

EAST ANGLIA'S CHILDREN'S HOSPICES

England & Wales · Charity number 1069284

Details

Status	Registered
Legal form	Charitable company
Company number	03550187
Registered	1998-04-24
Register	View on the Charity Commission register

Contact

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Activities

Objects: THE RELIEF OF SICKNESS AND DISABILITY AND IN PARTICULAR BUT NOT SO AS TO LIMIT THE GENERALITY OF THE FOREGOING1. TO PROVIDE MEDICAL, MATERIAL, EMOTIONAL, EDUCATIONAL AND SPIRITUAL CARE FOR AND ACCOMMODATION FOR CHILDREN AND YOUNG PEOPLE SUFFERING FROM TERMINAL OR CHRONIC SICKNESS AND DISABILITY2. TO RELIEVE THE NEEDS OF MEMBERS OF THE FAMILIES OF SUCH CHILDREN AND YOUNG PEOPLE AS ARE OCCASIONED BY THE SICKNESS, DISABILITY OR DEATH OF SUCH CHILDREN AND YOUNG PEOPLE, IN PARTICULAR NEEDS OF COUNSELLING AND ACCOMMODATION3. TO PROMOTE CARRY OUT OR TAKE PART IN RESEARCH INTO PALLIATIVE CARE FOR ANY TERMINAL OR CHRONIC SICKNESS OR DISABILITY WHICH MAY AFFECT CHILDREN AND YOUNG PEOPLE AND TO PUBLISH THE USEFUL RESULTS OF SUCH RESEARCH4. TO IMPROVE THROUGH THE PROVISION OF TRAINING THE STANDARD OF NURSING CARE OF CHILDREN AND YOUNG PEOPLE WITH TERMINAL OR CHRONIC SICKNESS OR DISABILITY5. TO PROVIDE FUNDS TO HOSPICES WHICH CARE FOR SUCH CHILDREN AND YOUNG PEOPLE OR TO ESTABLISH SUCH NEW HOSPICES.

Activities: The charity provides care and support to children with life threatening or life limiting illness and to their families.

Classification

- **How:** Provides Services, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People

Geography

- Cambridgeshire
- Essex
- Norfolk
- Suffolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£22,382,379	£19,772,315	£36,071,938	418
2024-03-31	£21,148,857	£17,532,905	£33,394,008	406
2023-03-31	£17,766,878	£16,025,832	£29,515,714	403
2022-03-31	£16,732,925	£14,176,498	£28,377,737	381
2021-03-31	£14,335,272	£12,540,045	£25,691,994	362

Trustees

Name	Role	Appointed
ANNMARIE JONES		2018-08-09
Alexandra Ferguson		2025-09-01
Anna Katherine Lipp		2023-07-01
BRAD McLEAN		2016-10-18
Caroline Steggles		2020-11-18
Christopher Peter Schwer		2020-11-18
Henry Joseph Wright		2023-06-19
Iain David Jamie		2020-11-18
Ian John Turner		2026-05-01
Joanna Venskunas		2025-05-01
Nicola Richardson		2024-09-01
Shaun Savory		2024-05-01

Accounts



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East Anglia's
Children's Hospices

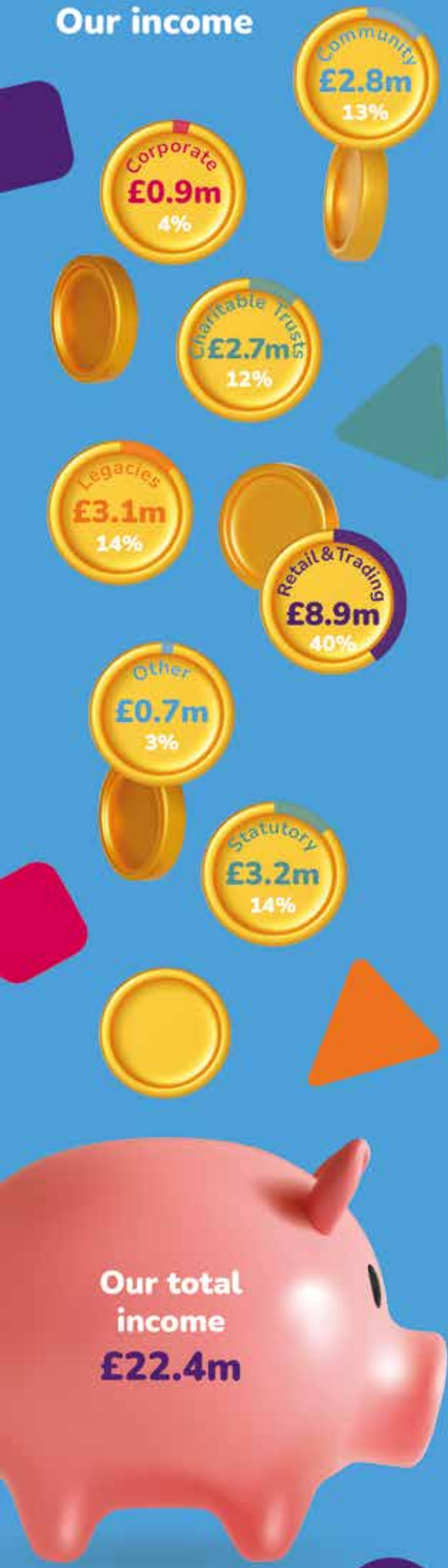


East Anglia's Children's Hospices (EACH)

Report and Accounts 2024-25

www.each.org.uk

Our income



Our expenditure



Our total expenditure - £19.8m

Our reserves for strategic service development



Welcome to our Annual Report and Accounts for 2024-25

During the year, our hospices at Milton (Cambridge), The Nook (Norwich) and The Treehouse (Ipswich) cared for 574 children and young people (2023-24: 532) – an increase of 8%. Their parents, grandparents, siblings and carers were also supported. Thanks to our dedicated staff, valuable care partners, amazing volunteers and loyal supporters, a total of 548 families were accessing services at the end of the year.

As we enter the final year of our four-year strategic plan, the organisation is in strong financial shape, despite the difficult economic climate. However, the recent rise in Employer National Insurance Contributions, the reduction of the payable threshold and increases to the National Living Wage adds further cost pressures for the year ahead. In addition, our Retail operation also experienced an 80% drop in rag recycling income as the trade suffered a major collapse, and we now face the additional challenges of reduced business rate relief, and increased energy and recycling costs.

Additional government funding for capital projects and the continuation of NHS funding for children’s hospices was very welcome, but we continue our call on the government for a longer-term, sustainable statutory funding model to allow long-term service planning and development. We remain deeply reliant on our loyal communities, supportive organisations, volunteers and care commissioners, while income from fundraising and retail is more important than ever.

The team is now working hard on developing a new organisational strategy to enable our mission to improve the quality of life and wellbeing of every child and family under our care, and the growing number of those who will need support in the future. Using learnings from our new Equity, Diversity and Inclusion strategy, a key focus will be how we can proactively reach more diverse communities in our region.

In addition to a strong fundraising performance, the expansion of our retail activity remains firmly on track following another excellent trading year and having met our objective to open four new shops in 2024-25. A further five are now planned for 2025-26 to bring the total to 57.

We have furthered our ambition to develop and expand The Treehouse to increase our offer and reach more families, by submitting an exciting planning proposal. If successful, we will look to part-fund this with designated reserves before embarking on a major capital appeal.

To improve services and create a better environment for families, we have been investing in our hospice at Milton, including improving accommodation for families, developing play areas, adding new windows and installing solar panelling. Further significant investment in the site will be considered as part of our care strategy work.

We have enjoyed continued success in terms of employee development and workforce recruitment, despite an extremely competitive market. It means our multi-disciplinary workforce is in great shape to help meet challenges and opportunities, including our ambition for growth. In addition to our skilled care team, this includes dedicated employees and volunteers across our Finance, Human Resources, Volunteer Services, Learning and Development, Facilities and Marketing and Communications teams.

We hope you enjoy this year’s report, which includes our achievements over the last year, ambitions for the year ahead and three unique family stories to demonstrate the huge value and impact your hard work and support has.



Brad McLean –
Chair of Trustees



Kevin Clements –
Chief Executive

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EACH in numbers

574

life-threatened children and young people were cared for together with their mums, dads, carers, grandparents and siblings.

89,054

hours of care and wellbeing support were provided to families, including those who are bereaved.

197

family events were delivered – and attended by **3,162** children, young people and adults.

185

new family referrals were received.

Sadly, **48** babies, children and young people died during the year.

109

An average of
bereaved families were on our monthly caseload – supporting an average of

165

family members each month.

548

At the end of the year,
families were accessing our services.

FINANCIAL

In 2025-26 we need your help to raise

£8m

from fundraising activities and donations, including legacies.

£9.8m

in retail income.

We rely on voluntary donations for the majority of our income.

We only receive around 15% of our total income from the government, county councils and the NHS.



Our Vision, Mission and Values

Our Vision

We aspire daily to lead the way in providing world-class care for children with life-threatening conditions. Every child deserves support, alongside their families, whenever and wherever they need it.

Our Mission

To improve the quality of life and wellbeing of every child and family under our care, by providing individual and comprehensive services at all times.

Our Values

Empathy, understanding and inclusion

Understanding the views and feelings of others is central to our work relationships and how we interact daily. We actively encourage unique perspectives, backgrounds, and experiences of others, fostering an environment where all voices feel valued.

Make it happen

We are empowered to take responsibility for getting things done.

Open, respectful and accountable

We operate in an honest, respectful and collaborative way, encourage open constructive feedback and celebrate diverse viewpoints. We are mindful of the power of our words, actions and biases, and hold ourselves accountable to ensure a safe and inclusive environment for everyone.

Commitment to quality

We consistently employ our best efforts and strive for the highest standards in a that we do, always looking for ways to improve.



Strategic Report

Our Strategic Commitments

- We will develop and deliver excellent palliative care services that meet the needs of children and their families, making the most effective and efficient use of the available resources.
- We will support children and families by working ever more closely with the NHS and health and social care providers, as well as other hospice and charitable organisations.
- We will inform and contribute to the evidence base underpinning children's palliative care. We aspire to be national and international sector leaders in the field.
- We will continue to expand services that families have told us are important to them. This will include the full range of services at our three hospices and in the community.
- We will develop our online and digital services to reach more children and families in ways that are convenient and accessible to them.

And we make these commitments to our employees, partners, supporters and customers.

- We will operate in a way consistent with the EACH Values.
- We will communicate clearly and transparently.
- We will respond quickly and effectively when called upon.
- We will ensure careful stewardship of our finances, relentlessly focusing on frontline service delivery.

Our key activities and what we achieved in 2024-25

Our Care

We are proud all three of our hospices remain assessed as 'Outstanding' by the Care Quality Commission and equally proud we supported 574 babies, children and young people during the year (2023-24: 532), together with their parents, siblings, grandparents and carers. In total, we delivered 89,054 hours of care and wellbeing support for families.

We continued to be flexible and responsive in our approach to service delivery and achieved success in both our employee development and workforce recruitment, in what remains an extremely competitive market.

As ever, we are indebted to our generous supporters, volunteers, commissioners and employees. Collectively, they enable us to keep working towards our mission to improve the quality of life and wellbeing of every child and family under our care, and the growing number of those who will need our support in the future.

Go to pages 29-31 to read families' experiences of the care and support we've provided, and the positive impact our service has had.



What we achieved in 2024-25 - Care

1. Increase capacity to respond to a growing demand for end-of-life and short breaks, by recruiting and integrating additional care posts, and developing and retaining a skilled workforce.

In addition to increases in nurse and care assistant posts, we successfully integrated four new clinical posts to support the development of the care team. These included a Student Support Co-ordinator, a Specialist Clinical Educator, a Research Nurse and a Physical Therapies Lead.

Two Nurse Preceptors commenced employment at The Nook and three Trainee Nurse Associates, and one Nurse Apprentice, began their training. This work was presented at the 2025 Together for Short Lives Conference.

We continued to run a care development programme to meet the needs of the Care Certificate (a requirement for all care assistants). This was run three times during the year and taught through a range of theory and practice sessions across all hospice sites.

Our Clinical Educators assessed the competencies of all staff to ensure safe delivery of care.

We now welcome first-year paediatric nursing students in addition to those in their second and third years of training.

The following mandatory training was provided for all care staff:
Bespoke Resuscitation and Anaphylaxis, Moving and Handling (Clinical), Infection Prevention and Control, Safeguarding Children (Clinical), Safeguarding Adults, Medical Gas Safety, Fire Safety (Advanced), Food Hygiene Catering e-learning and Data Security Awareness e-learning.

We supported applications from care staff to undertake study days, extended study learning and conference attendance. These included: Maruzza International Congress on Paediatric Palliative Care, UK Paediatric Network Conference, Hospice UK National Conference, Music Therapy Charity Research Conference, Neurodivergent Training, Autism and ADHD, Foundation Course in Play Therapy, Grief Awareness Training, BSC in Interactive Counselling, Counselling Supervision Training, Non-Medical Prescribing and Clinical Assessment.

2. Develop our long-term ventilation service.

The EACH long-term ventilation (LTV) team continued to provide clinical support to those with LTV needs (64 in total), and teaching/educational support to their families, carers, and professionals around them.

The LTV team took responsibility for training and competency sign-off for EACH staff, who were then independently able to care for babies, children and young people with LTV needs.

We provided additional investment into our LTV service with a new band 6 post.

3. Provide paediatric palliative care specialist education internally, and to external partners, as a form of potential income generation.

We rolled out phase three of our bespoke PEOLC (Palliative and End of Life Care) Education and Training Program for all care staff. This looks at specific areas, such as communication, oncology, neuro-disability and PEOLC.

To comply with 'Martha's Rule', we reviewed and developed our mandatory resuscitation training, delivered annually to all care staff. This incorporates all aspects of PEWS (Paediatric Early Warning Signs), resuscitation, anaphylaxis, altered body shape and ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) to ensure a holistic approach tailored to those who use our services. This innovation was presented at the 2025 Together for Short Lives Conference.

We continued our PEOLC training in collaboration with Norfolk and Waveney ICB. An abstract of this work was presented at the 2025 Together for Short Lives Conference.

Our LTV team provided external professionals and organisations with training on respiratory and LTV needs, with some training being patient specific.

A total of 85 professionals benefitted from the following training and education events provided by the Managed Clinical Network (MCN), hosted by EACH: Management of Intravenous Therapy for Nurses and Management of Subcutaneous Medication Therapy for Nurses.

4. Support partners in the adult hospice sector to develop better transition services.

We continued to work closely with Zest (St Elizabeth Hospice, Ipswich), supporting young people (aged 14+) in their transition to adult services in Suffolk and North Essex.

We worked in partnership with Norfolk and Waveney ICB and adult hospices, Tapping House and Priscilla Bacon Hospice, in the development of a monthly transition group, working with Zest in the 'Transition Together' model.

We have been successful in our recruitment of a full-time EACH Transition Lead.

5. Review the volunteer care workforce and job roles within the care setting.

We reviewed our Help at Home service, which demonstrated volunteers continue to provide approximately 100 hours of support per month to families. Primarily, support is offered in the family home, with common interventions being gardening, cleaning and decorating. Further development will be included in our overall volunteer strategy.

The Treehouse successfully piloted the integration of seven 'Helping Hands' volunteers, who support the care team with a diverse range of tasks, including preparing for groups and events, meeting and greeting visitors, and supporting families during their hospice stays. Initial recommendations are for this model to be implemented at all hospice sites.

6. Implement a new wellbeing strategic plan.

We appointed to a new Head of Service post for Wellbeing and Spiritual Care and successfully recruited to Locality Wellbeing Lead vacancies at The Nook and Milton. Recommendations from the wellbeing review will continue to be considered as part of our care strategy development, and a wellbeing operational plan will be developed.

7. Continue site development and expansion at Milton and The Treehouse.

Milton

We continued to invest in site development, including improvements to our family accommodation and outside play areas. We also widened driveway access, upgraded water systems, fitted new windows, improved rooms/facilities for staff, installed solar panels and added new security doors. While the site has capacity to accommodate expansion, we are now considering options as part of our overall care strategy development.

The Treehouse

We submitted a planning application for the expansion of The Treehouse to meet the growing demand for our service and accommodate more children and families at the same time – and to align with the government's and public's ambition to deliver and receive more care outside the hospital setting. This proposal included:

- The creation of a new and separated care activity area to include a comfortable relaxation/floor play area, a room for teenagers, additional accessible toilets and changing area, and access to the dining area. This will enhance our current provision, allow families more privacy in different areas of the hospice, and enable more short break care and group events to take place while end-of-life care is also being delivered in the building.
- A new wellbeing and therapies suite, with more space to expand essential services like counselling, art therapy, and music therapy. This will include a private entrance better suited for bereaved families.
- A far larger hydrotherapy pool/suite.
- A larger kitchen and dining area, to grow our catering capacity for families.
- A bigger, separated reception space, to appropriately and privately welcome families and visitors.
- New underfloor storage provision, allowing greater space efficiency for more medical and mobility equipment.

The expansion will also enable us to replace a temporary on-site office solution and redesign space for clinical and non-clinical staff, allowing more areas for confidential calls, online therapies and wellbeing support.

8. Act as a Research Participation Information Centre for health sector research studies.

We successfully recruited into a new Research Nurse post.

We referred 19 families to the CPOS (Children's Palliative Care Outcome Scale) research project. Eleven parents/carers and five children and young people participated. Three health/social care professionals also took part. We now look forward to the results and implementation plan.

We acted as a participation identification centre with the ENHANCE research project led by the University of York. We invited 53 families to take part, and three families were recruited. We now look forward to the results to inform next steps.

9. Develop new and existing mechanisms for family feedback to help inform service delivery.

We recognised low attendance at our Family Forums restricted a true representation of all EACH families' views and successfully piloted reaching into existing groups and events to significantly increase participation. The leadership team also attended events to meet with families, providing updates and seeking feedback. This approach will now be rolled out to all hospices in 2025-26.

We introduced new feedback posters in all hospices, that include a QR code for families to leave comments on their service experience. Postcards were also distributed at families' groups and events, and all responses were reviewed and actioned by the leadership team.



Our Fundraising

Our fundraising activities ended the year 6% above budgeted income - £5,632,557 vs £5,296,068 - excluding restricted funding received for The Treehouse expansion project. We also achieved £3,084,355 in legacy income against a budget of £2,200,000.

Stand-out successes included the continual development of our charitable trust fundraising, consistent performances by the community and corporate fundraising teams, a strong uptake on mass participation events, and another record-breaking year for our Happy Christmas Ipswich comedy and music show, organised in collaboration with EACH Patron, Griff Rhys Jones.

Our major giving income finished under budget for the year but is often recognised as one of the most unpredictable revenue streams.

Given we need to raise around 85% of our total income from voluntary funding, including retail, it was a strong outcome for the year, helped largely by the generosity of our wonderful, loyal supporters.

What we achieved in 2024-25 - Fundraising

1. Grow fundraising income by £800,000 to achieve an annual income target of £7,500,000.

Our fundraising income, including £3,084,355 in legacies, ended the year 35% above budget, with an income of £9,516,912.

2. Continue to develop new and existing corporate fundraising relationships to help deliver income of £898,000..

We raised £956,514 in corporate income, finishing above budget.

We achieved a successful first full year of our Business Circle, including a high-profile dinner at The Jockey Club that brought together corporate supporters from across East Anglia, raising £15,000.

We delivered another successful Jail or Bail event that saw 12 business leaders from Norfolk, Suffolk and Cambridgeshire 'held in jail' until they could raise their £1,000 bail. The event exceeded the previous year by raising over £38,000.

3. Retain and acquire multi-year partnerships to deliver charitable trust income of £1,437,000..

It was a good year for charitable trust donations, achieving an income of £1,939,549, 35% above budget. This excludes a significant donation restricted to The Treehouse expansion project.

4. Deliver a programme of major donor cultivation events and communications to maintain strong relationships with existing donors and attract a new and broader spectrum of supporters to achieve income of £349,000.

Donations from EACH major supporters fell below expectations this year, raising £284,415. However, we were able to recruit to a new philanthropy management role at the end of 2024 and are developing plans to increase this income stream in 2025-26.

5. Deliver community fundraising income of £822,064, offering first-class stewardship to ensure supporter retention, alongside a focus on developing challenge events, and our campaigns and proactive approaches to recruit new donors.

Community fundraising continued to perform well, raising £843,640. This included a very successful Christmas Tree Recycling campaign, raising £49,000. Our challenge events programme also continued to grow, proving an attractive offering for supporters.

6. Achieve an individual giving budget of £837,496 by focusing on data, audience insight and feedback, and benefiting from new charity trend and technology opportunities.

We exceeded budget by £118,701, thanks to our Local Hospice Lottery partnership exceeding its target by £150,195. We also had a successful year for our direct mail campaigns, including Christmas and Summer Appeals, raising £71,676. Our raffles and regular giving lines underperformed against their individual targets and will be key focus areas in 2025-26.

7. Deliver a programme of innovative and attractive events to achieve event income of £162,500, with an ROI of 3:1.

It was a difficult year for large-scale events with lower participant numbers than anticipated, despite increased social media coverage. Poor weather also hindered some of our event delivery. Despite ending the year £17k under target, our individual event sponsorship fundraising increased by almost £5k.

Happy Christmas Ipswich continued to grow as our flagship event, raising £146,500 in 2024-25 – an increase of £12,000.

Pier 2 Pier had its highest fundraising year yet, with £66k raised for Norfolk and £40k for Suffolk.

We will continue to refresh and grow our event offerings into 2025-26.

8. Deliver in-memory fundraising income of £213,245 and build a new legacy fundraising strategy to recruit legators and uplift existing supporters to long-term donors.

It was a challenging year for our in-memory fundraising, which fell short by £55,747. The delivery of a National Hospice Legacy Campaign was a key collaboration with Hospice UK, allowing national coverage and advertising for our legacy programme. We continue to build our legacy stewardship and advertising to ensure it's a key offering as part of our fundraising activity.



We are grateful recipients of the Children's Hospice Grant of £1,093,000, funded by NHS England, and £231,885 from the Hospice Capital Grant awarded by Hospice UK and the Secretary of State for Health and Social Care acting on behalf of the Crown through the Department of Health and Social Care.

