---------------------------|-----------|--------------------|-----------|
|  |                           |           |                    |           |
| Charitable activities  | Inpatient unit            | 726,956   | 589,032            | 589,032   |
|  | Outpatient services       | 349,405   | 262,724            | 262,724   |
|  | Other income              | 24,685    | 23,961             | 23,961    |
|  |                           | 1,101,046 | 875,717            | 875,717   |
| Of the total income received from charitable activities £927,185 (2020: £768,851) was received from the NHS. |                           |           |                    |           |
| 7. Other trading activities  | Unrestricted funds        | 2021      | Unrestricted funds | 2020      |
|  |                           |           |                    |           |
| Other trading activities   | Fund raising events       | 69,953    | 179,808            | 179,808   |
|  | Shop income               | 592,252   | 1,419,154          | 1,419,154 |
|  | Lottery income            | 326,444   | 344,616            | 344,616   |
|  |                           | 988,649   | 1,943,578          | 1,943,578 |
| 8. Investment income   | Unrestricted funds        | 2021      | Unrestricted funds | 2020      |
|  |                           |           |                    |           |
| Investment income  | UK listed equities        | 1         | 17                 | 17        |
|  | Interest on bank deposits | 2,791     | 7,500              | 7,500     |
|  |                           | 2,792     | 7,517              | 7,517     |
|  |                           | 2,791     | 7,500              | 7,500     |

9. Other income

|                           | Restricted funds | Unrestricted funds | 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> |
|                           | Restricted funds | Unrestricted funds | Total funds      |
| Grants and sundry income  | -                | 117,222            | 117,222          |
| Services and other income | -                | 1,522              | 1,522            |
|                           | <u>-</u>         | <u>118,744</u>     | <u>118,744</u>   |

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 LRS6 from District Councils and £nil (2020: £115k) of RHLGF grant funding.

10. Costs of raising donations and legacies

|                              | Unrestricted funds | 2021 Total funds | Unrestricted funds | 2020 Total funds |
|------------------------------|--------------------|------------------|--------------------|------------------|
| Fundraising and publicity    | 195,304            | 195,304          | 258,164            | 258,164          |
| Lottery operating and prizes | 96,281             | 96,281           | 111,361            | 111,361          |
| Trusts                       | 25,984             | 25,984           | 31,916             | 31,916           |
|                              | <u>317,569</u>     | <u>317,569</u>   | <u>401,441</u>     | <u>401,441</u>   |

| 11. Costs of other trading activities    |               |                    |             |
|--|---------------|--------------------|-------------|
| Unrestricted funds                       | 2021          | Unrestricted funds | 2020        |
| 867,442                                  | 867,442       | 1,028,644          | 1,028,644   |
| Shop expenditure                         |               |                    |             |
| 12. Expenditure on charitable activities |               |                    |             |
| Expenditure undertaken directly          | Support costs | Total funds        | Total funds |
| 2021                                     | 2021          | 2021               | 2020        |
| 2,117,337                                | 607,850       | 2,725,187          | 2,534,905   |
| Patient care and associated Activities   |               |                    |             |
| Support costs                            |               |                    |             |
| Staff costs                              | 456,788       | 443,441            |             |
| Depreciation                             | 40,606        | 36,947             |             |
| (Gain)/loss on sale of fixed assets      | 755           | -                  |             |
| Office costs                             | 71,796        | 101,825            |             |
| Bank interest and charges                | 17,705        | 22,052             |             |
| Auditors remuneration - for audit        | 14,325        | 10,650             |             |
| - for other service                      | 5,875         | 2,100              |             |
| 607,850                                  | 607,850       | 617,015            |             |

13. Net losses on investments

| Unrestricted funds                   | Total funds | Unrestricted funds | Total funds |
|--------------------------------------|-------------|--------------------|-------------|
| 2021                                 | 2020        | 2021               | 2020        |
| 98                                   | 98          | (244)              | (244)       |
| Gains/(losses) on listed investments |             |                    |             |

14. Net income

Net income is stated after charging/(crediting):

| 2021   | 2020    |
|--|---------|
| 200,579                                      | 172,996 |
| (Gain)/loss on disposal of fixed assets      | -       |
| Auditor's remuneration – audit services      | 14,325  |
| Operating lease rentals – land and buildings | 208,884 |
| Operating lease rentals – vehicles           | -       |

15. Staff costs

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

| 2021                  | 2020      |
|-----------------------|-----------|
| £                     | £         |
| 2,484,621             | 2,257,239 |
| Wages and salaries    |           |
| 202,378               | 179,230   |
| Social Security costs |           |
| 117,686               | 109,929   |
| Other pension costs   |           |
| 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<br>property | Fixtures<br>and<br>fittings | Motor<br>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<br>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

|                                   | Listed investments | Shares in group undertakings | Total |
|-----------------------------------|--------------------|------------------------------|-------|
| Cost or valuation                 | £                  | £                            | £     |
| At 1 April 2020                   | 299                | 2                            | 301   |
| Additions                         | -                  | -                            | -     |
| Fair value movements              | 98                 | --                           | 98    |
| At March 2021                     | 397                | 2                            | 399   |
| Impairment                        | -                  | -                            | -     |
| At 1 April 2020 and 31 March 2021 | -                  | -                            | -     |
| Amount carried forward            | 397                | 2                            | 399   |
| At 31 March 2021                  | 397                | 2                            | 399   |
| At 31 March 2020                  | 299                | 2                            | 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     | 2020     |
|----------|----------|
| £ 50,314 | £ 65,907 |

Bank loans are secured by a debenture with a fixed and floating charge. Bank loan terms of repayment are via a monthly charge and on the principal amount.