Charitable Trusts and Foundations

Every year, we receive incredible support from a variety of charitable trusts and foundations, and we are so thankful for every organisation who chooses to donate to EACH. For the financial year 2024-2025, we are particularly grateful to the following:

Adint Charitable Trust, Alan Boswell Group Charitable Trust, BBC Children In Need, Colchester Catalyst Charity, Crane Fund for Widows & Children, Dudley and Geoffrey Cox Charitable Trust, Fowler Smith and Jones Trust, George Cadbury Fund, Hilton Foods Charitable Golf Event, Hodge Foundation, Hope House & Gippeswyk Educational Trust, Norfolk Community Foundation, Peter Dixon Charitable Trust, Saloman Foundation, St. James's Place Charitable Foundation, The Albert Hunt Trust, The Belstead Ganzoni Charitable Settlement, The Blyth Watson Charitable Trust, The Chris Banton Foundation, The Earl Fitzwilliam Charitable Trust, The Ellerdale Trust, The February Foundation, The Frederick Arthur Alford Charitable Trust, The Lady Hind Trust, The Lancashire Foundation, The Lennox Hannay Charitable Trust, The Leslie Mary Carter Charitable Trust, The Paul Bassham Charitable Trust, The Ranworth Trust 1985, The Scarfe Charitable Trust, The Simon Gibson Charitable Trust, The Spurrell Charitable Trust, The Tezmae Charitable Trust, The Theodore Maxxy Charitable Trust, The Thompson Family Charitable Trust, The Toy Trust.

Complaints and concerns in relation to our fundraising activities

Throughout 2024-25, we received a total of six complaints relating to fundraising activities (2023-24: seven). While we take these complaints seriously and are always looking for ways to improve, the number of complaints as a percentage of our activity is exceptionally low.

Our Retail

In an increasingly challenging market, our retail operation once again achieved budgeted income, growing by more than 12% on the previous year.

We faced significant inflationary pressure on expenditure, primarily driven by an increase of 9.8% in the National Living Wage in April 2024, and the knock-on effect of maintaining relative increases to next-level salaries. As a result, our surplus was slightly down on 2023-24, but in line with our budgeted expectations.

What we achieved in 2024-25 - Retail

1. Develop and support our staff and volunteers to achieve their objectives.

We continued to listen to our employees, running a 'Your Turn, Your Voice' exercise to capture feedback and enable change. Following other discussions with staff, we also changed the job title of our Sales Assistants to Sales Supervisors to better reflect their duties.

We held our Annual Retail Celebration Day that included special awards recognising and celebrating the success of our team. We also expanded our 'One Step Beyond' awards, rewarding colleagues and volunteers who demonstrate outstanding behaviour.

We continued to develop our 'Retail Squads', providing support and training to new shop managers, eBay champions and PAT testers. We also delivered line manager training for shop managers, plus modules in managing appraisals and competency reviews, inductions and probations, and performance management training.

2. Achieve total annual income and surplus budget and deliver an additional 3% like-for-like growth.

We achieved total annual income of just under £9 million, 2% ahead of budget, and an annual surplus of just under £2 million. Our like-for-like growth was 3.3% for the year.

3. Continue to grow Gift Aid and New Goods income, and drive eCommerce with a focus on accelerating Style with EACH.

We grew our annual Gift Aid claim to in excess of £810,000, converting nearly half of our donated sales to this additional income stream.

Our New Goods income grew to over £450,000, as we expanded our seasonal ranges and toys offering, and launched into new categories like stationery and gardening.

We launched a new £1 'shopper bag' designed by EACH Ambassador Lucy Loveheart, selling over 35,000 during the year.

Our eCommerce operational income grew to over £700,000, with significant growth coming from our EACH book and media shop, and our Style with EACH brand which grew by over 30% versus 2023-24.

We also completed an expansion of our Norfolk eCommerce hub, enabling further growth opportunities.

4. Open four new shops to reach a total of 52, relocate the Felixstowe shop and continue our shop refurbishment programme.

We successfully reached a total of 52 shops, by opening four new outlets in Cambridge, March, Hoveton and Southwold. Hoveton also included the organisation's first café, Café 98.

We relocated our shop in Felixstowe in June 2024, resulting in a 50% increase in income. Our refurbishment programme continued, benefiting our shops in Framlingham, Norwich and Wymondham.





Our People

Our employees

Our continued goal is to become the 'employer of choice' in our sector, with investment in our people remaining a key priority as we look to attract and retain talented, values-driven colleagues who can deliver excellence across all our offerings and help build an inclusive working environment.

With a growing workforce of well over 450 employees, we have people with extensive skills and experiences from clinical, operational, business and retail environments. Many appreciate flexible and hybrid working environments, with almost half of our employees working on a part-time and/or flexible basis.

We have highly skilled employees in a wide range of clinical care roles, such as nurses, care assistants, long-term ventilation staff and clinical nurse specialists, physiotherapists, occupational therapists, music therapists, play specialists, clinical education professionals, family support practitioners and counsellors. We invested in learning over the last year with additional investment in apprentices, nurse associates and interns. We were also able to support internal career development from senior clinical, retail and fundraising roles to management appointments. Career pathways exist to build personal development and growth.

We have a varied range of retail careers and have teams supporting our frontline services in finance, human resources, learning and development, marketing and communications, IT, volunteer services, fundraising, administration and facilities.

The working environment at EACH is extremely rewarding and employees work collaboratively with an open and supportive culture. Support includes coaching and management supervision, regular feedback and appraisal meetings, learning and development opportunities, all-staff communication meetings with directors, organisation development projects and team workshops, meetings and activities.

EACH is Investors in People accredited and we continuously review how we can improve employee engagement via feedback and open dialogue.

We set up our first EDI (Equity, Diversity and Inclusion) Committee in 2024, with cross-team representation, and have been focusing on building greater inclusivity across EACH. Sub-teams were set up focusing on diversity awareness and communication, employee and applicant diversity data collection, diversity training for employees and managers, policy reviews, and inclusive recruitment. In addition, our EACH Values were updated to reflect more inclusivity.

Our Volunteers

Across the charity retail sector, volunteer-engaging organisations have continued to report challenges in volunteering numbers. By contrast, EACH maintained a very stable volunteering base (now over 2,000 people) with total hours across volunteering equating to an average of 149 full-time equivalent employed heads.

Over 1,300 people volunteer in our shops and central support and sales teams. Other organisation-wide roles include practical support in the family home, helping with family wellbeing groups and events, volunteering at fundraising events and activities, friends' groups, plus housekeeping, gardening, maintenance, reception and administration roles.

We partner with local and regional organisations to attract and retain our hardworking volunteers and are extremely fortunate to benefit from their experience. Feedback tells us it's a very fulfilling experience being an EACH volunteer and they feel they are making a difference while providing a real sense of purpose. They also tell us it's a great opportunity to gain new skills and experience, and volunteering for EACH has a positive impact on their wellbeing. This year, we recognised the amazing commitment from all volunteers with special thank-you events. We also extended their long-tenure recognition scheme.

We also have a very experienced voluntary Board of Trustees with extensive clinical, commercial, financial and business expertise, as well as lived family experience. Two new trustees joined us in 2024-25, and another in May 2025. Three trustees resigned during the year. Board members were highly active in supporting fundraising events, attending internal and external meetings, and spending time with employees. We are fortunate to have board members who are passionate about what we do.



What we achieved in 2024-25 - People

1. Develop an engaged, collaborative, and inclusive work environment where everyone feels involved, valued, supported and recognised, in order to ensure employee and volunteer wellbeing.

Our Investors in People accreditation has been extended, with an employee survey planned for early 2025 to capture the voice of our people and build in appropriate action planning.

We launched a health cash plan as a new employee benefit, to promote and support health and wellbeing in the workplace.

Volunteer feedback and engagement continued to gain strength, including via three appreciation events. Volunteer long-tenure recognition was also extended.

Our EACH Values were updated to be more inclusive, and we developed an EDI Mission Statement.

EACH salaries continued to be benchmarked and maintained against market rates across all functions.

2. Build a retention and development programme to attract and retain key talent and develop leadership and management capabilities, ensuring all people managers are given the right skills development for them to lead, inspire and motivate employees.

Our employee retention levels were maintained in line with market trends and continue to be an area of focus with follow-up exit interviews and related action planning.

Growth in Retail and Care enabled internal career progression opportunities, including a number of internal management promotions across Retail, Care and Fundraising.

A new early talent programme resulted in the appointment of four internal Nurse Associates and Apprenticeships, with plans in place to grow this further in 2025-26.

We delivered people management skills updates for retail managers and supported care leadership with two places on NHS programmes.

We provided external sponsorship for management skills development and made investments in NEBOSH (The National Examination Board in Occupational Safety and Health) training, external water management training and a Degree in Leadership and Management.

3. Ensure we have a robust selection, onboarding, induction and training programme for all new employees and volunteers, to improve the quality, speed, tenure and time-to-effectiveness of all new recruits.

We successfully introduced a new Applicant Tracking System to improve the applicant and line manager experience. This included a new onboarding portal which has automated our processes. Average rating for new employees' experience via 90-day survey feedback increased satisfaction to 4.7 out of 5.0.

Our average time-to-hire improved, falling by 43% (42 days to 24 days) and well below the not-for-profit average of 40 days (*HR metrics survey 2023*).

4. Develop an EDI strategy to help build a workplace that embraces equity, diversity and inclusion.

We established our first employee EDI committee with cross-functional representation and sub-group action planning.

EDI training workshops were delivered for 50 people managers to support building a more inclusive workplace.

A diversity monitoring exercise for existing employees was completed, with 80% response rate, with data being used to understand current position and targets for improvement.

Key communications, including EDI newsletters for employees and volunteers, were developed to broaden visibility of diversity at EACH.

We developed a new EDI policy and updated key policies to include a Diversity Impact Assessment to ensure effectiveness in promoting a diverse and inclusive workforce.

Additional learning resources were developed for employees, to enhance knowledge in key areas of diversity, including neurodiversity, unconscious bias and mental health.

Zero-tolerance standards were communicated for the prevention of bullying and harassment in the workplace, with display messaging at all sites, including for third-party visitors. A full sexual harassment prevention risk assessment was completed, by function, and all employees assigned have completed e-learning training.

What we achieved in 2024-25 - People

5. Increase efficiency of our HR processes by continued automation of key team processes. Introduce a new Applicant Tracking System (ATS) and work towards HR/payroll integration to reduce complexity and improve productivity and user experience. Develop skills and capabilities within the People team to become trusted partners across all areas of the organisation.

The new Applicant Tracking System (ATS) was introduced as planned and usage has significantly enhanced applicant and line manager experience, including automating key steps in our recruitment process.

The Learning Management System capabilities are being optimised for learning reports and bookings, with significant simplification for employees.

Key Performance Indicator reports were expanded to include volunteering and EDI dashboards. These are now accessible for Trustees and the EACH Operational Management Team to improve proactive management.

We have identified a supplier to deliver the integration of our payroll and HR systems in 2025-26.

The People team excelled at building strong relationships with managers, developing a robust review process for managing people issues.

6. Create a learning environment where employees can grow and succeed, and learning resources are easy to access at point of need via enhanced content on our Learning management system.

Completion of employees' mandatory training remained on track, 96% at year-end, and again outperformed Care Quality Commission targets.

Extensive learning content was added to our employees' platform, with 50% increased usage of optional self-directed learning.

7. Develop more volunteer service strategic partnerships to expand our reach and increase diversity and automate our volunteer services admin processes to improve volunteer experience.

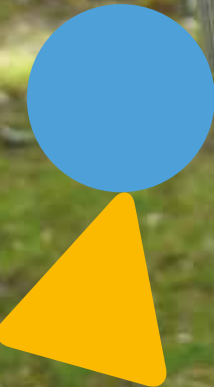
Volunteer activity increased and headcount grew by 7% during the year (from 1,880 to 2,010).

We calculated the number of hours for retail volunteers is equivalent to 149 full-time equivalent heads.

Focus continues on recruiting young volunteers, via Duke of Edinburgh and work experience schemes.

We increased our number of volunteers aged between 14 and 25 by 17%, with 27% of existing volunteers now in this age bracket.





Our Financial Performance

No charges are made directly to those using our services. To sustain this, the organisation relies heavily on donations, fundraising events, retail income, and a relatively modest level of support from the government, local authorities, and the NHS.

To maintain consistent and reliable service delivery, it is vital EACH exercises strong financial oversight and holds adequate reserves to manage any unexpected changes in income.

Income and Expenditure in 2024-25

The EACH financial strategy sets out to ensure core expenditure is covered annually, and that designated funds are set aside to provide a low-risk approach to cover the cost of planned developments and/or to prime service delivery expansion.

During the year, the charity achieved continued income growth, with total income rising 6% to £22.4m (2024: £21.1m). Combined with effective cost management, this resulted in net income of £2.7m (2024: £3.9m). Of the £2.7m surplus, £162k has been retained within General Funds to cover the expected increases in working capital requirements. A further £971k is held as restricted funds, while the remaining £1.6m has been designated by Trustees for the development of planned services.

Strong revenue performance was generated in all areas:

Donations:	£3.7m (2024: £4.4m) – a decrease of 16%
Charitable trust income:	£2.7m (2024: £2.0m) – an increase of 35%
Legacy income:	£3.1m (2024: £3.0m) – an increase of 3%
Retail income:	£8.9m (2024: £8.2m) – an increase of 9%
Government funding:	£3.2m (2024: £2.9m) – an increase of 10%*

*Government funding would have shown only a 3% increase year on year, if the £231k NHS England Capital Funding, awarded by Hospice UK, was excluded.

In 2024-25, total expenditure was £19.8m up from £17.5m in 2023-24; an increase of 13%. This rise was primarily driven by staff pay increases, reflecting the National Living Wage uplift in April 2024, our policy of closely mirroring NHS pay rates for clinical staff where feasible, and benchmarking other salaries against those in the charity sector.

Unrealised gains on investment assets amounted to £68k (2024: £251k). All gains are retained within the portfolio and the total value of investments (excluding investment land) was £4.4m (2024 £4.3m).

Funds and Reserves

In accordance with Charity Commission guidance, our Trustees have determined a policy for reserves. The EACH policy requires that:

Restricted Funds must be used for the purpose for which they were intended under the direction of the donor. At year end, the value of the Restricted Fund was £971k (2024: £44k). This includes £800k restricted against The Treehouse proposed development.

Designated Funds should include a capital reserve, funds to cover planned capital expenditure, development projects or other costs, and sufficient funds to provide working capital.

- The capital reserve, or funds represented by assets at 31st March 2025 being the net book value of fixed assets owned by the charity, amounted to £16.6m (2024: £16.3m).
- Designated funds for planned capital expenditure and Retail expansion at 31st March 2025 were £1.1m (2024: £903k).
- Strategic Development Reserves of £6.9m (2024: £7.5m) have been set aside to cover the planned additional cost required for service development. This is broken down to represent:
 - £2.0m – The Treehouse proposed developments
 - £3.4m – Milton proposed developments
 - £1.5m - Projected deficits.

Contingency Reserves are required to be in place to protect the charity from fluctuations in income and expenditure, and ensure sufficient funds are available to deliver high-quality services. Our Trustees have reviewed the charity’s requirement for contingency reserves by considering the potential financial impact of:

- Fluctuations in income generation, by considering historic trends and projections, and looking at the risks associated with variations in different income streams.
- Reviewing the operational requirement for cash to meet expenditure obligations and considering the minimum level of cover required to ensure operations are not interrupted.
- Reviewing current risks.
- Guidance from national sector organisations.
- Considering the impact of an unexpected crisis which might require the charity to close, including calculations for potential redundancy payments, contractual commitments, liabilities and dilapidation costs, offset by a prudent estimate for the market value of assets owned.

Following this review, the Trustees concluded that, to support ongoing operational stability, the charity should aim to increase its contingency reserve policy from four months of planned expenditure to a target range of four to six months. As at 31 March 2025, the contingency reserve stood at £8.9 million (2024: £6.8 million), based on the 2025–26 budget. This equates to nearly five months of planned expenditure, meaning the reserves policy is fully funded.

Free Reserves at year end amounted to £1.5m (2024: £1.3m). This will be used to cover working capital requirements.

EACH Funds as at 31st March 2025	Designated	Restricted	Free Reserves	Total
Funds Represented by Assets	16,344,613	-	-	16,344,613
Investment Land	321,750	-	-	321,750
Development Plans - Milton	3,405,000	-	-	3,405,000
Development Plans - The Treehouse	2,000,000	800,000	-	2,800,000
Projected Deficits	1,533,193	-	-	1,533,193
Contingency Reserve	8,886,794	-	-	8,886,794
Planned Capital Expenditure	864,560	-	-	864,560
Shop Expansion Strategy	262,000	-	-	262,000
Other Restricted Funds	-	171,495	-	171,495
Free Reserves (working capital)	-	-	1,482,533	1,482,533
	33,617,910	971,495	1,482,533	36,071,938

Investment Policy and Performance

The charity’s investment policy requires the organisation to invest funds in such a manner that the risk profile reflects planned expenditure and future plans. Investment managers are appointed by the Board. During the year, Brewin Dolphin managed the charity’s investments.

Key Risks and Uncertainties

The Board undertakes continual assessment of the principal risks facing the charity and they are satisfied that adequate controls and procedures are in place to mitigate these risks. The Audit Risk and Compliance Committee is responsible for overseeing the approach to risk across the whole of the charity’s activities.

The charity uses a risk register to assess and report risk at both a directorate and strategic level. All risks identified are logged, mitigations and controls are then recorded and evaluated, and the residual risk is scored using a scoring matrix. Any risk scoring a red and amber RAG rating is reported to the Board through the committees. The Management Executive reviews risks monthly, and the Board Committees review the strategic risks relevant to them at their quarterly meetings.

Trustees also conduct a full review of risks annually. The key risks identified by the Board are:

- Failure to provide care of the required quality, resulting in potentially unsafe, ineffective care and/or poor family experience.
- Adult and children’s safeguarding.
- Risk that EACH cannot fund the charitable objectives and strategic plan.

- Financial resources are adversely affected by external factors, e.g. health policy, economy and adverse events.
- A significant adverse event which could damage the charity’s reputation.
- The risk that staff, volunteers, families, donors, contractors and visitors to EACH sites may be harmed if health and safety requirements aren’t met.
- The risk the Board does not fulfil its statutory obligations due to its composition, governance structure or expertise.
- Not complying with applicable legislation.
- The risk the organisation does not attract the staff required which would then impact adversely on service delivery.
- Poor employee relations adversely affecting the performance of the organisation.
- Staff and volunteer workforce availability will be impacted as a result of pandemics.
- Risk that the organisation does not adequately protect information that it has been entrusted with, resulting in a data breach.

All the above risks have been reviewed by the Trustees during the year, who consider the controls and mitigations in place for each risk area are appropriate.



What we achieved in 2024-25 - Financial

1. Deliver robust, accurate and informative financial information and analysis to enable effective decision making and resource allocation across the organisation.

We have continued to strengthen our financial reporting and analysis. Monthly management accounts provide consistent and timely oversight, while the introduction of a new goods report enhances our understanding of retail performance. We have expanded reconciliation processes around capital expenditure to ensure greater accuracy and control. In addition, we’ve deepened our reporting on activity-based care and human resources metrics, offering clearer insights into service delivery and workforce dynamics.

2. Ensure effective and robust financial controls are in place across the charity.

To strengthen our financial controls, we have introduced a new payment run report that enhances the speed, accuracy and integrity of the approval workflow process. This assists us in ensuring that all payments undergo the appropriate levels of scrutiny prior to release. In addition, we have rolled out an electronic expense management app, improving transparency, efficiency, and auditability in how staff submit, approve, and track expenses.

3. Comply with financial and governance obligations to ensure a framework of internal audit is in place to provide assurance and effective risk management assessment and reporting.

Our internal audit programme is actively reviewed and updated, with outcomes regularly reported to both the management team and trustees to ensure robust oversight. We also maintain a dedicated health and safety intranet page, supporting reporting processes, staff training and awareness initiatives.

4. Ensure physical resources are effectively managed through first-class facilities and IT management.

During the year, we have implemented a new maintenance management system, Collabit, designed to improve oversight and accountability across both facilities and IT infrastructure. This system enables us to track, monitor, and schedule maintenance for fixed assets and technology equipment more efficiently, helping to ensure that our resources remain in optimal condition and are aligned with the needs of our operations.

Information Systems

What we achieved in 2024-25 - Information Systems

1. Ensured IT systems effectively and securely support all organisational objectives.

A hardware lifecycle programme was maintained throughout the year, with monthly reports tracking the status of over 350 assets. These reports helped identify and prioritise overdue replacements and ensured operating systems remained within support periods.

A technology refresh was conducted, involving the rollout of new smartphones, laptops and workstations across multiple sites. This ensured staff had access to up-to-date, secure and efficient devices.

The relationship with our outsourced IT service provider was actively managed to ensure service levels were met. Regular performance reviews and communication improvements were prioritised to maintain high standards of support.

Environmental

What we achieved in 2024-25 - Environmental

1. Continue building environmental considerations into purchasing decisions, and improve energy utilisation efficiency across the EACH estate.

As part of our broader sustainability initiative to reduce our carbon footprint and energy costs, 30kW solar arrays were installed at The Treehouse and Milton. These installations are expected to deliver significant long-term savings, with both sites projected to save between £60,000 and £80,000 in energy costs over the next 20 years, as well as reducing our reliance on grid energy.

We continued to monitor energy consumption across our sites to inform operational decisions and promote energy efficiency.

We refined our reporting methodology by excluding non-mandatory Scope 3 fuel and energy-related emissions, aligning with SECR best practices and focusing on actionable data.

2. Proceed with our trial of electric vehicles at The Nook with a view to extending this to all sites should outcomes prove positive.

Our trial of electric vehicles at The Nook saw positive feedback and delivered encouraging results. We are now moving forward with plans to roll out this initiative across all sites in 2025-26.

What we want to achieve in 2025-26



Care

1. Increase our staff and non-staff capacity to respond to the increasing demand for both end-of-life care and short breaks.
2. Develop our long-term ventilation service.
3. Utilise evidence base to inform our service developments.
4. Provide paediatric palliative care specialist education both internally and externally.
5. Develop our young people's transition services in line with national recommendations.
6. Review functions of the wellbeing provision as part of our care strategy development.
7. Provide clinical support to our strategic hospice sites' expansion at Milton and The Treehouse.
8. Act as a Research Participation Information Centre (PIC).
9. Facilitate co-production opportunities with families to inform and develop care service delivery.
10. Work with Integrated Care Boards (ICBs) to negotiate a combined three-year contractual agreement utilising the NHSE service specification.
11. Enhance our care records' reporting (SystmOne).
12. Review efficacy of General Practitioner contracts.

Fundraising

1. Deliver the total annual income budget of £8 million.
2. Continue to grow new business and develop existing relationships in corporate fundraising, across all counties, to help deliver the total individual income target of £909,000.
3. Deliver charitable trust income of £1,569,136, with a focus on retaining and acquiring multi-year partnerships.
4. Deliver a programme of events and communications for major supporters, to maintain a strong relationship with existing donors and attract a broader base of new supporters, to ensure income of £219,000.
5. Deliver the community fundraising budget of £895,202, by focusing on proactive fundraising, first-class stewardship, supporter journeys, team collaboration and key analysis of current practices and activities.
6. Inspire donors to give through innovative and relative direct mail and regular giving products, to deliver the individual giving budget of £629,124, and to manage our relationship with Local Hospice Lottery to achieve budgeted income of £484,222.
7. Achieve events income of £165,000 with an ROI of 3:1, and recruit new participants and increase sponsorship, by delivering a programme of successful events across East Anglia.
8. Continue to prioritise the donor at the core of all data and supporter care practices for exceptional stewardship, ensuring the team has clean, efficient data and processes for accurate reporting and effective supporter journeys.
9. Deliver a capital appeal to fund The Treehouse expansion project, including an initial private fundraising period in 2025-26 and the development of plans and resources to deliver a public fundraising appeal in 2026-27.

Retail

1. Support staff and volunteers to achieve their goals and enhance line management to guide teams and address performance more effectively.
2. Achieve the annual income budget of £9.9 million, with 2.5% like-for-like growth.
3. Achieve the annual surplus budget of £2.9 million, through implementing tighter expenditure control and reducing non-essential costs.
4. Grow Gift Aid income to £925,258, at 47.1% of donated sales.
5. Grow eCommerce income to £801,671, with 9.9% growth.
6. Grow our trading income to £644,152, including £126,105 of Café '98 income.
7. Open five new shops to reach a total of 57 and continue our shops' refurbishment programme.

People

1. Develop an engaged, collaborative and inclusive working environment conducive to employees' and volunteers' wellbeing, where everyone feels supported, valued and recognised.
2. Develop a more inclusive workplace that embraces equity, diversity and inclusion.
3. Build programmes to support employee retention and talent development, building capabilities beyond current roles.
4. Ensure we have a robust selection, onboarding, induction and training programme for new employees and volunteers, with a view to improving quality, speed, tenure and time-to-effectiveness rates.
5. Develop management capabilities and leadership competencies to ensure all people managers are given appropriate skills development to lead, inspire, motivate and manage to a high standard.
6. Improve our use of technology to increase efficiencies within our HR processes and appropriate data management systems. Work closely with our finance colleagues in implementing a fully integrated HR/ payroll system.
7. Create a learning environment where employees can grow and succeed, and where learning and personal development resources are easy to access at point of need on our learning management system, Learn.
8. Develop EACH as a charity of choice for volunteers, enabling breadth of opportunity and high standard management, support, and an inclusive working environment. Broaden volunteering opportunities in care and refine our Help at Home service offering.

Financial

1. Continue to deliver high-quality financial services to the charity and its subsidiaries, including evaluating impact and opportunities for the implementation of a new organisational strategy.
2. Develop a reporting system to better understand care resource and time utilisation, to measure cost and efficiency of delivering all elements of our service.
3. Develop a new pricing strategy to optimise our statutory funding revenue stream.
4. Produce and deliver an audit tender process for statutory auditors for the 2025-26 audit.
5. Improve the ability to share and analyse management accounts' information.
6. Apply new changes in legislation, specifically around corporate fraud and credit card payment control processes.
7. Track, manage and share key information to support The Treehouse expansion project.
8. Review purchasing processes to ensure cost effectiveness across the charity, including enabling price-negotiation and decision-making skills for new contracts and services.
9. To understand the changes being recommended by the draft Charities SORP, particularly in the areas of income recognition and lease accounting, ensuring systems and processes capture prior-year comparators for 2025-26, for implementation in 2026-27.

Information Systems

1. Continue the refresh of IT hardware and software, ensuring all systems remain within support and security compliance windows.
2. Introduce a new IT Manager role to lead on digital strategy, manage outsourced IT contracts, and identify emerging technologies to enhance service delivery.
3. Maintain a strong focus on information governance to ensure compliance with Data Protection standards.
4. Improve the employee user experience through better support services and training.

Environmental

1. Collaborate with an environmental consultant to develop a comprehensive strategy and carbon reduction roadmap.
2. Implement energy-saving measures identified through the Energy Savings Opportunity Scheme (ESOS) Phase 3 action plan, with a focus on reducing energy use across all sites.
3. Launch behavioural change campaigns and improve site-level energy monitoring to drive down consumption and engage staff in sustainability efforts.
4. Explore further renewable energy initiatives with a view to reducing reliance on grid electricity.

Environmental, Social and Governance

Environmental

Statement of Carbon Emissions

As part of our obligations under the UK Government’s Streamlined Energy and Carbon (SECR) Reporting legislation implemented in April 2019, we have reported all Scope 1 and 2 emissions. We have also reported Scope 3 emissions where credible data is available and can be aligned to the organisation’s overall carbon reduction plan.

2024-25					2023-24	
Emissions Scope/ Activity	Unit	Consumption	Energy Equivalent (kwh)	Carbon Emissions (tonnes CO ₂ e)	Carbon Emissions (tonnes CO ₂ e)	%Change
Total SECR Energy, kwh			2,835,843			
Scope 1 Direct Emissions			1,354,977	269	238	13
Company Facilities - Gas	kwh	1,036,231	1,036,231	190	174	9
Company Vehicles - Cars	miles	72,704	78,627	19	15	30
Company Vehicles - Vans	miles	141,485	240,119	61	50	22
Scope 2 Energy Indirect Emissions			1,239,451	257	233	10
Purchased Energy - Electricity - location based	kwh	1,239,164	1,239,164	257	233	10
Purchased Energy - Cars - location based	miles	849	287	0	0	100
Scope 3 Other Indirect Emissions			241,415	81	88	-8
Transmission & Distribution - Electricity	kwh	1,239,164	0	23	20	12
Transmission & Distribution - Car Electric	kwh	287	0	0	0	100
Business Travel - Cars	miles	224,446	241,415	58	68	-14
Intensity Metric: Per m2 Office Space		12,572			12	
Total Emissions				607	559	9
Intensity Metric				0	0	
Purchased Electricity - Market-based	kwh	1,239,451	1,239,451	257	233	10
Total Emissions - Market-based				607	559	9
Intensity Metric - Market-based				0	0	

Note: Figures have been rounded to the nearest whole number. The above figures represent the organisation’s emissions, in addition to those mandated by SECR. Electricity emissions are given as ‘location-based’ using the UK electricity conversion factor as published by the UK Government for the reporting period. Gas emissions factor is gross CV.

Carbon and energy efficiency actions

We continue to demonstrate our commitment to responsible carbon management and environmental stewardship. We recognise the urgency of the global climate crisis and our responsibility to reduce greenhouse gas emissions.

During the year, our total carbon emissions increased from 559 tCO₂e to 607 tCO₂e. This reflected our operational expansion, including four new retail sites and an increase in employees.

We have implemented initiatives designed to offset this increase and demonstrate progress towards our carbon management commitments, as follows:

- 1. **Operational adjustments** – we continued to prioritise virtual meetings, including therapy and support sessions where appropriate, to reduce travel-related emissions.
- 2. **Energy efficiency in buildings** – we maintained our focus on energy-efficient systems across our sites, actively working to mitigate operational growth.
- 3. **Solar energy deployment** – 30kW solar arrays were installed and made operational at The Treehouse and Milton.
- 4. **Electric vehicle infrastructure** – EV charging points were installed at The Nook, supporting our transition to electric vehicles.
- 5. **Staff engagement** – we continued promoting mindful energy use among staff, supported by site-specific energy usage data.
- 6. **Sustainable procurement** – environmental considerations were factored into procurement decisions, including the replacement of equipment.

- 7. **Monitoring and reporting** – monthly energy consumption is tracked and shared with stakeholders to drive accountability and improvement.
- 8. **Retail circular economy** – our retail shops contributed to the circular economy by recycling donated goods, quantifying and sharing the CO₂ savings from these activities.
- 9. **Zero waste to landfill** – our waste disposal contract ensures that 0% of waste goes to landfill.

Looking ahead, we plan to expand EV charging across the remaining hospices as well as expanding our electric vehicle fleet.

Methodology used in the calculation of disclosures

Our emissions reporting follows the UK Government’s SECR guidelines. We report Scope 1 and 2 emissions, and selected Scope 3 emissions where credible data is available.

Emissions are calculated using BEIS/DEFRA conversion factors, and the reports are verified by a PAS51215-compliant body.

Scope 1 and 2 emissions increased by 13% and 10% respectively, while Scope 3 business travel emissions decreased by 8%. The intensity ratio remains stable at 0.05 tCO₂e per m² of office space.

We remain committed to refining our data collection and reporting processes to support strategic decision making and drive meaningful carbon reductions.



Social

Public Benefit Statement

In setting its objectives and planning its activities and services, the Board has given careful consideration to the Charity Commission’s guidance on the Public Benefit Requirement under the Charities Act 2011. Access to services is based solely on need and no charges are made to families for any services provided.

The Difference We Make

East Anglia’s Children’s Hospices (EACH) delivers all-encompassing, lifelong care that includes a comprehensive range of services to support both bereaved and non-bereaved families. Our aim is to ensure the best possible quality of life for babies, children and young people.

Families want their children to enjoy life, and we believe every young person, including those receiving hospice care, needs the same things to thrive – friendship, fun, family time, activities and laughter.

Our hospices are happy, homely places for children to be children, and a dependable, supportive and restful space for families to be families. Our brilliant team makes every moment count with supportive activities and events, including the simple pleasures of play, water, art, and music.

We have hospices at Milton (Cambridge), The Nook (Norwich) and The Treehouse (Ipswich) all rated ‘Outstanding’ by the Care Quality Commission. Depending on a family’s needs and wishes, we also provide care in the family home, in hospital or the wider community. This ensures every family is somewhere they feel safe and comfortable.

We have a reputation for excellence and working collaboratively, sharing skills and expertise within our teams and in partnership with healthcare colleagues across the sector. We’re able to forge strong, close relationships to ensure the best possible care and support.



The Board considers that the charity meets the two important principles of the public benefit requirement. Below and pages 29 to 31 detail activities carried out by the charity to further its purpose for public benefit, including feedback from families demonstrating the difference the charity’s activities made.

Our range of services includes specialist nursing, therapies and ongoing wellbeing care through all the ups and downs. We provide expert nursing care and short breaks, ensuring one-to-one time for the child at home and in the hospice, and a chance for mums, dads, grandparents and carers to recharge their batteries while having time for themselves, or spending it with their other children, family and friends. Our symptom management nursing service is there with specialist nursing care, advice and support 24 hours a day, seven days a week, wherever the child is being cared for.

Our support also includes physical therapies like occupational therapy, hydrotherapy and physiotherapy, one-to-one and group counselling, art and music therapies, spiritual care and specialist play, as well as family activities and events. We also provide friendship-making opportunities for siblings that can include fun trips to places like the zoo or seaside. We also offer practical help in the family home, from cooking and cleaning to gardening and DIY.

Our planned, coordinated end-of-life care ensures children are as comfortable as possible, and that families have everything they need to feel prepared. Specialist bereavement support is offered to the whole family, individually and in groups, and includes memory days for families to come together and remember their loved ones.



The Nook



Amaya’s story...

Amaya Leighton has Larsen syndrome, and her family – parents Alex and Samara and brothers Korben and Xander – have been supported by EACH since 2018.

Ten-year-old Amaya loves spending time with the care team at The Nook, and, despite having separation anxiety, has built her way up to having overnight stays. It means Alex and Samara can take a well-earned break, allowing them to spend precious time with Korben and Xander.

“In the early years of Amaya’s life, it was very difficult to get the support we needed,” said Alex. “Then EACH came into our lives, and it’s made the world of difference ever since.

“Amaya started with six-hour home care sessions, when EACH was still based at Quidenham, and it gave us a chance to do things with her big brother, Korben. From there, Amaya started having day-care sessions at The Nook, following its opening in 2019.

“We then started staying overnight, as a family, which meant we got the best of both worlds. Amaya had separation anxiety, so it was hard for us to leave her for long periods of time, but it meant we could pop out and do things with Korben.

“Those stays were great, and now we’ve hit a real milestone, whereby Amaya is happy to stay overnight on her own. She loves it and enjoys giving the staff the runaround!”

In addition to Amaya’s care, Korben also enjoys attending special sibling days, organised for the brothers and sisters of children receiving care.

“It’s great for him and something he thoroughly enjoys, because it allows him to spend time with other children his age – youngsters in a similar situation, with similar things going on at home,” said Alex.

“Those days are a great help, and, as a family, I honestly don’t know what we’d do without EACH. Amaya’s care allows us to go out and do things, temporarily stepping away from our responsibilities as full-time carers.

“It’s very strange when she’s not at home, especially overnight, because one of us always has to sleep in her room with her. However, it allows us to recharge our batteries, and we know she’s in safe hands, being looked after by some amazing, friendly, helpful and supportive people. We have complete trust in them and, over the course of time, have built up some fantastic relationships with the team.”

Milton



Poppi's story...

Poppi Frisby had a type of cancer called Ewing sarcoma and died at Milton in February 2024. The tumour was in her pelvis, but it was aggressive and spread to her lungs.

She was diagnosed in October 2022, and, soon after, the family were referred to EACH. Despite initial concern, it proved a game-changer, and Poppi's parents, Ian and Sam, say they will forever be thankful for the support they received, along with daughters Rubi, 15, and Daizi, 12.

"EACH was mentioned soon after the diagnosis, but I was scared and reluctant to start with," said Ian. "To me, the word 'hospice' meant one thing – death. I was in denial and didn't want to listen."

"Initially, I fought and resisted the idea but eventually agreed to go to Milton. Poppi did an art activity while we were shown around, and, from that moment, my opinion and world changed."

"Far from being dark and depressing, I realised the hospice was the most beautiful place, full of the warmest, most amazing people – people I respect so much. There was no pressure to do anything we didn't want to do. No-one questioned or judged us or made us feel uncomfortable."

"Instead, the EACH care team told us they were there to look after us. It was all about us, ensuring we had maximum time to make precious memories, and their kindness and support was remarkable."

Ian and Sam, who also have three older daughters, Sapphire, Chrystal and Jasmin, believe Poppi might have died before February 2024, had it not been for the exceptional care she received at Milton. The family stayed at the hospice twice, including for end-of-life care, and attended other events, including EACH's Christmas Winter Wonderland.

"It gave her the spirit to fight on, giving us extra time to create so many beautiful memories, like pieces of artwork and handprints," said Sam. "No-one can take them away from us, and, for that, we'll always be grateful. The last couple of years have been truly dreadful, but it would have been so much worse without EACH. It's unimaginable, and I don't think we'd have coped."

"During our first stay, I remember there was a little girl receiving end-of-life care. Everything was so private, dignified and respectful, and I remember feeling reassured by that. It gave me a degree of comfort, knowing we'd be going through the same thing in the near future."

The Treehouse



Henry's story...

Henry Knights has a type of brain injury called Hypoxic-ischemic-encephalopathy (HIE). It followed prolonged complications at birth, during which time he was starved of oxygen.

Henry needed to be resuscitated after being born, and he spent the first week of his life in the Neonatal Intensive Care Unit at Addenbrooke's Hospital, in Cambridge. At the time, Henry's prognosis looked bleak, and he was referred to EACH for palliative care. Miraculously, he continues to shine.

Mum Sally says EACH has become a significant part of Henry's journey, as well as being an enormous source of comfort and support.

"In such difficult circumstances, everyone at The Treehouse helped us create a bond, and it felt such a safe environment, right from the beginning. It felt like a second home, and all of the staff, medical professionals or not, have been so wonderful in the way they've helped us feel like a family."

"Everyone is so welcoming, and nothing's ever too much trouble. Just coming here for lunch and hydrotherapy may sound a very ordinary, menial thing, but it's become such an important part of our routine. It means so much and isn't something I take lightly or for granted."

"Without EACH, the last year and a half would have looked very different, in terms of the way we function as a family, my mental health, and the hydrotherapy, physiotherapy, music therapy and specialist play Henry enjoys. That early intervention, giving him access to such incredible things, has made a real difference in terms of the way he makes sense of the world."

One of the things Henry finds especially beneficial is hydrotherapy, and he has regular swims with an EACH Physiotherapist. The warm water, and state of buoyancy, improves his muscle tone and helps strengthen his limbs and joints.

"Being able to give him to someone who knows immediately how to handle him, means so much to me," said Sally. "For every other part of his life, I'm at the forefront, because he needs much more care and attention than a typical child. Here, it's lovely to step back and watch, and it gives me a sense of relaxation, knowing he's safe and so well looked after. Being able to hold him in the water is also very beautiful. I love it, and they're memories I'll cherish forever."

Engagement with Stakeholders and Business Conduct

The Trustees consider they have complied with their duties in section 172 of the Companies Act (2006), by acting in good faith and focusing on the organisation’s charitable purpose in the short and long term regarding all stakeholders who interact with the charity. Activities have included:

Children, young people and families

We continually engage with and seek feedback from the children, young people, and families we provide care and support to, in order to guide the development of our services. Our methods for engagement include: Family Forums, e-newsletters, an online feedback form, a dedicated ‘Family Zone’ section of our website with digital resources, face-to-face interaction, text messaging, surveys, and printed materials.

Supporters

We are committed to ensuring we build the best possible relationships with our supporters.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH. Our policy and processes identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

Our Fundraising Standards

We are registered with the Fundraising Regulator and are committed to our Fundraising Promise.

The Board of Trustees, our Management Executive and staff are committed to ensuring we build the best possible relationships with our supporters; relationships built on trust and respectful fundraising practices.

We strive to ensure giving to our charity is the great experience we believe it should be.

With the help of our valued fundraising volunteers, we undertake a diverse range of income generation activities including: events, trust fundraising, corporate fundraising with businesses, community fundraising with individuals and groups, legacy giving, and direct marketing. Our direct marketing includes letter, telephone, and face-to-face communications to promote our lottery and direct debit programmes, and we engage the services of partner agencies to gain the best value for money and to ensure reliable high-quality delivery.

We inform our fundraising partners of their obligations to ensure fundraising in our name is conducted to the highest possible standards.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH, including supporter feedback, complaint ratios and regular activity reviews.

We regularly evaluate our policies and procedures.

Guidance for fundraising on protecting vulnerable supporters is followed across all our fundraising activities and our fundraising agencies are trained on protecting vulnerable people. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

For full details of our supporter standards, visit:

www.each.org.uk/complaints-supporter-standards-and-data-protection.

Suppliers

We have policies and standard operating procedures in place to ensure we maintain fair and professional relationships with all our suppliers, including to allow and control fair tender process and supplier selection.

Employees

We are Investors in People accredited and employee engagement is a key priority. We aim to proactively seek regular feedback from employees, and to capture the ‘voice’ of volunteers where we can. A full employee survey will be delivered in 2025-26, followed by the implementation of related action planning.

Our organisation’s Values were refreshed to be more inclusive (page 6) and to enable us to be an effective, ambitious and inclusive charity where everyone feels heard, respected, and can thrive. A cross-functional employee EDI committee was established during the year to work collaboratively on building a more inclusive culture, with regular progress updates shared with employees and volunteers.

We have a strong employee communication approach, with managers holding regular one-to-ones with staff and formal team meetings. In addition, a weekly communication from our Chief Executive is appreciated, together with periodic employee/director communication opportunities where two-way discussion is encouraged. We hold ‘meet the

management team’ sessions for our new starters and are fortunate to have Trustees who regularly attend our sites and meet employees.

We also communicate to our volunteers via regular e-newsletters and showed our appreciation though special thank-you events. We also have an active Health and Safety (H&S) committee which is a cross-functional group with responsibility for reviewing and learning from any H&S incidents.

Our employees’ health and wellbeing are an important priority with regular wellbeing updates and resources available to managers and employees. In early 2025, we launched a new employee health cash plan scheme to help promote health and wellbeing in the workplace. We appreciate the enormous commitment our employees demonstrate via informal and formal recognition schemes. Long tenure is also recognised for our loyal volunteers.

Trustees receive high quality management information and are supported in their decision-making processes to enable them to lead on developing the organisation’s long-term strategy. Our activities are highly regulated, and we maintain the highest levels of business conduct with effective internal controls. All three hospices are rated as ‘Outstanding’ by the CQC. There is effective monitoring of income and expenditure, with regular reporting at all levels up to and including the Board. Clear terms of reference exist for our Board and its various committees, with reviews of Board effectiveness and a policy on Board rotation. All our work is underpinned by our organisational values of Empathy, Understanding and Inclusion, Open, Respectful and Accountable, Make it Happen, and Commitment to Quality.

Governance

Constitution

EACH was incorporated as a private limited company by guarantee without share capital and is governed by the Articles of Association dated 20th June 2024.

The charity has three wholly owned subsidiaries:

- East Anglia’s Children’s Hospices (Trading) Limited; a private limited company governed by the Memorandum and Articles of Association dated 31st July 2014 as amended.
- Stable Trading Limited; a private limited company by guarantee and without share capital governed by the Memorandum and Articles of Association dated 1st February 1991 as amended. This company is currently dormant.
- Children’s Hospice for the Eastern Region; a private limited company without share capital governed by the Memorandum and Articles of Association dated

24th December 1992 as amended. This company is currently dormant.

EACH is governed by the Board of Trustees who are drawn from a variety of backgrounds and meet quarterly. The Board is responsible for setting the strategic direction of the charity. There is an approved scheme of delegation which enables decisions and actions to be taken by committees and the Management Executive. The Board Committees are:

- Clinical Governance Committee.
- Finance and Income Generation Committee.
- Audit, Risk and Compliance Committee.
- Human Resources Committee.

The Board has determined that the following powers are reserved to itself:

- Determine overall strategic direction.
- Approve strategic objectives.
- Approve Vision, Mission and Values.
- Approve strategy.
- Oversight of the charity’s operations and review of performance in the light of the strategic objectives, strategic plans and budgets.
- Appoint/remove Trustees/Directors.
- Appoint/remove co-opted Trustees/Directors.
- Agree role descriptions for Trustees/Directors.
- Agree role descriptions for Chair.
- Agree role descriptions for Deputy Chair.
- Appoint and remove committee Chairs.
- Appointment, removal, the terms of service and remuneration applying to the Chief Executive.
- The terms of service and remuneration policy applying to the Executive Directors.
- Annual review of salaries and award (if not within budget).
- Appoint and remove Company Secretary.
- Review Chief Executive performance (annual appraisal and interim review).
- Review Trustee/Director performance annually.
- Plan for Trustee/Director succession.
- Board Development.
- Determining Trustee Code of Conduct and compliance therewith.
- Approve amendments to Articles of Association.
- Establish and review governance structure (committees).
- Agree terms of reference for committees.
- Agree annual schedule of business for the Board.
- Approved Governance Framework.
- Approve Gender Pay Gap Reporting.
- Review and register reported conflicts of interest declarations.

- Review and register declarations of related party transactions.
- Review and action Fit and Proper Persons' Declaration.
- Approve changes to Accounting Policies.
- Approve Budgets.
- Agree Financial Auditing Arrangements.
- Appoint Insurance Advisors.
- Appoint Investment Advisors.
- Approval of Investment Policies.
- Approval of Loans to Subsidiary Companies.
- Open new bank accounts.
- Approve Signing Authority Delegations.
- Approval of Annual Report and Accounts.
- Annual assessment of strategic risks.
- Overall review of risk and gaps.
- Determining process for dealing with complaints.
- Approve appointment of EACH representatives to external bodies.
- Acquisition, disposal or change of use of land or buildings with the exception of the delegated power relating to appropriation of property from legators.
- The introduction, extension or discontinuance of any significant activity or operation and the entering of any transaction that is material strategically or by reason of size.
- Approval of action on legal and arbitration proceedings (including tribunal or alternative dispute resolutions (ADR) involving the charity).
- Delegations of Powers.
- Approval of urgent decisions between Board Meetings. The Chair will involve other Trustees at their discretion and all decisions taken in this way will be reported back to the Board.
- Ratification of any Urgent Action Decisions taken by the Chair.
- The Board may immediately reassume any power delegated by it to the Chief Executive should the need arise.