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> |
|  | 65,759        | 54,589        |

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

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28. Analysis of charitable funds (continued)

28.2 Restricted funds

|                    | At 1 April<br>2020 | Income         | Expenditure      | Transfers | At 31 March<br>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        | (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    | 124,358            | 22,614         | (21,180)         | -         | 125,792             |
| Hospice at home    | 500                | 12,538         | (2,538)          | -         | 10,500              |
| Equipment fund     | 1,118              | -              | -                | -         | 1,118               |
| Day therapy        | 147                | -              | -                | -         | 147                 |
| In memory garden   | 9,889              | 97             | (303)            | -         | 9,683               |
| Other funds        | 24,558             | 202,749        | (48,752)         | -         | 178,555             |
|                    | <u>160,570</u>     | <u>237,998</u> | <u>(72,773)</u>  | <u>-</u>  | <u>325,795</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

| 2021                   | Tangible<br>fixed<br>assets | Investments | Net current<br>assets | Creditors<br>> 1 year | Total     |
|------------------------|-----------------------------|-------------|-----------------------|-----------------------|-----------|
| Unrestricted<br>funds: | £                           | £           | £                     | £                     | £         |
| General                |                             | 399         | 986,111               | (128,827)             | 857,683   |
| Designated funds:      |                             |             |                       |                       |           |
| Fixed asset funds      | 4,813,145                   |             | 5,893                 |                       | 4,813,145 |
| Devereaux fund         |                             |             |                       |                       | 5,893     |
| Restricted fund        |                             |             | 318,190               |                       | 318,190   |
| 2020                   | Tangible<br>fixed<br>assets | Investments | Net current<br>assets | Creditors<br>> 1 year | Total     |
| Unrestricted<br>funds: | £                           | £           | £                     | £                     | £         |
| General                | -                           | 301         | 853,102               | (127,664)             | 725,739   |
| Designated funds:      |                             |             |                       |                       |           |
| Fixed asset funds      | 4,759,252                   | -           | 5,893                 | -                     | 4,759,252 |
| Devereaux fund         | -                           | -           |                       | -                     | 5,893     |
| Restricted fund        | -                           | -           | 325,795               | -                     | 325,795   |
|                        | 4,759,252                   | 301         | 1,184,790             | (127,664)             | 5,816,679 |



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 |
|  | 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 | cash flow | non cash flow | 31 March 21 |
|--------------------------|-------------|-----------|---------------|-------------|
| Cash in hand             | 923,908     | 226,040   | -             | 1,149,948   |
| Bank borrowings < 1 year | (24,376)    | (11,052)  | -             | (35,428)    |
| Bank borrowings > 1 year | (86,263)    | (14,552)  | -             | (100,815)   |
|                          | 813,269     | 200,436   | -             | 1,013,705   |

35. Comparative information - Statement of Financial Activities for the Year ended 31 March 2020

|   | 2020               | 2020             | 2019               |
|---|--------------------|------------------|--------------------|
|   | Unrestricted funds | Restricted funds | Total funds        |
| Notes   |                    |                  |                    |
| <b>Income and endowments</b>  |                    |                  |                    |
| Donations and legacies  | 812,315            | 237,998          | 1,050,313          |
| Charitable activities   | 875,717            | -                | 875,717            |
| Other trading activities  | 1,943,578          | -                | 1,943,578          |
| Investment income   | 7,517              | -                | 7,517              |
| Other income  | 118,744            | -                | 118,744            |
| <b>Total income</b>   | <b>3,757,871</b>   | <b>237,998</b>   | <b>3,995,869</b>   |
| <b>Expenditure</b>  |                    |                  |                    |
| Raising funds:  |                    |                  |                    |
| Costs of raising donations  | (401,441)          | -                | (401,441)          |
| and legacies  |                    |                  |                    |
| Costs of other trading  | (1,028,644)        | -                | (1,028,644)        |
| Activities  | (2,462,132)        | (72,773)         | (2,534,905)        |
| Charitable activities   | (3,892,217)        | (72,773)         | (3,964,990)        |
| <b>Total expenditure</b>  | <b>(3,892,217)</b> | <b>(72,773)</b>  | <b>(3,964,990)</b> |
| <b>Net income and movements in funds before gains and loss on investments</b> | <b>(134,346)</b>   | <b>165,225</b>   | <b>30,879</b>      |
| Net losses on investments   | (244)              | -                | (244)              |
| Net income before transfer of funds   | (134,590)          | 165,225          | 30,635             |
| Transfers between funds   | -                  | -                | -                  |
| <b>Net movement in funds</b>  | <b>(134,590)</b>   | <b>165,225</b>   | <b>30,635</b>      |
| <b>Reconciliation of funds</b>  |                    |                  |                    |
| Total funds brought forward   | 5,625,474          | 160,570          | 5,786,044          |
| <b>Total funds carried forward</b>  | <b>5,490,884</b>   | <b>325,795</b>   | <b>5,816,679</b>   |