Trustees serving during the year, appointment and induction

New Trustees undergo an induction programme which involves visiting the various parts of the organisation, meeting with managers and staff, and observing at first-hand the business of the charity. Trustees' training requirements are reviewed on an annual basis.

During the year, Trustee attendance at Board meetings was 82% (2024: 78%) which reflects the strategic intention to improve the attendance figure as noted in last year's report.

In accordance with the Articles of Association, Trustees retire after a three-year term and can offer themselves for re-election and if re-elected may continue in post for up to nine years.

The Trustees take into account the Charity Commission's recommendation that the total length of office should not normally exceed nine years; however, the total period of appointment may be varied in any particular case if the other Trustees, then serving, determine that it would be in the interests of the charity to do so. The names of all Trustees are listed on page 59. Periodically, the Board is assessed on skills, qualifications and experience to identify strengths, gaps and areas for development.

EACH Management Executive (MEX)

The Management Executive (MEX) is headed by a Chief Executive who is supported by the Director of Care, Director of Finance, Director of Fundraising, Director of People and Director of Retail.

Executive Directors in post:

Chief Executive
Kevin Clements

Director of People and Deputy Chief Executive
Nicky Kendrick

Director of Care
Helen Finlinson

Director of Finance
Ruth Kiani

Interim Director of Fundraising
Laura Savory

Director of Retail
Ian Nicolson

The Executive Directors are not directors within the meaning of the Companies Act with the exception of Ruth Kiani and Ian Nicolson, who are directors within the meaning of the Companies Act for the subsidiary company East Anglia's Children's Hospices (Trading) Ltd. Ruth Kiani also acts as Company Secretary for East Anglia's Children's Hospices.

The Board last undertook a review of the salaries of the Executive Directors in 2024 drawing upon benchmarking of similar organisations. The Board further agreed that the salaries of Executive Directors would be reviewed through a similar benchmarking exercise on a biennial basis with the next review due in 2026.

Umbrella groups

The charity is a member of both Hospice UK and Together for Short Lives, who function as umbrella organisations providing advice and support to member bodies in the field of palliative care. Together for Short Lives also operates a national fundraising scheme, of which EACH is a participant.

Partnership working

EACH works in partnership with a variety of statutory and voluntary organisations engaged in providing care and support to children with life-threatening illnesses. Key partnership organisations are:

- **The East of England Managed Clinical Network (MCN).** EACH hosts this service which provides out-of-hours access to specialist medical support and advice, provides education, and develops and promotes good practice guidance. It comprises one children's palliative care specialist team (The Regional Advice and Facilitation Team, Addenbrookes), one tertiary centre, three level 3 NICUs and 15 district general hospitals.
- **Community NHS Trusts**, including Norfolk Community Health and Care NHS Trust, Cambridge and Peterborough NHS Foundation Trust, and North and Mid and West Essex NHS Community Services.
- **NHS England and County Council Commissioners**, including NHS Suffolk & North East Essex ICB, NHS Mid and South Essex ICB, NHS Hertfordshire & West Essex ICB, NHS Norfolk and Waveney ICB, NHS Cambridgeshire and Peterborough ICB, and Norfolk County Council.
- **Other children's hospices**, including Keech Hospice Care in Bedfordshire, Haven House Hospice in West Essex and Little Havens in South Essex.
- **Adult hospices**, including St Elizabeth Hospice in East Suffolk, St Nicholas Hospice in West Suffolk, St Helena Hospice in North Essex, Arthur Rank in Cambridgeshire, Sue Ryder Thorpe Hall Hospice in Peterborough, Priscilla Bacon Hospice in Norfolk and Tapping House in Kings Lynn, Norfolk.

EACH staff participate in the following external groups:

East of England Palliative & End of Life Care Strategic Clinical Network.
The palliative and end of life care network provides strategic leadership and expert clinical support to Integrated Care Boards and providers of palliative and end-of-life care in the East of England. The network is focused on a number of local priorities, as well as supporting the national palliative and end-of-life care strategy and the NHS long-term plan. The EACH Medical Director is CYP PEOLC Lead and attends this in their capacity as chair of the MCN.

East of England Managed Clinical Network for Paediatric Palliative Care.
The East of England Children's Palliative Care Managed Clinical Network (MCN) covers the counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. The MCN brings together lead clinicians in children's palliative care, considers standards of clinical practice and wellbeing services, and facilitates a programme of education and training events.

East of England Children's Palliative Care Forum and county-based palliative care network forums.
These groups are responsible for developing and implementing the priorities of the Managed Clinical Network. The Regional Forum is attended by the EACH Medical Director, Head of Nursing and Therapies and our Business Development Manager. The county-based network forums, where in place, are attended by the EACH Matrons and Clinical Education Lead.

Quality Account

Under the Health Act 2009 and the NHS (Quality Accounts) Regulations 2010, there is a requirement for EACH to submit a Quality Account to the Secretary of State for Health. Quality Accounts are an annual statement from healthcare providers designed to demonstrate an organisation's approach to ongoing quality improvement. The report is available to view on the EACH website.

Other disclosures

The charity makes no grants to other organisations, has no social investment programme, holds no assets as a custodian Trustee and does not have powers to invest on a total return basis. No charity funds are in deficit.

There are no uncertainties regarding the charity's going concern basis. Pension commitments are described in note 7 to the financial statements.

Trustees' Responsibility Statement – Group and Charitable Company

Statement of Directors' Responsibilities

The Trustees (who are also directors of East Anglia's Children's Hospices for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the group and 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 group and 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 group and charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

The appointment of the auditors for the forthcoming financial year will be determined following a planned tender process.

BY ORDER OF THE BOARD

Brad McLean

Chair

Date: 14th July 2025

Consolidated Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31st March 2025

	Note	General £	Designated £	Restricted £	2025 Total Funds £	2024 Total Funds £
Income:						
Donations		3,562,988	-	124,065	3,687,053	4,374,187
Trust income		1,295,378	-	1,450,126	2,745,504	2,019,786
Legacies		1,757,157	-	1,327,198	3,084,355	3,031,491
Donations and legacies:		6,615,523	-	2,901,389	9,516,912	9,425,464
Income from charitable activities	1	3,002,568	-	231,885	3,234,453	2,909,688
Income from retail and other trading activities	1	8,896,276	-	-	8,896,276	8,202,244
Investment income	11	639,200	-	-	639,200	500,969
Other income		95,538	-	-	95,538	110,492
Total income		19,249,105	-	3,133,274	22,382,379	21,148,857
Expenditure:						
Fundraising	2	2,134,172	-	-	2,134,172	1,933,497
Costs of goods sold and retail costs	2	7,057,668	-	-	7,057,668	5,892,172
Investment management costs	2	20,580	-	-	20,580	20,306
Cost of raising voluntary income		9,212,420	-	-	9,212,420	7,845,975
Expenditure on charitable activities	3	8,589,618	-	1,970,277	10,559,895	9,686,930
Total expenditure	2	17,802,038	-	1,970,277	19,772,315	17,532,905
Net income from operational activities for the year		1,447,067	-	1,162,997	2,610,064	3,615,952
Net gains on investments		67,866	-	-	67,866	250,592
Revaluation of investment asset		-	-	-	-	11,750
Net income for the year		1,514,933	-	1,162,997	2,677,930	3,878,294
Transfers between funds	20	(1,351,948)	1,587,759	(235,811)	-	-
Net movement in funds		162,985	1,587,759	927,186	2,677,930	3,878,294
Reconciliation of funds:						
Total funds brought forward		1,319,548	32,030,151	44,309	33,394,008	29,515,714
Total funds carried forward		1,482,533	33,617,910	971,495	36,071,938	33,394,008

All amounts relate to continuing activities of the group.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The notes to the accounts are shown on pages 43-58.

Consolidated and Charity Balance Sheet as at 31st March 2025

	Notes	Group		Charity	
		2025 £	2024 £	2025 £	2024 £
Fixed assets					
Tangible assets	10	16,344,613	15,985,028	16,344,614	15,985,029
Intangible assets	9	11,205	18,284	11,205	18,284
Investments	11	4,747,111	4,608,184	4,747,111	4,608,184
		21,102,929	20,611,496	21,102,930	20,611,497
Current assets					
Stock		79,604	50,651	-	-
Debtors	16	2,695,933	3,164,251	2,731,163	3,315,082
Cash	26	14,187,554	11,326,499	14,181,686	11,202,268
		16,963,091	14,541,401	16,912,849	14,517,350
Liabilities					
Creditors due within one year	17	(1,994,082)	(1,758,889)	(1,943,842)	(1,734,840)
Net current assets		14,969,009	12,782,512	14,969,007	12,782,510
Total net assets		36,071,938	33,394,008	36,071,937	33,394,007
The funds of the charity:					
Restricted income funds	20	971,495	44,309	971,495	44,309
Designated funds	20	16,951,547	15,723,373	16,951,547	15,723,373
General funds	20	1,482,533	1,319,548	1,482,532	1,319,547
Capital Reserve	20	16,666,363	16,306,778	16,666,363	16,306,778
Total unrestricted		35,100,443	33,349,699	35,100,442	33,349,698
Total funds	20	36,071,938	33,394,008	36,071,937	33,394,007

Approved by the Board of Directors and signed and authorised for issue on their behalf by:

Bradley McLean
Chair
14th July 2025
East Anglia’s Children’s Hospices
Charity Number: 1069284, Company Number 03550187
Registered in England & Wales in the United Kingdom
The notes to the accounts are shown on pages **43-58**.

Consolidated Cash Flow Statement for the year ended 31st March 2025

	Notes	Group		Charity	
		2025 £	2024 £ (restated)	2025 £	2024 £ (restated)
Cash flows from operating activities:	24	3,453,019	2,808,736	3,571,382	2,689,968
Cash flows from investing activities:					
Dividends, interest and rents from investments		639,200	500,969	639,200	500,969
Proceeds from sale of property, plant and equipment		8,350	21,063	8,350	21,063
Purchase of property, plant and equipment	10	(1,168,451)	(836,288)	(1,168,451)	(836,288)
Proceeds from sale of investments		2,180,933	2,031,068	2,180,933	2,031,068
Purchase of investments	11	(2,269,212)	(2,100,935)	(2,269,212)	(2,100,935)
Net cash used investing activities		(609,180)	(384,123)	(609,180)	(384,123)
Change in cash and cash equivalents in the reporting period		2,843,839	2,424,613	2,962,202	2,305,845
Cash and cash equivalents at the beginning of the reporting period	25	11,370,037	8,945,425	11,245,806	8,939,961
Cash and cash equivalents at the end of the reporting period	25	14,213,876	11,370,038	14,208,008	11,245,806

The notes to the accounts are shown on pages **43-58**.

Independent Auditor’s Report to the Members of East Anglia’s Children’s Hospices for the year ended 31st March 2025

Opinion

We have audited the financial statements of East Anglia’s Children’s Hospices (the ‘parent charitable company’) and its subsidiaries (the ‘group’) for the year ended 31st March 2025, which comprise the Group Statement of Financial Activities (incorporating an income and expenditure account), the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland.”

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees’ Annual Report, other than the financial statements and our auditor’s report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees’ Annual Report, incorporating the Strategic Report and the Directors’ Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors’ Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors’ 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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company’s 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 in the Trustees’ Report, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the group and the parent charitable company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the group and the parent charitable company this included employment law, financial reporting and health & safety.

The risks were discussed with the audit team, and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified, these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were in accordance with accounting standards and correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings to ensure any matters of non-compliance identified and reported to Trustees were adequately dealt with.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We have reviewed any correspondence with the Charity Commission and other regulators, such as the Care Quality Commission, and reviewed the procedures in place for the reporting of incidents to the Trustee Board, including serious incident reporting of any such matters if necessary.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation as to what extent the audit was considered capable of detecting irregularities, including fraud.

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of this 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, for our audit work, for this report, or for the opinions we have formed.

Shaun Jordan ACA
(Senior Statutory Auditor)
For and on behalf of
PRICE BAILEY LLP

Chartered Accountants Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge, CB4 0WZ.

Notes to the Financial Statements for the year ended 31st March 2025

1 Income

Income from Charitable Activities	2025 £	2024 £
Community and hospice-based service delivered from EACH Milton	913,067	854,312
Community and hospice-based service delivered from EACH The Nook	1,437,644	1,320,104
Community and hospice-based service delivered from EACH The Treehouse	883,742	735,272
	3,234,453	2,909,688
Statutory Funds Received for Charitable Activities	2025 £	2024 £
NHS England Children's Hospice Grant	1,093,000	1,069,063
NHS England Capital Funding	231,885	-
Block funding from Integrated Care Boards and County Councils	1,268,830	1,282,505
Continuing Care Funding	640,738	558,120
	3,234,453	2,909,688
All income from charitable activities in both the current and previous year relate to statutory income for the provision of services and capital funding as provided by the government.		
During the year, the charity received Children's Hospice grant funding directly from NHS England. The total amount awarded amounted to £1,093,000 (2024: £1,069,063). The full amount of the grant was spent during the year.		
Income from retail and other trading activities	2025 £	2024 £
Charity Shop Sales	8,184,028	7,732,820
Other	712,248	469,424
	8,896,276	8,202,244

2 Analysis of expenditure

Expenditure	2025			2024		
	Direct costs £	Support costs £	Total costs £	Direct costs £	Support costs £	Total costs £
Raising funds						
Fundraising and publicity	1,872,173	261,999	2,134,172	1,723,651	209,846	1,933,497
Retail and trading	6,227,533	830,135	7,057,668	5,249,349	642,823	5,892,172
Investment management	20,580	-	20,580	20,306	-	20,306
	8,120,286	1,092,134	9,212,420	6,993,306	852,669	7,845,975
Charitable activities						
Community and hospice-based service delivered from:						
EACH Milton	2,986,924	411,940	3,398,864	2,818,960	339,106	3,158,066
EACH The Nook	3,645,156	476,392	4,121,548	3,434,923	417,907	3,852,830
EACH The Treehouse	2,627,951	411,532	3,039,483	2,392,210	283,824	2,676,034
	9,260,031	1,299,864	10,559,895	8,646,093	1,040,837	9,686,930
Total	17,380,317	2,391,998	19,772,315	15,639,399	1,893,506	17,532,905

3 Charitable funding requirement

Community and hospice-based service delivered from:	EACH Milton £	EACH The Nook £	EACH The Treehouse £	EACH Total £	Percentage of cost
Cost of charitable activities 2025	3,398,864	4,121,548	3,039,483	10,559,895	-
Income from statutory organisations	913,067	1,437,644	883,742	3,234,453	31%
Fundraising requirement	2,485,797	2,683,904	2,155,741	7,325,442	69%
Cost of charitable activities 2024	3,158,066	3,852,830	2,676,034	9,686,930	-
Income from statutory organisations	854,312	1,320,104	735,272	2,909,688	30%
Fundraising requirement	2,303,754	2,532,726	1,940,762	6,777,242	70%

4 Analysis of support costs

Support costs 2025	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	141,841	15,090	91,854	10,833	2,381	261,999
Trading: costs of goods sold and other costs	432,685	67,655	250,844	70,030	8,921	830,135
	574,526	82,745	342,698	80,863	11,302	1,092,134
Milton service	279,356	32,196	95,427	-	4,961	411,940
The Nook service	310,862	39,074	120,286	-	6,170	476,392
The Treehouse service	289,727	28,193	89,205	-	4,407	411,532
Charitable activities	879,945	99,463	304,918	-	15,538	1,299,864
Total support costs	1,454,471	182,208	647,616	80,863	26,840	2,391,998

Support costs are apportioned on the basis of staff costs.
Governance costs are comprised of audit fees and accountancy fees £26,840 (2024: £22,701)

Support costs 2024	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	121,633	7,995	64,039	14,111	2,068	209,846
Trading: costs of goods sold and other costs	338,121	29,252	208,640	59,873	6,937	642,823
	459,754	37,247	272,679	73,984	9,005	852,669
Milton service	223,524	18,647	92,518	-	4,417	339,106
The Nook service	275,229	21,577	115,610	-	5,491	417,907
The Treehouse service	185,159	14,704	80,173	-	3,788	283,824
Charitable activities	683,912	54,928	288,301	-	13,696	1,040,837
Total support costs	1,143,666	92,175	560,980	73,984	22,701	1,893,506

5 Analysis of staff costs

Staff costs	2025 £	2024 £
Wages and salaries	11,653,427	10,317,095
National Insurance	1,091,739	948,560
Pension costs	883,062	777,400
Total staff costs	13,628,228	12,043,055

The charity trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiaries in the year. Expenses paid to trustees are detailed in note 23.

6 Staff

Staff full-time equivalents and headcount	2025		2024	
	Headcount	Full-Time Equivalent	Headcount	Full-Time Equivalent
The average number of staff employed in the year was:				
Direct charitable services	190	163	193	161
Fundraising services	28	25	26	24
Retail	165	117	152	103
Support services	35	30	35	28
Total	418	335	406	316

Key management personnel and higher paid employees

The key management personnel comprise of the trustees and the management executive who are the; Chief Executive, and the Directors of: Care, Retail, People, Fundraising and Finance.

Key management personnel	2025 £	2024 £
Employee benefits of key management personnel:		
Salary	643,912	572,356
Employers' pension contribution	34,141	37,124
Employers' National Insurance payments	74,513	71,035

The table below shows the number of staff with employee benefits over £60,000, classified within bands of £10,000. Employee benefits include all remuneration, salary, benefits and termination payments made but exclude pension contributions. The figures relate to payments made in the financial year and include both current employees and individuals who left employment during the year.

Higher paid employee salary bands and pension	2025	2024
£60,000-£69,999	6	4
£70,000-£79,999	3	1
£80,000-£89,999	1	4
£90,000-£99,999	2	1
£110,000-£119,999	1	-
£130,000-£139,999	-	1
£170,000-£179,999	1	-
	£	£
Pension contribution of higher paid employees	96,010	77,060

During the year, termination payments were made to four members of staff at a cost of £170,088 (2024: one member of staff at £52,000). These were approved by the Board of Trustees where required.

7 Pension cost

The charity operates a ‘group personal pension plan.’ The assets of the scheme are held separately from those of the charity in an independently administered fund. In addition, the charity made contribution to the NHS pension scheme in respect of certain employees. Whilst the NHS scheme is a defined benefit scheme, it is a multi-employer scheme for which the charity’s share of the underlying assets and liabilities cannot be identified; it is therefore accounted for as a defined contribution scheme in accordance with FRS102. The charity’s contribution to these schemes is therefore charged to the statement of financial activity when due.

At 31st March 2025: £130,513 (2024: £115,771) in pension contributions was due to be paid to pension providers.

	2025	2024
	£	£
Total pension scheme contributions:	883,062	777,400
Pension contribution included in creditors:	130,513	115,771

8 Net income

Net income	2025	2024
	£	£
Net income is stated after charging:		
Depreciation and amortisation	814,673	841,498
Auditor’s remuneration:		
- for audit services	26,350	22,700
- for other services	1,500	750
(Gain)/Loss on disposal of fixed assets	(6,908)	9,231
Operating lease rentals	27,481	19,296
Operating leases for property	1,176,578	1,043,639

9 Intangible assets

Group and charity intangible assets	Website Development £	Total £
Cost		
At start of year	33,600	33,600
Additions	-	-
Disposals	-	-
At end of year	33,600	33,600
Amortisation		
At start of year	15,316	15,316
Charge for the year	7,079	7,079
Transfer in	-	-
Eliminated on disposal	-	-
At end of year	22,395	22,395
Net book value at the end of the year	11,205	11,205
Net book value at the start of the year	18,284	18,284

10 Tangible assets

Group and charity fixed assets	Leasehold Property £	Freehold Property £	Equipment & Vehicles £	Total £
Cost				
At start of year	3,426,638	14,347,490	4,902,325	22,676,453
Additions	405,854	201,317	561,280	1,168,451
Disposals	-	-	(154,175)	(154,175)
Transfers	8,000	16,291	(24,291)	-
At end of year	3,840,492	14,565,098	5,285,139	23,690,729
Depreciation				
At start of year	374,696	2,571,142	3,745,587	6,691,425
Charge for the year	66,796	280,985	459,644	807,425
Eliminated on disposal	-	-	(152,734)	(152,734)
Transfers	-	68	(68)	-
At end of year	441,492	2,852,195	4,052,429	7,346,116
Net book value at the end of the year	3,399,000	11,712,903	1,232,710	16,344,613
Net book value at the start of the year	3,051,942	11,776,348	1,156,738	15,985,028

11 Investments: Group and Charity

Investment movements - stocks and shares	2025 Market value £	2024 Market value £
Market value at beginning of year	4,242,894	3,922,436
Additions at cost	2,269,213	2,100,935
Disposals at opening book value	(2,160,501)	(1,924,720)
Unrealised gains on revaluation	47,432	144,244
Market value at end of year	4,399,038	4,242,894
Cash held on investment portfolio	26,322	43,538
Total portfolio market value including cash	4,425,360	4,286,433

Investment Categories - stocks and shares	2025		2024	
	Cost £	Market Value £	Cost £	Market Value £
Investment Trusts	736,439	692,776	811,554	1,064,285
UK Equities	515,851	473,334	584,067	734,114
Overseas Equities	1,424,199	1,520,467	796,587	854,375
Funds	1,237,124	1,270,610	813,364	732,492
Exchange Traded Funds	60,767	196,846	514,252	678,261
Bonds	254,937	245,005	179,322	179,366
	4,229,317	4,399,038	3,699,147	4,242,894
Cash	26,322	26,322	43,538	43,538
	4,255,639	4,425,360	3,742,685	4,286,433

Investment income	2025 £	2024 £
Investment income from listed investments	99,696	95,020
Bank interest for the year	539,504	405,949
	639,200	500,969

All Investments	2025		2024	
	Cost £	Market Value £	Cost £	Market Value £
Stocks and Shares	4,255,639	4,425,360	3,742,685	4,286,433
Land held for investment	258,750	321,750	258,750	321,750
Investment in trading subsidiary	1	1	1	1
	4,514,390	4,747,111	4,001,436	4,608,184

12 Financial performance of the charity

East Anglia's Children's Hospices Charity No. 1069284, Company No. 03550187, registered in the UK	2025 £	2024 £
Income	21,822,824	20,797,910
Gift Aid from trading subsidiary	298,235	180,317
Total expenditure	(19,510,995)	(17,362,275)
Investment gain	67,866	262,342
Net income	2,677,930	3,878,294
Total funds brought forward	33,394,007	29,515,713
Total funds carried forward	36,071,937	33,394,007
Represented by:		
Restricted funds	971,495	44,309
Unrestricted funds	35,100,442	33,349,698
Total Funds	36,071,937	33,394,007

13 Financial performance of the trading subsidiary

East Anglia's Children's Hospices (Trading) Ltd Company No. 09155768, registered in the UK	2025 £	2024 £
Turnover	589,170	352,447
Cost of sales	(233,164)	(171,974)
Gross profit	356,006	180,473
Operating expenses	(57,771)	(156)
Profit on ordinary activities	298,235	180,317
Gift Aid donated to the charity	(298,235)	(180,317)
Profit for the financial year being the retained profit for the year	-	-
Balance Sheet		
Assets	105,175	175,931
Liabilities	(105,174)	(175,930)

14 Trading Subsidiary - Stable Trading Limited

(company no. 02593818, UK registered)

Stable Trading Limited is a company limited by guarantee which is under the control of the directors of East Anglia's Children's Hospices. The subsidiary's main purpose was to sell goods to raise funds for the charity. In 2014, the subsidiaries' activities were transferred to the charity. There are no results or activities to report for this company. The company is dormant.

15 Subsidiary - Children's Hospice for the Eastern Region (CHER)

(company no. 02776381, UK registered)

The Children's Hospice for the Eastern Region is a dormant company wholly owned by East Anglia's Children's Hospices. There are no results or activities to report for this company. The company is dormant.

16 Debtors and contingent assets

Debtors	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	146,668	183,642	133,568	182,592
Amount owed by group companies	-	-	54,934	151,881
Taxation recoverable	815,028	677,379	815,028	677,379
Prepayments	701,422	599,926	701,422	599,926
Accrued income	1,012,036	1,672,166	1,005,432	1,672,166
Other debtors	20,779	31,138	20,779	31,138
	2,695,933	3,164,251	2,731,163	3,315,082

Notified legacies are recognised as accrued income when their value is known with a degree of certainty. Where legacies have been notified but their value remains uncertain, they are treated as contingent assets. At the balance sheet date, contingent legacy assets were estimated to be £2,631,448. (2024 £2,311,541).

17 Creditors: amounts falling due within one year

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	619,147	469,812	570,407	446,513
Taxation and social security	238,277	218,112	238,277	218,112
Other creditors	160,016	147,953	160,016	147,953
Accruals	667,160	722,420	667,160	721,670
Deferred income	155,411	76,396	155,411	76,396
Provisions	154,071	124,196	152,571	124,196
	1,994,082	1,758,889	1,943,842	1,734,840

18 Financial commitments under non-cancellable operating leases

	2025		2024	
	Land & Buildings £	Other £	Land & Buildings £	Other £
Leases expiring:				
Within 1 year	1,124,229	27,481	920,301	19,296
In 2-5 years	2,345,188	40,040	1,817,532	43,684
Over 5 years	9,016	-	1,545	-
	3,478,433	67,521	2,739,379	62,980

19 Capital Commitments

	2025 £	2024 £
Capital orders committed	-	22,789

20 Statement of funds

Statement of funds 2025	Balance at 31/3/2024 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2025 £
General Funds	1,319,548	19,249,105	(17,734,172)	(1,351,948)	1,482,533
Designated Funds - Revenue					
Contingency Reserves	6,757,128	-	-	2,129,666	8,886,794
Strategic Development	7,468,260	-	-	(530,067)	6,938,193
Capital Expenditure	1,497,985	-	-	(371,425)	1,126,560
	15,723,373	-	-	1,228,174	16,951,547
Designated Funds - Capital					
Land, Buildings & Investment Property	15,150,040	-	-	283,613	15,433,653
Other Fixed Assets	1,156,738	-	-	75,972	1,232,710
	16,306,778	-	-	359,585	16,666,363
Total Designated Funds	32,030,151	-	-	1,587,759	33,617,910
Restricted Funds					
Care across all sites	-	307,855	(307,855)	-	-
The Treehouse Service	500	555,916	(555,916)	-	500
Milton Service	-	148,867	(148,867)	-	-
The Nook Service	1,000	894,153	(894,153)	-	1,000
The Treehouse Equipment	1,020	-	-	-	1,020
Milton Equipment	33,093	8,927	-	-	42,020
The Nook Equipment	5,690	14,549	(11,292)	-	8,947
Art, Music and Play	300	3,316	(66)	-	3,550
The Nook Garden Project	-	25,250	-	(1,453)	23,797
Training/Conferences	2,706	-	(2,074)	-	632
Hospice Capital Expenditure	-	2,472	-	(2,472)	-
NHS England Capital Funding	-	231,886	-	(231,886)	-
Transition Lead	-	66,011	-	-	66,011
Happy Xmas East Anglia	-	1,000	(1,000)	-	-
Treehouse Development	-	800,000	-	-	800,000
Milton Sensory Garden	-	518	-	-	518
Hydrotherapy	-	1,554	(1,554)	-	-
Operating costs	-	7,500	(7,500)	-	-
Family Support Practitioner	-	40,000	(40,000)	-	-
Chaplain	-	13,500	-	-	13,500
Syringe Drivers	-	10,000	-	-	10,000
Total Restricted Funds	44,309	3,133,274	(1,970,277)	(235,811)	971,495
Total Funds	33,394,008	22,382,379	(19,704,449)	-	36,071,938

Restricted funds
Revenue restricted funds are allocated against expenditure as it is incurred. Funds were transferred from restricted funds totaling £235,811 in the year to capital funds, to represent the purchase of capital assets which have been acquired in line with the terms implied upon those funds.

Designated funds
Designated funds comprise of capital and funds allocated by Trustees to specific purposes. The capital fund is a designated fund set aside by Trustees and represents the net book value of fixed assets. EACH Trustees consider it to be prudent to set aside designated funds to cover all fixed assets. Funds were transferred in the year from general funds (£1,351,948) to designated funds, to represent the future plans of the organisation as highlighted in the 'Funds and Reserves' policy within the Trustees Report.

General funds
The general fund includes £1 (2024: £1) retained in the reserves of the subsidiary company.

21 Statement of funds prior year

Statement of funds 2024	Balance at 31/3/2023 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2024 £
General Funds	756,027	19,497,792	(15,975,165)	(2,959,106)	1,319,548
Designated Funds - Revenue					
Reserves Policy	6,025,307	-	-	731,821	6,757,128
Strategic Development	3,200,000	-	-	4,268,260	7,468,260
Inflation Reserve	2,238,000	-	-	(2,238,000)	-
Capital Expenditure	840,000	-	-	657,985	1,497,985
	12,303,307	-	-	3,420,066	15,723,373
Designated Funds - Capital					
Land, Buildings & Investment Property	15,138,012	-	-	12,028	15,150,040
Other Fixed Assets	1,166,980	-	-	(10,242)	1,156,738
	16,304,992	-	-	1,786	16,306,778
Total Designated Funds	28,608,299	-	-	3,421,852	32,030,151
Restricted Funds					
Care across all sites	-	187,163	(187,163)	-	-
The Treehouse Service	-	233,526	(233,026)	-	500
Milton Service	-	78,927	(78,927)	-	-
The Nook Service	4,700	774,491	(778,191)	-	1,000
Milton Equipment	41,460	-	(7,368)	-	34,092
The Nook Equipment	5,085	-	-	-	5,085
Art, Music and Play	2,300	-	(2,000)	-	300
The Nook Garden Project	53,840	366,906	-	(420,746)	-
Training/Conferences	626	4,706	(2,000)	-	3,332
Hospice Capital Expenditure	42,000	-	-	(42,000)	-
EACH Values Awards	1,000	-	(1,000)	-	-
Complementary Care	377	-	(377)	-	-
Bereavement Support	-	5,346	(5,346)	-	-
Total Restricted Funds	151,388	1,651,065	(1,295,398)	(462,746)	44,309
Total Funds	29,515,714	21,148,857	(17,270,563)	-	33,394,008

Restricted funds
Revenue restricted funds are allocated against expenditure as it is incurred. Funds were transferred from restricted funds totalling £462,746 in the year to the capital funds, to represent the purchase of capital assets which have been acquired in line with the terms implied upon those funds.

Designated funds
Designated funds comprise of capital and funds allocated by Trustees to specific purposes. The capital fund is a designated fund set aside by Trustees and represents the net book value of fixed assets. EACH Trustees consider it to be prudent to set aside designated funds to cover all fixed assets. Funds were transferred in the year from general funds (£2,959,106) and the inflation reserve (£2,238,000) to designated funds to represent the future plans of the organisation as highlighted in the ‘Funds and Reserves’ policy within the Trustees Report.

General funds
The general fund includes £1 (2024: £1) retained in the reserves of the subsidiary company.

22 Net assets by funds

Net assets 2025	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible assets	-	-	16,344,613	-	16,344,613
Intangible assets	11,205	-	-	-	11,205
Investments	-	4,425,361	321,750	-	4,747,111
Current assets	3,465,410	12,526,186	-	971,495	16,963,091
Creditors falling due in less than one year	(1,994,082)	-	-	-	(1,994,082)
	1,482,533	16,951,547	16,666,363	971,495	36,071,938
Net assets 2024 (restated)	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible assets	-	-	15,985,028	-	15,985,028
Intangible assets	18,284	-	-	-	18,284
Investments	-	4,286,434	321,750	-	4,608,184
Current assets	3,060,153	11,436,939	-	44,309	14,541,401
Creditors falling due in less than one year	(1,758,889)	-	-	-	(1,758,889)
	1,319,548	15,723,373	16,306,778	44,309	33,394,008

23 Related party transactions

	2025 £	2024 £
Balance due at 31st March from EACH (Trading) Ltd to EACH	54,934	151,811
Donations made by directors and key staff	4,984	5,902
Travel expenses waived by directors and key staff	1,004	1,280

One of the charity’s trustees, Chris Schwer, was appointed senior partner in April 2024 at Birketts, a legal services firm that provide professional services to the charity.

During the year, the charity incurred legal fees of £42,930 payable to Birketts for professional services. These services were provided on normal commercial terms and were subject to the charity’s procurement procedures. At the year-end, £1,631 was outstanding and included in creditors.

East Anglia’s Children’s Hospices has three wholly-owned subsidiaries; Stable Trading Ltd, East Anglia’s Children’s Hospices (Trading) Limited (EACH (Trading) Ltd), and The Children’s Hospice for the Eastern Region (CHER). CHER and Stable Trading Ltd are dormant companies with no assets or liabilities. EACH (Trading) Gift Aids its profits to EACH under a deed of covenant arrangement.

East Anglia’s Children’s Hospices is controlled by its directors. There were no other related party transactions (2024 - None).

24 Reconciliation of net income/expenditure to net cashflow from operating activities

	Group		Charity	
	2025 £	2024 £ (restated)	2025 £	2024 £ (restated)
Net income for the reporting period (as per the Statement of Financial Activities)	2,677,930	3,878,294	2,677,930	3,878,293
Depreciation and amortisation charges	814,505	841,498	814,505	841,498
(Gains) on investments	(67,866)	(262,342)	(67,866)	(262,342)
Dividends, interest and rents from investments	(639,200)	(500,969)	(639,200)	(500,969)
(Profit) on the sale of fixed asset	(6,908)	(9,231)	(6,908)	(9,231)
(Increase) in stock	(28,953)	(18,443)	-	-
Decrease/(increase) in debtors	468,318	(1,204,237)	583,919	(1,320,884)
Increase in creditors	235,193	84,166	209,002	63,603
Net cash provided by operating activities	3,453,019	2,808,736	3,571,382	2,689,968

Following a review by the Trustees during the year, it was identified that bank interest received should be included within investing activities on the cash flow statement. The comparative has been restated to reflect this change.

25 Analysis of cash and cash equivalents

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Cash in hand	14,187,554	11,326,499	14,181,686	11,202,268
Cash held as part of the investment portfolio	26,322	43,538	26,322	43,538
Total cash and cash equivalents	14,213,876	11,370,037	14,208,008	11,245,806

26 Net debt reconciliation

	At 1/4/2024 £	Cash Movement £	At 1/4/2025 £
Group			
Cash in hand	11,326,499	2,861,055	14,187,554
Cash held as part of the investment portfolio	43,538	(17,216)	26,322
Total cash and cash equivalents	11,370,037	2,843,839	14,213,876
Charity	£	£	£
Cash in hand	11,202,268	2,979,418	14,181,686
Cash held as part of the investment portfolio	43,538	(17,216)	26,322
Total cash and cash equivalents	11,245,806	2,962,202	14,208,008

27 Prior year consolidated statement of financial activities

Statement of financial activities (incorporating an income and expenditure account) for the financial year to 31st March 2024	General £	Designated £	Restricted £	2024 Total Funds £
Income:				
Donations	4,271,173	-	103,014	4,374,187
Trust income	1,111,019	-	908,767	2,019,786
Legacies	2,392,207	-	639,284	3,031,491
Donations and legacies	7,774,399	-	1,651,065	9,425,464
Income from charitable activities	2,909,688	-	-	2,909,688
Income from retail and other trading activities	8,202,244	-	-	8,202,244
Investment income	500,969	-	-	500,969
Other income	110,492	-	-	110,492
Total Income	19,497,792	-	1,651,065	21,148,857
Expenditure:				
Fundraising	1,933,497	-	-	1,933,497
Costs of goods sold and retail costs	5,892,172	-	-	5,892,172
Investment management costs	20,306	-	-	20,306
Cost of raising voluntary income	7,845,975	-	-	7,845,975
Expenditure on charitable activities	8,391,532	-	1,295,398	9,686,930
Total expenditure	16,237,507	-	1,295,398	17,532,905
Net income from operational activities for the year	3,260,285	-	355,667	3,615,952
Net gains/(losses) on investments	250,592	-	-	250,592
Revaluation of investment asset	11,750	-	-	11,750
Net income for the year	3,522,627	-	355,667	3,878,294
Transfers between funds	(2,959,106)	3,421,852	(462,746)	-
Net movement in funds	563,521	3,421,852	(107,079)	3,878,294
Reconciliation of funds:	-	-	-	-
Total funds brought forward	756,027	28,608,299	151,388	29,515,714
Total funds carried forward	1,319,548	32,030,151	44,309	33,394,008

Accounting Policies

The principal accounting policies, adopted judgements, and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a. *Basis of preparation*

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

East Anglia’s Children’s Hospices meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b. *Significant accounting estimates and assumptions*

The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with judging when legacy income should be brought into the figures. Further details regarding the contingent asset for legacy is shown in note 16.

c. *Legal status of the charity and subsidiaries*

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member (13 members) of the charity. East Anglia’s Children’s Hospices (Trading) Limited is a trading company and wholly owned by the charity. Stable Trading Limited and The Children’s Hospice for the Eastern Region are companies limited by guarantee under the control of the Trustees and also East Anglia’s Children’s Hospices.

d. *Going concern*

The Trustees consider that there are no material uncertainties about EACH’s ability to continue as a going concern.

e. *Group financial statements*

The financial statements consolidate the results of the charity and its wholly owned subsidiaries on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

f. *Fund accounting*

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

Restricted funds are given to EACH for a variety of specific purposes which mostly relate to the care of children and families or the development of new facilities. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

g. *Income*

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until those conditions will be fulfilled in the reporting period. Income from Gift Aid tax claims are processed for donations with relevant and appropriate Gift Aid declarations. Claims are made in the same period as the donation is received. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether ‘capital’ grants or ‘revenue’ grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case-by-case basis, pecuniary bequests are recognised following probate and on receipt of notification. Residuary bequests are recognised at the earlier date of either when the charity is aware the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor’s intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 16).

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio. Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Sponsorship from events, fundraising and events’ registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

h. *Donated goods and services*

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the charity when received, based on the amount that the charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets.

Rent-free periods and landlord contributions to shop set-up costs are spread over the life of the lease.

i. *Expenditure and irrecoverable VAT*

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals’ basis under the following headings:

- Costs of raising funds comprise fundraising costs incurred in seeking donations, grants and legacies; investment management fees; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information of support of the charitable activities.

- Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Support costs are allocated to each of the activities on the basis of staffing costs.

j. *Volunteers*

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Strategic Report.

k. *Fixed & Intangible Assets*

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Depreciation is provided to write off the cost or revaluated amount, less an estimated residual value, of all fixed assets evenly over their expected economic useful lives on a straight-line basis as follows:

• Motor vehicles	20% of cost
• Fixtures and equipment	20% - 33% of cost
• Freehold buildings	2% of cost
• Improvements to the leasehold property	over lease period

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

Web development is classed as an intangible asset and amortised over five years.

l. *Investments*

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. The charity does not acquire put options, derivatives or other complex financial instruments. Property held for investment is held at fair value at year end.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

m. Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

n. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable are included at the best estimate of the amounts receivable at the balance sheet date.

o. Cash at bank and in hand

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

p. Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

q. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value being closing bid value. All other assets and liabilities are recorded at cost which is their fair value.

r. Pensions

Employees of the charity are entitled to join a defined contribution ‘money purchase’ scheme OR NHS scheme. Charity contributions are disclosed in note 7. There were no overdue contributions at the year-end. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The money purchase plan is managed by Aviva and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee’s normal retirement age which is defined as when they are eligible for a state pension. Aviva charges employees directly for the management of the scheme at 0.55% and this is deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employee’s contributions.

s. Operating leases

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period of the lease.

t. Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Company information

Trustees – in post at the point of the accounts being signed

Brad McLean (Chair)

Anna Katherine Lipp

Annmarie Jones

Caroline Steggles

Christopher Peter Schwer

Dr Mark Peter Dyke

Emma Sophia Deterding

Henry Joseph Wright

Iain David Jamie

Joanna Venskunas (Appointed: 1st May 2025)

Nicola Richardson (Appointed: 1st September 2024)

Shaun Savory (Appointed: 1st May 2024)

Royal Patron

HRH The Princess of Wales

President

Sir Martyn Lewis CBE

Patrons

Mrs Julie Spence OBE QPM DL, HM Lord-Lieutenant of Cambridgeshire

The Lady Dannatt MBE, HM Lord-Lieutenant of Norfolk

The Countess of Euston, HM Lord-Lieutenant of Suffolk

Mrs Jennifer Tolhurst DL, HM Lord-Lieutenant of Essex

The Marchioness of Cholmondeley

The Countess of Leicester

Emma Deterding

Griff Rhys Jones OBE

Ambassadors

Anthony Horowitz OBE

Lucy Loveheart

Ed Sheeran MBE

Edward and Sophie Tollemache

Frankel

Other Trustees in post during the year

David Woolnough (Resigned: 14th May 2024)

Krishna Sethia (Resigned: 25th May 2024)

Loyola Weeks (Resigned: 23rd September 2024)

Company Secretary

Ruth Kiani

Charities Number: 1069284

Registered Number: 03550187

VAT Number: 216 8793 76

Registered Office

Church Lane, Milton, Cambridge, CB24 6AB

Statutory Auditors

Price Bailey LLP, Tennyson House,
Cambridge Business Park, Cambridge, CB4 0WZ

Bankers

National Westminster Bank Plc.,
21 Gentleman’s Walk, Norwich, NR2 1NA

Barclays Bank Plc., 28 Chesterton Road,
Cambridge, CB4 3AZ

Investment Managers

Brewin Dolphin, 12 Smithfield Street,
London EC1A 9LA



East Anglia's Children's Hospices (EACH)

Milton (Cambridgeshire and West Essex)

The Nook (Norfolk)

The Treehouse (Suffolk and Mid & North East Essex)

Get in touch

Call: 01223 800 800

Email: supportercare@each.org.uk

Visit: www.each.org.uk

Keep up to date



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EACHhospices

Royal Patron: HRH The Princess of Wales

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We invest in people Standard

Accounts



each

East Anglia's
Children's Hospices



East Anglia's Children's Hospices (EACH)

Report and Accounts 2023-24

www.each.org.uk

Our income



Our total income
£21.1m



Our expenditure

Milton
£3.2m (18%)

Retail and Trading
£5.9m (34%)



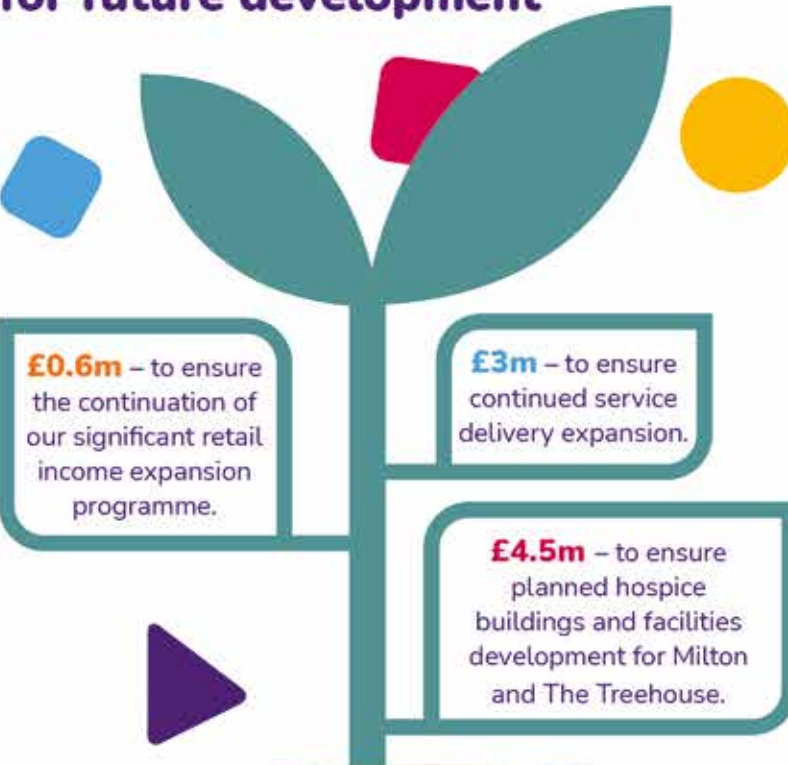
The Nook
£3.9m (22%)

The Treehouse
£2.7m (15%)

Fundraising, Publicity and Investment
£1.9m (11%)

Our total expenditure - £17.6m

Our designated investment for future development



Welcome

Despite the challenges presented by the difficult financial and economic climate, we have had an outstanding year. Our four-year strategic plan has provided the basis for us to continue to invest in and grow our service.

We are extremely proud that our hospices at Milton (Cambridge), The Nook (Norwich) and The Treehouse (Ipswich) remain assessed as Outstanding by the Care Quality Commission. Together these hospices supported 532 children and young people during the year (2023: 532), along with their parents, grandparents, siblings and carers.

With the help of our loyal supporters, a dedicated staff team, valuable care partners and an army of wonderful volunteers, we delivered a total of 92,142 hours of care and wellbeing support for families (2023: 72,000), including those who are bereaved – an increase of 27% on the previous year.



This robust position allows us to plan with confidence and enables us to undertake major capital projects at our hospices to improve services and create a better environment for our families and staff.

The next 12 months will see further expansion of our retail operation with a stretching target of 60 shops in the heart of towns and cities across the region. We will also deliver at least one new café and further diversify our income streams.

Our Chief Executive, Phil Gormley, left the organisation after year-end, moving onto future challenges in his professional career. Phil spent four years with the charity, leading it through the challenges of the pandemic, overseeing EACH retain its CQC outstanding ratings at all three hospices, achieving Investors in People and ensuring EACH moves forward in a strong financial position for the future. We thank Phil for all he achieved at EACH. Kevin Clements (EACH Director of Fundraising and Communications) has been appointed as Interim Chief Executive.

Our talented, multi-disciplinary workforce is in great shape as our hard work to become an employer of choice continues to pay dividends. We have dedicated staff and volunteers across our Finance, Human Resources, Volunteer Services, Education, Facilities and Marketing and Communications teams, who all work to make the delivery of care possible with brilliant efficiency.

I hope you enjoy reading this year's report as we detail our achievements, provide key service insight with three unique family stories and share our exciting ambitions for 2024-25.



Brad McLean – Chair of Trustees

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I wish you knew...

In 2023-24, our **'I wish you knew...'** project gave families who use our services the opportunity to share what they wish the public knew about our hospices, their everyday experiences, bereavement and more.



"The hospice has been totally different to what I expected and if I knew then what I know now, I certainly wouldn't have been so reluctant. If I could go back and speak to myself, I'd say 'don't be daft'. These children are living their lives and having fun along the way."

Becky Dickson



"My shoulders dropped every time we entered the hospice. George and I did lots of self-care days and it was lovely sitting on the sofa, having a cup of tea and watching him play. We did art and music activities and, when he needed medical care, there was always someone on hand to help."

Lisa Radcliffe



"How much I love going to the hospice. People think it's a scary place but it's not. I always enjoy going there, look forward to it and have lots of fun."

Ella Hawley, Age 8



"That without EACH, I wouldn't have coped or got through the death of my son. I'd hit rock bottom. My world was crumbling around me and the only thing that kept me going was the support I received from our counsellor."

Jo Penniston



"Whilst we were there in the worst of times, there were many moments that remain the best of times."

Keely Blows



"That we plan our days out and journeys around toilets!

There are so many places we are unable to visit because there is no Changing Places toilet nearby."

Sam Morley



"That even Grandmas are relevant. I felt relieved, and surprised to be offered someone to talk to. I wish you knew how kind they are and interested in helping, guiding and supporting me, so I can be capable of doing my best for the family at such a difficult time."

Ellen Best



Hear more from families:
each.org.uk/iwyk



I wish you knew

Our Vision, Mission and Values

Our Vision

We aspire daily to lead the way in providing world class care for children with life-threatening conditions. Every child deserves support, alongside their families, whenever and wherever they need it.

Our Mission

To improve the quality of life and wellbeing of every child and family under our care, by providing individual and comprehensive services at all times.

Our Values

Empathy and understanding

Understanding the views and feelings of others is central to our work relationships and how we interact daily.

Make it happen

We are empowered to and take responsibility for getting things done.

Commitment to quality

We consistently employ our best efforts and strive for the highest standards in everything that we do, always looking for ways to improve.

Open and respectful

We operate in an honest and participative way. Welcoming constructive feedback and different views, we understand the power of words and behaviour, and hold ourselves accountable for maintaining a positive and considerate work environment.



Strategic Report

Our Strategic Commitments

- We will develop and deliver excellent palliative care services that meet the needs of children and their families, making the most effective and efficient use of the available resources.
- We will support children and families by working ever more closely with the NHS and health and social care providers, as well as other hospice and charitable organisations.
- We will inform and contribute to the evidence base underpinning children's palliative care. We aspire to be national and international sector leaders in the field.
- We will continue to expand services that families have told us are important to them. This will include the full range of services at our three hospices and in the community.
- We will develop our online and digital services to reach more children and families in ways that are convenient and accessible to them.

And we make these commitments to our staff, partners, supporters and customers.

- We will operate in a way consistent with the EACH values.
- We will communicate clearly and transparently.
- We will respond quickly and effectively when called upon.
- We will ensure careful stewardship of our finances, relentlessly focusing on frontline service delivery.

Our key activities and what we achieved in 2023-24

Our Care

We are extremely proud all three of our hospices remain assessed as 'Outstanding' by the Care Quality Commission and equally proud we supported 532 children and young people during the year (2023: 532), together with their parents, carers, grandparents and siblings.

We delivered a total of 92,142 hours of care and wellbeing support for families (2023: 72,000), including those who are bereaved – a 27% increase on 2022-23.

We continued to be flexible and responsive in our approach to service delivery, and achieved success in both our employee development and workforce recruitment, in what remains an extremely competitive market.

As ever, we are indebted to our generous communities, supportive organisations, staff, volunteers and commissioners who, collectively, continue to enable our mission to improve the quality of life and wellbeing of every child and family under our care, and the growing number of those who will need our support in the future.



Go to pages 29-31 to read three families' experience of the care and support we've provided, and the positive impact our service has had.

The number of children and young people we supported	
Children and young people with a life-threatening or life-limiting condition	532
Children, young people and families who received care at end of life	47
Location of death: home 13; hospice 10; hospital 23; other 1	
The number of hours of care and support we delivered	
To children, young people and family members, including those who are bereaved	92,142
Symptom Management Nursing Service (SMNS) preventables	
Number of occasions a GP visit or admission to hospital was avoided for a family due to an SMNS intervention	1058

What we achieved in 2023-24 - Care

1. Increase our capacity to respond to the growing demand for both end of life care and short breaks.

We made significant progress towards achieving our full-staffing capacity for nurses and care assistants.

Staffing target levels were achieved at The Treehouse and we appointed more care assistants at The Nook, having ended slightly below planned numbers for nurses.

We completed a focused piece of work around recruitment at Milton, which resulted in successful appointments into the physical therapist and physical therapy technician posts.

Milton finished the year just under planned staffing establishment.

The Head of Wellbeing and Spiritual Care role was vacant at year end and has now been recruited to.

We established three new nursing development programmes for delivery in 2024-25 (nurse associate, nurse apprentice and nurse preceptorship).

Our planned care sessions, comprising day care, overnight stays and community-based care, increased to 2,229 for 2023-24 (2022-23: 2,051).

Demand for end-of-life care was met with, sadly, 47 deaths during the course of the year.

2. Develop a business case with NHS Integrated Care partners to develop our long-term ventilation services (LTV).

Progress was made to gain a collaborative approach to support the ongoing care of children and young people requiring LTV services, and the development of supportive care and education in the community. Next steps are to join ICB and NHS England colleagues to review lack of provision, recognised need across the region and to consider priorities around education and training, sleep studies and step-down beds as part of the collaborative approach.

3. Initiate projects to scope site development work at our hospice sites and complete the garden at The Nook.

We began work on a significant refurbishment project for our hospice and grounds at Milton to enhance and future-proof our facilities and workspaces.

The work on the Rest and Reflect Garden at The Nook was completed, alongside a new specialist children's playground. Families are now enjoying and benefiting from this vastly improved provision.

Continued site development and expansion planning continues for both Milton and The Treehouse.





Clinical Training, Education and Research

The following mandatory training was provided for all care staff: Resuscitation and Anaphylaxis, Moving and Handling (Clinical), Infection Prevention and Control, Safeguarding Children (Clinical), Safeguarding Adults, Medical Gas Safety, Fire Safety (Advanced), Food Hygiene Catering e-learning and Data Security Awareness e-learning.

We supported 26 applications from care staff to undertake study days, extended study learning and conference attendance. Examples included: Aseptic Non-Touch Technique Conference, Bereavement Training Winston's Wish, East of England Play in Palliative Care Workshop, Advanced Care Practitioner (MSC), PGC Cert Clinical Education, Children's Assessment Knowledge and Examination Skills.

A total of 67 professionals benefitted from the following training and education events provided by the Managed Clinical Network (MCN) hosted by EACH: Management of Intravenous Therapy for Nurses and Management of Subcutaneous Medication Therapy for Nurses.

Clinical Education work throughout the year included:

- Development of a new induction programme. This incorporated clinical skills competencies, mandatory training and the care development programme (aligned to the care certificate) for new HCAs who have not completed it, allowing them to gain the essential knowledge and skills needed in their supernumerary period.
- Completion of essential role-specific training.
- All incidents were reviewed, and training and learning needs addressed.
- The commencement of phase 2 of the PEOLC Education and Training Program.
- Securing of match funding from Norfolk and Waveney ICB to develop and deliver a palliative end of life training and education programme, to upskill staff working in paediatrics who may come across palliative and end of life care in the region.
- Securing of funding from NHS Hertfordshire & West Essex ICB and Cambridge and Peterborough ICB, to deliver PEOLC training.



Our Fundraising

It's been a successful year for our fundraising team with significant continued support from our regional and local communities.

Our fundraising activities ended the year 33.1% above the strategic target income (£6,393,973 vs. £4,802,620).

We had a good year of charitable trust support, consistent performances by the community and corporate teams, an uptake on mass participation events, a good level of major donations, and a record-breaking year for our Happy Christmas Ipswich comedy and music show, organised in collaboration with EACH Patron, Griff Rhys Jones. We also managed to buck the trend in terms of direct mail, including strong response rates and improved ROI.

Given we need to raise 85% of our total income from voluntary funding every year (including Retail) it was an excellent effort, helped by the generosity of our wonderful loyal supporters.

What we achieved in 2023-24 - Fundraising

1. Deliver an annual income budget of £6,652,620.

Our fundraising income, including £3m in legacies, ended the year 41.7% up on budget with an income of £9,425,464.

2. Continue to grow new business and develop existing relationships in corporate fundraising to deliver an income target of £816,000.

We exceeded our strategic income target by over £200,000.

We launched the Business Circle, a new membership group bringing together companies across East Anglia in support of EACH.

We delivered a hugely successful Jail or Bail event that saw 11 individuals from our business community held 'in jail' until they could raise bail set at £1,000. The event raised over £35,000 generating more than twice our expected target.

3. Lead three major supporter, charitable trusts and corporate cultivation events with a focus on developing a meaningful connection with supporters, to aid continued and new support.

Several cultivation events took place, including The Nook Garden Party, a Juddmonte Stud and Newmarket experience, and a race day supported by Godolphin.

4. Deliver Charitable Trust income of £1,160,000.

It was a good year for charitable trust donations, achieving income of £2,019,786. This included major funding to develop The Nook's new Rest and Reflect Garden and Playground and securing a new six-figure, three-year partnership to fund the costs of delivering our care.

5. Achieve income from major supporters of £446,000.

Donations from EACH major supporters exceeded expectations this year, raising £983,501. This included a significant one-off donation as a result of a special guitar auction.

6. Focus on improving ROI across EACH events, aiming for a minimum 3:1 return.

We had significant increases in participants for all EACH events during the year. This included Norwich Bubble Rush, which was enjoyed by more than 2,500 people and raised over £80,000 - more than any other Bubble Rush in the UK in 2023.

Other successful events included 'Piglet, Junior Hog' raising over £47,000 and our two Pier 2 Pier walks in Suffolk and Norfolk raising a combined total of £90,000.

Our Norwich Abseil returned, sold out, and raised more than £18,000.

With the inclusion of Happy Christmas Ipswich 4, for every pound we invested in our events we generated £3.98; an ROI of 4:1.

7. Concentrate on first-class supporter stewardship to ensure new, repeat and uplifted donations.

We ensured our eventers felt supported and thanked by providing first-class communication in the lead up to, and following, their event participation.

We recruited more than 100 new regular giving donors through tailored asks.

We held our second organisation-wide thanking day where colleagues in a variety of roles sent personalised acknowledgements to our supporters.

We refined and improved our communications to those making one-off donations under £250.

8. Adopt a proactive approach across all Supporter Engagement income streams to recruit new donors.

Our team reached out to form charity partnerships across East Anglia, including the Cambridge Beer Festival which raised £15,825.

Our Individual Giving team delivered two successful appeals, one resulting in a 4.9% conversion rate, up from 1% in 2022-23.

We refined our supporter data to ensure we are contacting the right people at the right time.

We recruited to a new Legacy Manager role to ensure we relay and promote the importance of our gifts in Wills income stream.



We are grateful recipients of a Children's Hospice Grant of £1,069,063, funded by NHS England

Charitable Trusts and Foundations

Every year, EACH is supported by many generous charitable trusts and foundations, and we are thankful to every organisation that chooses to donate to us. For the financial year 2023-2024, we are especially grateful to the following:

Alan Boswell Group Charitable Trust, BBC Children In Need, Cancer Community Chest, Colchester Catalyst Charity, Coop Local Community Fund, Fowler Smith and Jones Trust, Goldman Sachs Gives – Alex von Moll, Harwich and District Fellowship for the Sick, Hilton Foods Charitable Golf Event 2023, Julia and Hans Rausing, Peter Dixon Charitable Trust, Philip King Charitable Trust, RSM UK Limited, ShareGift, Suffolk Community Foundation, The Albert Hunt Trust, The Barbara Price Charitable Trust, The Belstead Ganzoni Charitable Settlement, The Childwick Trust, The Chris Banton Foundation, The Clarkson Foundation, The Dudley and Geoffrey Cox Charitable Trust, The Edgar E Lawley Foundation, The Ellerdale Trust, The Frederick Arthur Alford Charitable Trust, The Grace Trust, The Irving Memorial Trust, The Lady Hind Trust, The R C Snelling Charitable Trust, The Ranworth Trust 1985, The Simon Gibson Charitable Trust, The Spurrell Charitable Trust, The Thompson Family Charitable Trust, Wise Music Foundation.

The Business Circle

Our Business Circle connects companies from across East Anglia to rally behind a shared cause. We thank these remarkable organisations who, by coming together, are making a positive impact on their local communities:

A&S Cooling Services Ltd, Bateman Groundworks, Bedford Lodge Hotel, Birketts LLP, Breheny Civil Engineering Ltd, RBC Brewin Dolphin, Cannon Clark Architects, Corazon Health Limited, Daly Group Ltd, Dencora, DMD Installations, Handelsbanken, Hatch Brenner, Healey's Print Group, Heathpatch Ltd, Helmingham Hall, Howe Tools, Ixworth Solar Farming Ltd, KKD Finance, Larking Gowen, MCB Financial Services Ltd, National Fostering Agency East, Norwich Aluminium Ltd, Panel Graphic Ltd, Phoenix Travel Contracts Limited, Porsche Centre Norwich, Radcliffe & Rust Ltd, Richard Tidy & Partners Wealth Management Ltd, Richard Utting Associates LLP, RoadTechs Limited, Roche Chartered Surveyors, Skinner's, Solar Signs & Graphics Limited, Sutton Hall Norfolk, Terrasite Ltd, Treatt, Urban & Civic, Vision Architectural Glazing Installations Ltd, Yutree Insurance Ltd.

To find out how to join the Business Circle, and the related benefits, visit www.each.org.uk/businesscircle.

Complaints and concerns in relation to our fundraising activities

Throughout 2023-24, we received a total of seven complaints relating to fundraising activities (2023: six). While we take these complaints seriously and are always looking for ways to improve, the number of complaints as a percentage of our activity is exceptionally low.

Our Retail

Our retail income continued to grow with yet another strong year of increased like-for-like income, achieving 7% growth on 2022-23.

Supplemented by income from new shops, total retail income increased by 12.6% on last year, with the majority of incremental income translating into an even greater surplus.

What we achieved in 2023-24 - Retail

1. Further develop and support our staff.

We continued to focus on the following three key areas to support our staff and volunteers:

- Reward and Recognition
- Leadership and Capabilities
- Tools and Processes.

The EACH Values Awards were launched, supplementing our existing Retail Awards.

A brand-new intranet provided better access to information for the team.

We migrated all our mandatory training to a new learning and development online platform.

We continued to simplify our ways of working reducing the complexity in some of our processes, including COSHH, lone working and volunteer applications.

2. Deliver the annual income and surplus budgets.

Our total retail income surpassed £8 million for the first time, finishing significantly above budget. The majority of additional income translated into profit, resulting in us delivering a significant increase on budgeted surplus.

We launched our new Model Shop Programme focused on excellent visual merchandising principles and setting high retail standards to help continue to deliver future income and supporting our vision to be the most loved charity shop in our community.

3. Continue to grow eCommerce, New Goods and Gift Aid income.

eBay remained the mainstay of our eCommerce income, boosted by an Ed Sheeran clothes auction that raised nearly £30,000.

We transitioned our Digital Book Shop from Amazon to eBay to reduce fees, added CDs and DVDs to the product mix and continued to grow sales by nearly 30%.

We grew Style With EACH, selling sustainable fashion online and aimed at a younger demographic. Moving from Vinted to eBay, we grew sales by 200% and the brand has become a staple of our eCommerce income.

We met our ambitions to rapidly grow New Goods. We achieved 50% growth by launching new ranges and focusing on everyday replenished ranges, using the capabilities of our EPOS system to feed shops the stock they need.

Our Christmas card sales grew by nearly 20% as we benefited from a strong half-price sale and improved stock flow.

Our Gift Aid income surpassed expectation during the year, with a claim of over £700,000. We converted 44% of our donated sales to Gift Aid, well above industry standard. Our new EPOS system and digital sign-up enabled us to accelerate growth in Gift Aid and improve our processing efficiencies.

4. Open three new shops and continue our refurbishment programme.

We opened three new shops ending the year with a total of 48 across East Anglia.

Frinton-on-Sea opened in May 2023, Beccles in March 2024 and Downham Market in December 2023; the latter replacing one of our oldest outlets. All three surpassed expectations and will continue to add non-organic growth to our retail income.

We also carried out refurbishments in two of our older shops, in Cambridge and Bury St Edmunds.

5. Improve network connectivity to optimise EPOS.

We migrated all but two of our shops to brand-new internet lines, improving stability and speed of online connection, and enabling the continued enhancement of technology within our shop network.



Our People

Our employees

Our goal is to become the 'employer of choice' in our sector, with investment in our people remaining a key priority as we look to attract and retain talented, values-driven colleagues who can deliver excellence.

With an average headcount of just over 400 employees (2023: 403), we have a workforce with extensive skills and experiences from clinical, operational, business and retail environments. Many appreciate flexible and hybrid working environments, with almost half of employees working on a part-time and/or flexible basis.

We have highly skilled employees in a wide range of clinical care roles, such as nurses, care assistants, long-term ventilation and clinical nurse specialists, physiotherapists, occupational therapists, music therapists, play specialists, clinical education professionals, family support practitioners and counsellors. We invested £78k in learning, including our apprentice levy (2023: £62k). We have been able to support internal career development from senior clinical roles to management appointments, and career pathways exist within other care roles to build personal development and growth.

We have a varied range of retail careers and have teams supporting our frontline services in finance, human resources, learning and development, marketing and communications, IT, volunteer services, fundraising, administration and facilities.

The working environment at EACH is extremely rewarding and employees work collaboratively with an open and supportive culture. Support includes coaching and management supervision, regular feedback and appraisal meetings, learning and development opportunities, all-staff communications meetings with directors, organisation development projects and team workshops, meetings and activities.

EACH is Investors in People accredited and we continuously review how we can improve employee engagement via feedback and open dialogue.

Our Volunteers

Across the charity retail sector, volunteer-engaging organisations have continued to report the number of volunteers in their stores is significantly lower than before the pandemic. By contrast, EACH maintained a very stable volunteering base (over 1,800 people in total) with nearly 18,000 hours of volunteering time being donated every month to our retail operation alone.

Over 1,300 people volunteer in our shops and our central support and sales teams. Other organisation-wide roles include practical support in the family home, helping with family wellbeing groups and events, volunteering at fundraising events and activities, friends' groups, and housekeeping, gardening, maintenance, reception and administration roles.

We partner with local and regional organisations to attract and retain our hardworking volunteers and are extremely fortunate to benefit from their experience. Feedback tells us it's a very fulfilling experience being an EACH volunteer and they feel they are making a difference while providing a real sense of purpose. They also tell us it's a great opportunity to gain new skills and experience, and volunteering for EACH has a positive impact on their wellbeing. This year, we recognised the amazing commitment from all volunteers with special thank-you events.

We also have a very experienced voluntary Board of Trustees with extensive clinical, commercial, finance and business expertise, as well as lived family experience. Five additional trustees joined us in 2023-24 with another in post at the point of report sign-off. Board members were highly active in supporting fundraising events, internal and external meetings, and spending time with employees. We are fortunate to have board members who are passionate about what we do.



What we achieved in 2023-24 - People

1. Develop engaged, collaborative and inclusive working environments, conducive to employee wellbeing, where employees feel involved and valued.

We developed a new wellbeing policy that included tools for managers, such as stress risk assessments, wellbeing action plans and follow-up mental health training.

We launched a brand-new staff intranet, vastly improving communication and information access for all.

We launched the EACH Values Awards in 2023 inviting all employees to vote for colleagues to recognise values-led behaviour. The scheme's first year saw a significant uptake of 181 nominations, generating 27 winners, 11 more than originally intended.

We delivered special volunteer thank you day events that included activities to feed into our continuous improvement action plans.

We led a collaborative employee menopause awareness project that resulted in the delivery of new support resources, employee webinars and line manager training.

We introduced new Health and Safety resources, developing risk assessment guidance and key performance indicators.

We launched an Equity, Diversity and Inclusion (EDI) project starting with a survey, focus groups and one-to-one meetings for staff. Feedback indicated strong engagement and commitment to EACH and an action plan is now being established to deliver improvements.

2. Ensure we have a robust selection, onboarding, induction and training programme for new hires, including volunteers, to increase diversity of candidates, and improve quality, speed, tenure and time to effectiveness of new hires.

We launched new selection processes and tools to improve line management skills, develop stronger candidate engagement and build better resilience in selection decisions.

Criteria-based selection training was delivered to recruiting managers, including a module on unconscious bias to improve diversity awareness.

We enhanced our recruitment applicant experience and onboarding processes by automating offer packs and induction processes, helping improve positive first impressions.

We developed a new 90-day feedback survey to review progress for new starters, including identifying early issues and gaining key feedback on our hiring and onboarding process. EACH was rated as 4.5/5 for overall positive feedback and 94% of new starters would recommend EACH as an employer to friends and family.

We implemented new in-advance recruitment activities for maternity cover.

We began an engagement plan with local and national external volunteer service partners.

We increased our presence at regional career fairs and improved the use of our apprenticeship levy.

We delivered three successful care professional open days at our hospices, to engage with regional talent, future trainees and build awareness for EACH as a potential employer.

3. Develop management capabilities via the delivery of key learning programmes, using in-house skills and external training partners.

We made London Business School virtual learning available to managers with specific modules to address identified skills gaps.

Our volunteer supervisors and shop managers received training for dealing with challenging situations.

We increased management development content on our learning management system, including appraisal skills and recruitment training.

We partnered with the NHS for three care managers to complete a six-month management development programme.

We delivered grievance and disciplinary investigation training for people managers.

Our learning and development team partnered with clinical education colleagues to develop new early talent programmes.

What we achieved in 2023-24 - People

4. Manage an annual succession planning process so departmental talent is identified and development plans put in place to develop their capabilities.

We completed our annual succession planning review which identified key talent for ongoing development and growth.

Employees identified as key talent were deployed for large internal projects as an opportunity to aid personal development.

We deployed external sponsorship for key talent by using the apprenticeship levy.

All care management vacancies were promoted internally to provide personal development opportunities.

We built flexibility into our end of year salary review to be able to recognise performance, talent and to build retention.

5. Improve our technology to increase efficiency with processes, through the introduction of elements of manager and employee self-service for reporting. Ensure we have data management systems fit for purpose, to store and manage data, and for recruitment tracking effectiveness and training deployment.

We significantly improved the number of automated HR processes, removing manual activity to enhance employee and line manager experience.

We introduced new KPI reporting for employee/volunteer data, recruitment tracking, staff turnover, absence management and training deployment, all of which are being shared with line managers to assist in our decision making.

Through a new Learning Management System, we significantly reduced the complexity around the completion of our mandatory training programme.

Ease of access to key HR information was vastly improved for employees by optimising content and functionality on the new staff intranet.

6. Create a learning environment where employees can grow and succeed, and learning resources are easy to access at point of need.

We invested in a key new learning and development management role, resulting in significant improvements across all our learning processes.

We launched a new Learning Management System, on time and within budget, which has transformed access to existing and new learning content and opportunities for employees.

We successfully delivered a programme of retail people management workshops.

100% of our employee annual appraisals were completed for the previous year.





Our Financial Performance

No charges are made directly to those using our services and the organisation is dependent on raising funds through donations, fundraising activities, retail sales and a relatively small level of funding from the government, county councils and the NHS.

To ensure continuing and reliable service delivery it is essential EACH has robust financial management in place, and sufficient reserves to deal with any unforeseeable fluctuations in income generation.

Income and Expenditure in 2023-24

The EACH financial strategy sets out to ensure core expenditure is covered annually, and that designated funds are set aside to provide a low-risk approach to cover the cost of planned developments and/or to prime service delivery expansion.

Currently, EACH has both service expansion and site development projects at planning stage. Early in the financial year, it became apparent that opportunities to grow revenue beyond core budget requirements could be embraced to set aside funds to expedite these projects. In our 2023-24 accounts, this appears as a £3.9m surplus which has been wholly designated by Trustees to this planned key development work.

During the year, the charity was able to generate significant growth in income across all revenue streams and generated a total income of £21.1m (2023: £18.8m). This, along with cost savings, resulted in a net income of £3.9m (2023: £1.1m).

Strong revenue performance was generated in all areas:	
Donations:	£4.4m (2023: £3.8m) - an increase of 16%
Charitable trust income:	£2.0m (2023: £1.7m) - an increase of 18%
Legacy income:	£3.0m (2023: £2.0m) - an increase of 50%
Retail income:	£8.2m (2023: £7.3m) - an increase of 12%
Government funding:	£2.9m (2023: £2.7m) - an increase of 7%

Although the rate of total income growth was greater than the rate of increased expenditure, this did not apply to government funding which represented 30% of our expenditure on charitable activities in 2024 and 31% in 2023. This follows a pattern over several years where core government funding (excluding COVID grants) is not keeping pace with inflationary pressures.

In 2023-24, total expenditure was £17.5m compared to £16m in 2022-23; an increase of 9%. Most of this increase was as a result of inflation, in particular pay increases to staff in line with our policy to closely follow, where possible, NHS pay rates for clinical staff, and to benchmark other pay rates against charity sector salaries.

During the year, we changed our investment manager following a review and tender process, and the portfolio is now managed by Brewin Dolphin. Unrealised gains on investment assets amounted to £251k (2023: a loss of £625k). All gains are retained within the portfolio and the total value of investments was £4.3m (2023 £4m). The revaluation of land held as an investment asset resulted in a gain of £12k (2023: £22k).

The surplus made in the year to 31st March 2024 has been transferred to reserves.

Funds and Reserves

In accordance with Charity Commission guidance, our Trustees have determined a policy for reserves. The EACH policy requires that:

Restricted Funds must be used for the purpose for which they were intended under the direction of the donor. At year end, the value of the Restricted Fund was £44k (2023: £151k).

Designated Funds should include a capital reserve, funds to cover planned capital expenditure, development projects or other costs, and sufficient funds to provide working capital.

- The capital reserve, or funds represented by assets at 31st March 2024 being the net book value of fixed assets owned by the charity, amounted to £16.3m (2023: £16.3m).
- Designated funds for planned capital expenditure at 31st March 2024 were £903k (2023: £840k).

- Strategic Development Reserves of £7.5m have been set aside to cover the planned additional cost required for service development. This is broken down to represent:
 - £3.0m – The Treehouse proposed developments
 - £1.5m – Milton proposed developments
 - £3.0m – Priming service expansion.

Contingency Reserves are required to be in place to protect the charity from fluctuations in income and expenditure, and ensure sufficient funds are available to deliver high-quality services. Our Trustees have reviewed the charity’s requirement for contingency reserves by considering the potential financial impact of:

- Fluctuations in income generation, by considering historic trends and projections, and looking at the risks associated with variations in different income streams.
- Reviewing the operational requirement for cash to meet expenditure obligations and considering the minimum level of cover required to ensure operations are not interrupted.
- Reviewing current risks.
- Considering the impact of an unexpected crisis which might require the charity to close, including calculations for potential redundancy payments, contractual commitments, liabilities and dilapidation costs, offset by a prudent estimate for the market value of assets owned.

As a result of this review, Trustees determined that for ongoing operational stability, the charity should aim to set aside the greater of £4m or four months planned expenditure for the forthcoming year, as a contingency reserve. The contingency reserve at 31st March 2024, based on the 2024-25 budget, is £6.8m (2023: £6m). This is equivalent to four months planned expenditure. The reserves policy is therefore fully funded.

Free Reserves at year end amounted to £1.3m (2023: £756k). This will be used to cover working capital requirements.

EACH Funds as at 31st March 2024	Designated	Restricted	Free Reserves	Total
Funds Represented by Assets	15,985,028	-	-	15,985,028
Investment Land	321,750	-	-	321,750
Development Plans - Milton	1,500,000	-	-	1,500,000
Development Plans - The Treehouse	3,000,000	-	-	3,000,000
Care Development Programme	2,968,260	-	-	2,968,260
Contingency Reserve	6,757,128	-	-	6,757,128
Planned Capital Expenditure	903,485	-	-	903,485
Shop Expansion Strategy	594,500	-	-	594,500
Restricted Funds	-	44,309	-	44,309
Free Reserves (working capital)	-	-	1,319,548	1,319,548
	32,030,151	44,309	1,319,548	33,394,008

Investment Policy and Performance

The charity’s investment policy requires the organisation to invest funds in such a manner that the risk profile reflects planned expenditure and future plans. Investment managers are appointed by the Board. J M Finn managed the charity’s investments until November 2023, when Brewin Dolphin were appointed following a selection procedure.

Key Risks and Uncertainties

The Board undertakes continual assessment of the principal risks facing the charity and they are satisfied that adequate controls and procedures are in place to mitigate these risks. The Audit Risk and Compliance Committee is responsible for overseeing the approach to risk across the whole of the charity’s activities.

The charity uses a risk register to assess and report risk at both a directorate and strategic level. All risks identified are logged, mitigations and controls are then recorded and evaluated, and the residual risk is scored using a scoring matrix. Any risk scoring a red and amber RAG rating is reported to the Board through the committees. The Management Executive reviews risks monthly, and the Board Committees review the strategic risks relevant to them at their quarterly meetings.

Trustees also conduct a full review of risks annually. The key risks identified by the Board are:

- Failure to provide care of the required quality, resulting in potentially unsafe, ineffective care and/or poor family experience.

- Adult and children’s safeguarding.
- Risk that EACH cannot fund the charitable objectives and strategic plan.
- Financial resources are adversely affected by external factors, e.g. health policy, economy and adverse events.
- A significant adverse event which could damage the charity’s reputation.
- The risk that staff, volunteers, families, donors, contractors and visitors to EACH sites may be harmed if health and safety requirements aren’t met.
- The risk the Board does not fulfil its statutory obligations due to its composition, governance structure or expertise.
- Not complying with applicable legislation.
- The risk the organisation does not attract the staff required which would then impact adversely on service delivery.
- Poor employee relations adversely affecting the performance of the organisation.
- Staff and volunteer workforce availability will be impacted as a result of pandemics.
- Risk that the organisation does not adequately protect information that it has been entrusted with, resulting in a data breach.

All the above risks have been reviewed by the Trustees during the year, who consider the controls and mitigations in place for each risk area are appropriate.

What we achieved in 2023-24 - Financial

1. To achieve an income budget of £17.3m, expenditure of £18.1m and a net deficit of £800k. This is an investment budget with a planned drawdown from reserves as described in the EACH strategic plan 2022-26. Performance against budget will continue to be monitored throughout the year to ensure an agile response to any unforeseen challenges or opportunities.

As detailed in the financial reporting section of this report, the charity exceeded all income targets by taking advantage of opportunities to increase revenue generation for the purpose of designating additional funds to planned key development projects.

2. To improve access to financial information across the organisation by providing extended reporting and analysis to managers to better inform and enable decision making.

Internal reporting was developed with enhancement to weekly and monthly trading activity reporting, improvements to HR statistics’ reporting and regular capital expenditure tracking published on the new EACH intranet.

Information Systems

What we achieved in 2023-24 - Information Systems

1. Improve the IT infrastructure to meet the requirements of the organisation. This will include improvements to network connectivity at retail sites and transfer of communications contracts to a new supplier. The road map includes improvements to remote working access by enabling an ‘always-on’ VPN. We replaced Wi-Fi networks at Milton and The Treehouse to further improve connectivity and ensure systems remain fully supported. A brand-new network was installed in the majority of our retail sites to enable improved network connectivity.	The new always-on VPN was installed successfully and is now being used throughout our Retail operation. 2. Support the care team to identify, select and begin implementation of a rostering/booking system, to provide improved access to care and ensure resource is managed effectively. Significant development work progressed during the year allowing us to fully understand all system requirements. In-house development will continue in 2024-25.	3. Support the implementation of a new Learning Management System, to improve access to training and education material for all staff. The new Learning Management System was successfully implemented and is now fully operational. 4. To scope improvements to the payroll/HR systems, for implementation in 2024-25. The scoping exercise was started and the full project is due to proceed in 2024-25.
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Environmental

What we achieved in 2023-24 - Environmental

1. To evaluate alternatives for the continued development of a carbon reduction plan supported by cost benefit evaluations. Specifically, to include the installation of electric vehicle charging points at the three hospice sites, for the benefit of families, staff and volunteers. The Nook was chosen as a pilot site for the installation of electric vehicle charging points. These were installed shortly after year-end, enabling us to replace two fleet vehicles with electric cars. Plans have been drawn up for solar panel installation at The Nook and a tender document has been issued to potential suppliers.	Work is underway to understand the savings generated within the circular economy through sales of our second-hand Retail goods. 2. To consider environmental impact as part of our supplier evaluations. We now consider environmental impact in all our buying decisions, particularly relevant for heating systems where energy efficiency is a key part of our decision-making process.	3. To implement energy-saving systems at sites where it is cost effective and where funding is available. Newly refurbished work areas within the organisation now include lighting management functionality to ensure lights switch off when rooms are vacant. Retrofitting of a solar power system has been designed and specified for The Nook and is currently out for tender. A full site survey at Milton has been conducted to identify a long-term asset management plan, and ensure energy-saving measures are incorporated into future decision making.
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What we want to achieve in 2024-25



Care

1. Increase capacity to respond to a growing demand for end-of-life and short breaks, by recruiting and integrating additional care posts, and developing and retaining a skilled workforce.
2. Develop our long-term ventilation service.
3. Provide paediatric palliative care specialist education internally, and to external partners as a form of potential income generation.
4. Support partners in the adult hospice sector to develop better transition services.
5. Review the volunteer care workforce and job roles within the care setting.
6. Implement a new wellbeing strategic plan.
7. Continue site development and expansion at Milton and The Treehouse.
8. Act as a Research Participation Information Centre for health sector research studies.
9. Develop new and existing mechanisms for family feedback to help inform service delivery.

Fundraising

1. Grow fundraising income by £800,000 to achieve an annual income target of £7,500,000.
2. Continue to develop new and existing corporate fundraising relationships to help deliver income of £898,000.
3. Retain and acquire multi-year partnerships to deliver charitable trust income of £1,437,000.
4. Deliver a programme of major donor cultivation events and communications to maintain strong relationships with existing donors, and attract a new and broader spectrum of supporters to achieve income of £349,000.
5. Deliver community fundraising income of £822,064, offering first-class stewardship to ensure supporter retention, alongside a focus on developing challenge events, and our campaigns and proactive approaches to recruit new donors.
6. Achieve an individual giving budget of £837,496 by focusing on data, audience insight and feedback, and benefiting from new charity trend and technology opportunities.
7. Deliver a programme of innovative and attractive events to achieve event income of £162,500, with an ROI of 3:1.
8. Deliver in-memory fundraising income of £213,245 and build a new legacy fundraising strategy to recruit legators and uplift existing supporters to long-term donors.

Retail

1. Develop and support our staff and volunteers to achieve their objectives.
2. Achieve total annual income and surplus budget and deliver an additional 3% like-for-like growth.
3. Continue to grow Gift Aid and New Goods income, and drive eCommerce with a focus on accelerating Style with EACH.
4. Open four new shops to reach a total of 52, relocate the Felixstowe shop and continue our shop refurbishment programme.

People

1. Develop an engaged, collaborative, and inclusive work environment where everyone feels involved, valued, supported and recognised, in order to ensure employee and volunteer wellbeing.
2. Build a retention and development programme to attract and retain key talent.
3. Ensure we have a robust selection, onboarding, induction and training programme for all new employees and volunteers, to improve the quality, speed, tenure and time-to-effectiveness of all new recruits.
4. Develop an EDI strategy to help build a workplace that embraces equity, diversity and inclusion.
5. Develop leadership and management capabilities ensuring all people managers are given the right skills development for them to lead, inspire and motivate employees.
6. Increase efficiency of our HR processes by continued automation of key team processes. Introduce a new Applicant Tracking System (ATS) and work towards HR/payroll integration to reduce complexity, and improve productivity and user experience.
7. Create a learning environment where employees can grow and succeed, and learning resources are easy to access at point of need via enhanced content on our learning management system.
8. Develop more volunteer service strategic partnerships to expand our reach and increase diversity, and automate our volunteer services admin processes to improve volunteer experience.
9. Develop skills and capabilities within the People team to become trusted partners across all areas of the organisation.

Financial

1. Deliver robust, accurate and informative financial information and analysis to enable effective decision making and resource allocation across the organisation.
2. Ensure effective and robust financial controls are in place across the charity.
3. Comply with financial and governance obligations to ensure a framework of internal audit is in place to provide assurance and effective risk management assessment and reporting.
4. Ensure physical resources are effectively managed through first-class facilities and IT management.

Information Systems

1. Ensure IT systems effectively and securely support all organisational objectives.

Environmental

1. Continue building environmental considerations into purchasing decisions, and improve energy utilisation efficiency across the EACH estate.
2. Proceed with our trial of electric vehicles at The Nook with a view to extending this to all sites should outcomes prove positive.



Environmental, Social and Governance

Environmental

Statement of Carbon Emissions

Statement of carbon emissions compliant with UK legislation set out in the Streamlined Energy and Carbon Reporting (SECR), 21 January 2021 covering energy use and associated greenhouse gas emissions relating to gas, electricity and transport, intensity ratios and energy efficiency actions.

	This reporting period (Apr 2023 – Mar 2024)	Prior reporting period (Apr 2022 – Mar 2023)
Total electricity use	1,125,112 kWh	1,097,227 kWh
Total gas use	949,337 kWh	1,024,893 kWh
Total transport fuel	532,520 kWh	439,015 kWh
Total energy from other fuels	0 kWh	0 kWh
Total energy use (all sources)	2,606,969 kWh	2,561,135 kWh
Total carbon emissions (electricity)	310 tCO2e	320 tCO2e
Total carbon emissions (gas)	202 tCO2e	220 tCO2e
Total carbon emissions (transport fuel)	169 tCO2e	140 tCO2e
Total carbon emissions (other sources)	0 tCO2e	0 tCO2e
Total carbon emissions	681 tCO2e	680 tCO2e
Total estate size	127,522 sqft	124,815 sqft
Carbon intensity ratio	5.34 kgCO2e per sqft	5.45 kgCO2e per sqft

Carbon and energy efficiency actions

EACH is committed to a responsible approach to carbon management and proactive environmental stewardship. We acknowledge the magnitude of the global climate crisis and recognise our responsibility to contribute to the reduction of greenhouse gas emissions.

During the year ending March 2024, the charity has seen a small increase in total carbon emissions, rising from 680 tCO2e to 681 tCO2e. Given the year-on-year increase in activities within the organisation, the charity is satisfied it has been able to avoid a greater increase in emissions. Whilst emissions for electricity and gas have reduced, emissions for transport have increased. The charity is beginning to address this with electric vehicle chargers having been installed at one of the hospices in preparation to exchange part of our vehicle fleet to electric vehicles during 2024.

EACH has implemented a number of initiatives designed to offset this increase and demonstrate progress towards our carbon management commitments, as follows:

1. We have ensured our operations include a greater emphasis on virtual interaction. Many internal meetings and some of our therapy sessions are held virtually and therefore avoid transport emissions.
2. We have implemented environmentally conscious measures in our retail locations, incorporating eco-friendly energy systems, infra-red heating panels and energy-efficient LED lighting.
3. We are working towards a culture of mindful energy usage amongst our staff, emphasising the importance of turning off equipment and lights when they are not in use or when a room is vacant. To support this, sites are provided with energy utilisation information and trends.
4. We have an active environmental working group who work across all our hospice sites. Their role is to identify and promote environmentally positive activities within the organisation and encourage an organisation-wide commitment to sustainability.

5. We have started to include environmental considerations into our purchasing decisions, particularly around the replacement of outdated or inefficient equipment.
6. We monitor energy consumption monthly and report back to key stakeholders within the organisation so they have insight to effect change.
7. We play an important role in the circular economy through recycling donated clothing and other goods in our charity shops across East Anglia. We are currently in the process of implementing a system to calculate the value of the CO2 savings made through our shops. This will include letting customers know how their transactions have positively impacted the environment and encouraging them to continue supporting the charity in this way.
8. Our waste disposal contract guarantees 0% of waste goes to landfill.

Looking ahead, we are evaluating sustainable energy sources, including solar projects and electric vehicles to partially replace some of our older diesel vehicles.

We believe these efforts, along with our ongoing commitment to environmentally responsible practices, will contribute to global efforts in combating climate change and reducing greenhouse gas emissions.

Methodology used in the calculation of disclosures

The methodology used to calculate the Statement of Carbon Emissions is based on HM Government Environmental Reporting Guidelines.

We have used the Energy Savings Opportunity Scheme (ESOS) methodology (as specified in Complying with the ESOS version 6, published by the Environment Agency, 21.01.21) in conjunction with Government GHG reporting conversion factors.

For carbon only related matters we used the Streamlined Energy and Carbon Reporting (SECR) methodology as specified in ‘Environmental reporting guidelines: including SECR and greenhouse gas reporting’, in conjunction with Government GHG reporting conversion factors.

Scope 1 and 2 gas and electricity consumption data has been taken from suppliers’ invoices. Scope 1 and 3 transport data has been taken from our accounting records for travel costs collated from expenses, invoices and fleet management.

The intensity ratio is calculated per square foot reflecting the importance of physical locations (care and retail) in delivering our services.

The calculations have been approved by a PAS51215 compliant body.



Social

Public Benefit Statement

In setting its objectives and planning its activities and services, the Board has given careful consideration to the Charity Commission’s guidance on the Public Benefit Requirement under the Charities Act 2011. Access to services is based solely on need and no charges are made to families for any services provided.

The Board considers that the charity meets the two important principles of the public benefit requirement. Below and pages 29 to 31 detail activities carried out by the charity to further its purpose for public benefit, including feedback from families demonstrating the difference the charity’s activities made.

The Difference We Make

East Anglia’s Children’s Hospices (EACH) delivers all-encompassing, lifelong care that includes a comprehensive range of services to support both bereaved and non-bereaved families. Our aim is to ensure the best possible quality of life for babies, children and young people.

Families want their children to enjoy life and we believe every young person, including those receiving hospice care, needs the same things to thrive – friendship, fun, family time, activities and laughter.

Our hospices are happy, homely places for children to be children, and a dependable, supportive and restful space for families to be families. Our brilliant team makes every moment count with supportive activities and events, including the simple pleasures of play, water, art, and music.

We have hospices at Milton (Cambridge), The Nook (Norwich) and The Treehouse (Ipswich), all rated ‘Outstanding’ by the Care Quality Commission. Depending on a family’s needs and wishes, we also provide care in the family home, in hospital or the wider community. This ensures every family is somewhere they feel safe and comfortable.

We have a reputation for excellence and working collaboratively, sharing skills and expertise within our teams and in partnership with healthcare colleagues across the sector. We’re able to forge strong, close relationships to ensure the best possible care and support.

Our range of services includes specialist nursing, therapies and ongoing wellbeing care through all the ups and downs. We provide expert nursing care and short breaks, ensuring one-to-one time for the child at home and in the hospice, and a chance for parents, grandparents and carers to recharge their batteries while having time for themselves, or spending it with their other children, family and friends. Our symptom management nursing service is there with specialist nursing care, advice and support 24 hours a day, seven days a week, wherever the child is being cared for.

Our support also includes physical therapies like occupational therapy, hydrotherapy and physiotherapy, one-to-one and group counselling, art and music therapies, spiritual care and specialist play, as well as family activities and events. We also provide friendship-making opportunities for siblings that can include fun trips to the zoo or seaside. We also offer practical help in the family home, from cooking and cleaning to gardening and DIY.

Our planned, coordinated end-of-life care ensures children are as comfortable as possible, and that families have everything they need to feel prepared. Specialist bereavement support is offered to the whole family, individually and in groups, and includes memory days for families to come together and remember their loved ones.

Milton



Harry’s story...

Harry Crofts is 12 and has Duchenne Muscular Dystrophy. He’s been a regular visitor to our hospice at Milton since January 2023. His mum, Donna, describes it as his favourite place – somewhere he has fun, makes memories and feels less isolated, thanks to meeting other children in a similar situation.

Her initial reaction when being told about the hospice was one of fear. “I was terrified and my brain automatically took me to a place where I could only think of children dying. I kept putting it off and my gut instinct was that we weren’t ready for it.

“However, I was completely wrong and had no idea about the services and facilities EACH provides. It’s opened up a whole new world and is definitely one of the best things we’ve ever done.

“Harry’s embraced the whole experience and absolutely loves his time at Milton. What EACH provides is out of this world, giving him things I can’t offer, and he beams all the way there and all the way home. It’s his favourite place and has changed our lives forever.”

Harry was two and a half when he was diagnosed. He wasn’t meeting the normal milestones and a blood test led to him being referred to Peterborough City Hospital. It was his physiotherapist who then suggested getting in touch with EACH.

“Life can get you down but only if you let it. My mentality is that life’s for living and that seems to align with the way things are done at EACH. It’s about having fun and making memories and I can’t praise the care team enough. I haven’t got a bad word to say.

“Spending time at the hospice has also shown Harry he’s not the only young lad in a wheelchair, as was the case at his mainstream school. He felt different there but now he’s made friends with other children in a similar situation. He doesn’t feel isolated and neither do I, because now I’m able to talk to other parents and learn more.

“Harry really loves his time at the hospice, he enjoys so much about it, from playing games, music therapy, hydrotherapy, arts and crafts and exploring the gardens.

“It’s a marvellous, beautiful place and the staff feel like family. They’re amazing people and go to such trouble and effort to give children and families the best-possible experience. As a parent, it’s heartwarming and such a blessing to be able to leave him somewhere he’s happy, safe and content.”



The Nook



Miles' story...

Georgia Williams' son Miles is four and was diagnosed with dilated cardiomyopathy and heart failure when he was just two weeks old. The left side of his heart is oversized, meaning it doesn't effectively pump blood and oxygen around his body.

Miles' condition has led to complications throughout his short life but he remains a happy, bubbly little boy. Georgia said: "He's a child who sees the good in everything and is rarely seen without a huge grin plastered across his face. He's intrinsically positive and extremely affectionate and he adores his brother, Blake. He's currently going through the 'copying everything his brother does' phase!"

Georgia says nothing can prepare a parent for suddenly having a critically-ill child to look after. Herself and husband Brandon had no idea anything was wrong during the first fortnight of Miles' life. However, things moved quickly after a night of poor feeding and drowsiness led to them taking him to the doctors.

They then had to make an emergency dash to the A&E department at Norfolk and Norwich University Hospital, before being blue-lighted to the intensive care unit at Great Ormond Street Hospital.

"We had no idea anything was wrong, so the speed at which everything happened was hard to grasp and we were minutes away from losing him.

"When most parents find out they're expecting, they'll say 'I don't mind the gender, so long as the baby's healthy'. When you're suddenly facing a different reality, it's overwhelming and completely consuming.

"You suddenly become not just a parent but a nurse, researcher and student. For a long time, we'd alternate with one parent at GOSH with Miles, and the other at home with Blake. We tried to create normality for Blake as best we could, but we often felt completely overwhelmed and out of our depth."

During their time at GOSH, the family was introduced to EACH and they continue to receive support at The Nook.

"Although not much can ease the journey we've been on as a family, EACH has been a huge support during some of the toughest times we've faced. As a family, we've benefited from fun-filled family events, sibling-only events for Blake to let off steam, counselling services and home volunteers who offer us various help around the house.

"The fact we have a family care coordinator who checks in regularly and offers ideas and support for us as a family is a wonderful source of stability for us. Everyone I have spoken to has been incredibly supportive and so willing to help in any way they can."

The Treehouse



Grace's story...

Grace was just 21 months old when she died, following a six-month battle against a rare and aggressive type of brain tumour. She received end-of-life care at The Treehouse and the team were able to provide vital support to step-mum Cerys and dad Andy.

"We can't imagine going through that chapter of our lives without EACH," said Andy. "The Treehouse will always be a special place for us and we feel so lucky to have had it on our doorstep. It was there when we needed it and going through everything without such incredible help and support would have made it a very different experience.

"In so many ways, it's the last place any parent wants to find themselves. However, it was the best possible place to be. It was weird at first, coming from a busy hospital setting. It felt strange not having to talk about treatment schedules and being surrounded by the noise of the ward. Being in a peaceful place where it was possible to do normal things gave us the time we needed to make the most of the last few months with Grace."

Grace was a perfectly normal, healthy baby, but she became ill while at nursery, and was taken to Ipswich Hospital.

"Everything happened so quickly and was completely full-on from that moment onwards. Grace had a CT scan which revealed pressure on her brain and a tumour was identified. We were told it was a case of removing the tumour and then having a course of chemotherapy. However, there were various complications during many rounds of surgery and they couldn't fully remove the tumour.

"Chemo made her horribly sick and everything that could possibly go wrong did go wrong; there were so many complications. We were told the tumour was still growing and that it wouldn't be in Grace's interests to continue her treatment. It was at that point we were told about EACH."

Andy admits that it took a couple of weeks to come round to the idea of end-of-life hospice care.

"At first, our initial reaction was 'no way.' It felt like giving up and we wanted to keep talking about treatment. However, once it had sunk in, we visited The Treehouse and instantly knew it would be in Grace's best interests to be there.

"We spent time outside in the beautiful garden and were able to play music and do some painting. We could see from her face that she was getting something positive from it. Her cheeky smile started to return."

Engagement with Stakeholders and Business Conduct

The Trustees consider they have complied with their duties in section 172 of the Companies Act (2006), by acting in good faith and focusing on the organisation’s charitable purpose in the short and long term regarding all stakeholders who interact with the charity. Activities have included:

Children, young people and families

Continued engagement with and seeking feedback on the development of our services from the children, young people and families we provide care and support to. This includes via Family Forums, by e-newsletter, with digital resources, a dedicated Family Zone section on the EACH website, and through face-to-face interaction, text messaging, surveys and printed materials.

Supporters

We are committed to ensuring we build the best possible relationships with our supporters.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH. Our policy and processes identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

Our Fundraising Standards

We are registered with the Fundraising Regulator and are committed to our Fundraising Promise.

The Board of Trustees, our Management Executive and staff are committed to ensuring we build the best possible relationships with our supporters; relationships built on trust and respectful fundraising practices.

We strive to ensure giving to our charity is the great experience we believe it should be.

We take our responsibilities to our supporters very seriously. With the help of our valued fundraising volunteers, we undertake a diverse range of income generation activities and our fundraising programme includes: trust fundraising, corporate fundraising with businesses and organisations, community fundraising with individuals and groups, legacy giving, and direct marketing through letter, telephone, face-to-face lottery and direct debit programmes, where we engage the services of partner agencies to gain the best value for money and to ensure reliable high-quality delivery.

We inform our fundraising partners of their obligations to ensure fundraising in our name is conducted to the highest possible standards.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH, including supporter feedback, complaints ratios and regular activity reviews.

We regularly evaluate our policies and procedures.

Guidance for fundraising on protecting vulnerable supporters is followed across all our fundraising activities and our fundraising agencies are trained on protecting vulnerable people. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

For full details of our supporter standards, visit www.each.org.uk/complaints-supporter-standards-and-data-protection.

Suppliers

We have policies and standard operating procedures in place to ensure we maintain fair and professional relationships with all our suppliers, including to allow and control fair tender process and supplier selection.

Employees

We provide fulfilling and rewarding job roles and invest in our people, and are proud to be staying well aligned with market pay and conditions of employment. We also have a credible Employee Assistance Programme that provides 24/7 support to all our employees.

We appreciate the enormous commitment our employees demonstrate via informal and formal recognition schemes. Engagement with staff is a key priority and we have Investors in People accreditation. We aim to proactively seek feedback from employees on a regular basis, including capturing the ‘voice’ of our volunteers where we can. Our employees’ health and wellbeing are an important priority with regular wellbeing training for managers and resources available to employees. In 2023, we signed up to the ‘Menopause Workplace Pledge’ as a commitment to providing support to employees going through the menopause.

We outperform the Care Quality Commission (CQC) targets for mandatory training completion, ensuring compliance with essential learning updates. We launched a new learning platform at the end of 2023,

which will enable greater learning opportunities for employees outside of mandatory requirements. We have a strong employee communication approach with managers holding regular one-to-ones with employees, as well as regular formal team meetings. In addition, a weekly communication from our Chief Executive is appreciated, together with periodic employee communication meetings with Directors where two-way discussion is encouraged. We also communicate to our volunteers via regular e-newsletters and show our appreciation during several annual thank you days. We also have an active Health and Safety (H&S) committee which is a cross-functional group with responsibility for reviewing and learning from any H&S incidents.

Our organisation’s Values (page 6) enable us to be an effective, ambitious and inclusive charity where everyone feels heard, respected, and can thrive.

Trustees receive high quality management information and are supported in their decision-making processes to enable them to lead on developing the organisation’s long-term strategy. Our activities are highly regulated, and we maintain the highest levels of business conduct with effective internal controls. All three hospices are rated as ‘Outstanding’ by the CQC. During the year, the CQC also conducted their transitional monitoring arrangements assessment and there were no concerns raised. There is effective monitoring of income and expenditure, with regular reporting at all levels up to and including the Board. Clear terms of reference exist for our Board and its various committees, with reviews of Board effectiveness and a policy on Board rotation. All our work is underpinned by our organisational values of Empathy and Understanding, Open and Respectful, Make it Happen and Commitment to Quality.

Governance

Constitution

EACH was incorporated as a private limited company by guarantee without share capital and is governed by the Articles of Association dated 20th June 2024. The charity has three wholly owned subsidiaries:

- East Anglia’s Children’s Hospices (Trading) Limited; a private limited company governed by the Memorandum and Articles of Association dated 31st July 2014 as amended.
- Stable Trading Limited; a private limited company by guarantee and without share capital governed by the Memorandum and Articles of Association dated 1st February 1991 as amended. This company is currently dormant.

- Children’s Hospice for the Eastern Region; a private limited company without share capital governed by the Memorandum and Articles of Association dated 24th December 1992 as amended. This company is currently dormant.

EACH is governed by the Board of Trustees who are drawn from a variety of backgrounds and meet quarterly. The Board is responsible for setting the strategic direction of the charity. There is an approved scheme of delegation which enables decisions and actions to be taken by committees and the Management Executive. The Board Committees are:

- Clinical Governance Committee
- Finance and Income Generation Committee
- Audit, Risk and Compliance Committee
- Human Resources Committee.

The Board has determined that the following powers are reserved to itself:

- Determine overall strategic direction.
- Approve strategic objectives.
- Approve Vision, Mission and Values.
- Approve strategy.
- Oversight of the charity’s operations and review of performance in the light of the strategic objectives, strategic plans and budgets.
- Appoint/remove Trustees/Directors.
- Appoint/remove co-opted Trustees/Directors.
- Agree role descriptions for Trustees/Directors.
- Agree role descriptions for Chair.
- Agree role descriptions for Deputy Chair.
- Appoint and remove committee Chairs.
- Appointment, removal, the terms of service and remuneration applying to the Chief Executive..
- The terms of service and remuneration policy applying to the Executive Directors.
- Annual review of salaries and award (if not within budget).
- Appoint and remove Company Secretary.
- Review Chief Executive performance (annual appraisal and interim review).
- Review Trustee/Director performance annually.
- Plan for Trustee/Director succession.
- Board Development.
- Determining Trustee Code of Conduct and compliance therewith.
- Approve amendments to Articles of Association.
- Establish and review governance structure (committees).
- Agree terms of reference for committees.
- Agree annual schedule of business for the Board.

- Approved Governance Framework.
- Approve Gender Pay Gap Reporting.
- Review and register reported conflicts of interest declarations.
- Review and register declarations of related party transactions.
- Review and action Fit and Proper Persons' Declaration.
- Approve changes to Accounting Policies.
- Approve Budgets.
- Agree Financial Auditing Arrangements.
- Appoint Insurance Advisors.
- Appoint Investment Advisors.
- Approval of Investment Policies.
- Approval of Loans to Subsidiary Companies.
- Open new bank accounts.
- Approve Signing Authority Delegations.
- Approval of Annual Report and Accounts.
- Annual assessment of strategic risks.
- Overall review of risk and gaps.
- Determining process for dealing with complaints.
- Approve appointment of EACH representatives to external bodies.
- Acquisition, disposal or change of use of land or buildings with the exception of the delegated power relating to appropriation of property from legators.
- The introduction, extension or discontinuance of any significant activity or operation and the entering of any transaction that is material strategically or by reason of size.
- Approval of action on legal and arbitration proceedings (including tribunal or alternative dispute resolutions (ADR) involving the charity).
- Delegations of Powers.
- Approval of urgent decisions between Board Meetings. The Chair will involve other Trustees at their discretion and all decisions taken in this way will be reported back to the Board.
- Ratification of any Urgent Action Decisions taken by the Chair.
- The Board may immediately reassume any power delegated by it to the Chief Executive should the need arise.

Trustees serving during the year, appointment and induction

New Trustees undergo an induction programme which involves visiting the various parts of the organisation, meeting with managers and staff, and observing at first-hand the business of the charity. Trustees' training requirements are reviewed on an annual basis.

During the year, Trustee attendance at Board meetings was 78% (2023: 65%) which reflects the strategic intention to improve the attendance figure as noted in last year's report.

In accordance with the Articles of Association Trustees retire after a three-year term and can offer themselves for re-election and if re-elected may continue in post for up to nine years.

The Trustees take into account the Charity Commission's recommendation that the total length of office should not normally exceed nine years; however, the total period of appointment may be varied in any particular case if the other Trustees, then serving, determine that it would be in the interests of the charity to do so. The names of all Trustees are listed on page 59. Periodically, the Board is assessed on skills, qualifications and experience to identify strengths, gaps and areas for development.

EACH Management Executive (MEX)

The Management Executive (MEX) is headed by a Chief Executive who is supported by the Director of Care, Director of Finance, Director of Fundraising and Communications, Director of People and Director of Retail.

Executive Directors in post:

Interim Chief Executive
Kevin Clements

Director of Care
Pól Toner

Director of Finance
Ruth Kiani

Director of Fundraising and Communications
Kevin Clements

Director of People
Nicky Kendrick

Director of Retail
Ian Nicolson

The Executive Directors are not directors within the meaning of the Companies Act with the exception of Ruth Kiani and Ian Nicolson, who are directors within the meaning of the Companies Act for the subsidiary company East Anglia's Children's Hospices (Trading) Ltd. Ruth Kiani also acts as Company Secretary for East Anglia's Children's Hospices.

The Board last undertook a review of the salaries of the Executive Directors in 2024 drawing upon benchmarking of similar organisations. The Board further agreed that the salaries of Executive Directors would be reviewed through a similar benchmarking exercise on a biennial basis with the next review due in 2026.

Umbrella groups

The charity is a member of both Hospice UK and Together for Short Lives, who function as umbrella organisations providing advice and support to member bodies in the field of palliative care. Together for Short Lives also operates a national fundraising scheme, of which EACH is a participant.

Partnership working

EACH works in partnership with a variety of statutory and voluntary organisations engaged in providing care and support to children with life-threatening illnesses. Key partnership organisations are:

- The East of England Managed Clinical Network (MCN). EACH hosts this service which provides out-of-hours access to specialist medical support and advice, provides education, and develops and promotes good practice guidance. It comprises one children's palliative care specialist team, one tertiary centre, three level 3 NICUs and 15 district general hospitals.
- Community NHS Trusts, including Norfolk Community Health and Care NHS Trust, Cambridge and Peterborough Foundation Trust, and North and Mid and West Essex NHS Community Services.
- NHS England and County Council Commissioners, including NHS Suffolk & North East Essex ICB, NHS Mid and South Essex ICB, NHS Hertfordshire & West Essex ICB, NHS Norfolk and Waveney ICB, NHS Cambridgeshire and Peterborough ICB, and Norfolk County Council.
- Other children's hospices, including Keech Hospice Care in Bedfordshire, Haven House Hospice in West Essex and Little Havens Children's Hospice in South Essex.

EACH staff participate in the following external groups:

East of England Children's Palliative Care Forum and county-based palliative care networks.

These are responsible for developing and implementing the priorities of the Managed Clinical Network. The Regional Forum is attended by the Medical Director and Head of Nursing and Therapies. The county-based networks are attended by the Matrons and Clinical Education Lead.

East of England Palliative & End of Life Care Strategic Clinical Network.

The EACH Medical Director is CYP PEOLC Lead and attends this in their capacity as chair of the MCN. The Director of Care has membership of this group and is invited for attendance and participation.

CoPPAR network (Collaborative Paediatric Palliative Care Research Network) Steering Group, University of York.

The EACH Matron at The Nook currently leads on CoPPAR research.

Together for Short Lives/Association of Paediatric Palliative Medicine national research group.

The EACH Research Nurse (currently vacant) attends this group.

Quality Account

Under the Health Act 2009 and the NHS (Quality Accounts) Regulations 2010, there is a requirement for EACH to submit a Quality Account to the Secretary of State for Health. Quality Accounts are an annual statement from healthcare providers designed to demonstrate an organisation's approach to ongoing quality improvement. The report is available to view on the EACH website.

Other disclosures

The charity makes no grants to other organisations, has no social investment programme, holds no assets as a custodian Trustee and does not have powers to invest on a total return basis. No charity funds are in deficit.

There are no uncertainties regarding the charity's going concern basis. Pension commitments are described in note 7 to the financial statements.

Trustees' Responsibility Statement – Group and Charitable Company

Statement of Directors' Responsibilities

The Trustees (who are also directors of East Anglia's Children's Hospices for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the group and 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 group and 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 group and charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

The Board recommends to the AGM that Price Bailey LLP should continue to be engaged as auditors for the forthcoming financial year.

BY ORDER OF THE BOARD

Ruth Kiani

Ruth Kiani (Jul 19, 2024, 7:56am)

Ruth Kiani

Secretary

Date: 18th July 2024

Consolidated Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31st March 2024

	Note	General £	Designated £	Restricted £	2024 Total Funds £	2023 Total Funds £
Income:						
Donations and legacies:						
Donations		4,271,173	-	103,014	4,374,187	3,755,051
Trust income		1,111,019	-	908,767	2,019,786	1,652,858
Legacies		2,392,207	-	639,284	3,031,491	2,037,591
Income from charitable activities	1	7,774,399	-	1,651,065	9,425,464	7,445,500
Income from retail and other trading activities	1	2,909,688	-	-	2,909,688	2,730,343
Investment income	11	8,202,244	-	-	8,202,244	7,281,508
Other income		500,969	-	-	500,969	159,950
		110,492	-	-	110,492	149,577
Total income		19,497,792	-	1,651,065	21,148,857	17,766,878
Expenditure:						
Fundraising	2	1,933,497	-	-	1,933,497	1,766,149
Costs of goods sold and retail costs	2	5,892,172	-	-	5,892,172	5,324,193
Investment management costs	2	20,306	-	-	20,306	20,576
Cost of raising voluntary income		7,845,975	-	-	7,845,975	7,110,918
Expenditure on charitable activities	3	8,391,532	-	1,295,398	9,686,930	8,914,914
Total expenditure	2	16,237,507	-	1,295,398	17,532,905	16,025,832
Net income from operational activities for the year		3,260,285	-	355,667	3,615,952	1,741,046
Net gains/(losses) on investments		250,592	-	-	250,592	(625,069)
Revaluation of investment asset		11,750	-	-	11,750	22,000
Net income for the year		3,522,627	-	355,667	3,878,294	1,137,977
Transfers between funds	20	(2,959,106)	3,421,852	(462,746)	-	-
Net movement in funds		563,521	3,421,852	(107,079)	3,878,294	1,137,977
Reconciliation of funds:						
Total funds brought forward		756,027	28,608,299	151,388	29,515,714	28,377,737
Total funds carried forward		1,319,548	32,030,151	44,309	33,394,008	29,515,714

All amounts relate to continuing activities of the group.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The notes to the accounts are shown on pages 43 - 58.

Consolidated and Charity Balance Sheet as at 31st March 2024

	Notes	Group		Charity	
		2024 £	2023 £ (restated)	2024 £	2023 £ (restated)
Fixed assets					
Tangible assets	10	15,985,028	15,994,992	15,985,029	15,994,993
Intangible assets	9	18,284	25,362	18,284	25,362
Investments	11	4,608,184	4,270,548	4,608,184	4,270,548
		20,611,496	20,290,902	20,611,497	20,290,903
Current assets					
Stock		50,651	32,208	-	-
Debtors	16	3,164,251	1,960,014	3,315,082	1,994,198
Cash	26	11,326,499	8,907,313	11,202,268	8,901,849
		14,541,401	10,899,535	14,517,350	10,896,047
Liabilities					
Creditors due within one year	17	(1,758,889)	(1,674,723)	(1,734,840)	(1,671,237)
Net current assets		12,782,512	9,224,812	12,782,510	9,224,810
Total net assets		33,394,008	29,515,714	33,394,007	29,515,713
The funds of the charity:					
Restricted income funds	20	44,309	151,388	44,309	151,388
Designated funds	20	15,723,373	12,303,307	15,723,373	12,303,307
General funds	20	1,319,548	756,027	1,319,547	756,026
Capital Reserve	20	16,306,778	16,304,992	16,306,778	16,304,992
Total unrestricted		33,349,699	29,364,326	33,349,698	29,364,325
Total funds	20	33,394,008	29,515,714	33,394,007	29,515,713

Approved by the Board of Directors and signed and authorised for issue on their behalf by:

Brad McLean

Brad McLean (Jul 18, 2024, 5:22pm)

Bradley McLean
Chair
18th July 2024
East Anglia’s Children’s Hospices
Charity Number: 1069284, Company Number 03550187
Registered in England & Wales in the United Kingdom
The notes to the accounts are shown on pages **43 - 58**.

Consolidated Cash Flow Statement for the year ended 31st March 2024

	Notes	Group		Charity	
		2024 £	2023 £ (restated)	2024 £	2023 £ (restated)
Cash flows from operating activities:	24	3,214,685	3,335,264	3,095,917	3,334,112
Cash flows from investing activities:					
Dividends, interest and rents from investments		95,020	114,801	95,020	114,801
Proceeds from sale of property, plant and equipment		21,063	30,244	21,063	30,244
Purchase of property, plant and equipment	10	(836,288)	(619,754)	(836,288)	(619,754)
Proceeds from sale of investments		2,031,068	618,344	2,031,068	618,344
Purchase of investments	11	(2,100,935)	(704,804)	(2,100,935)	(704,804)
Net cash used investing activities		(790,072)	(561,170)	(790,072)	(561,170)
Change in cash and cash equivalents in the reporting period		2,424,613	2,774,094	2,305,845	2,772,942
Cash and cash equivalents at the beginning of the reporting period	25	8,945,425	6,171,331	8,939,961	6,167,019
Cash and cash equivalents at the end of the reporting period	25	11,370,038	8,945,425	11,245,806	8,939,961

The notes to the accounts are shown on pages **43 - 58**.

Independent Auditor’s Report to the Members of East Anglia’s Children’s Hospices for the year ended 31st March 2024

Opinion

We have audited the financial statements of East Anglia’s Children’s Hospices (the ‘parent charitable company’) and its subsidiaries (the ‘group’) for the year ended 31st March 2024, which comprise the Group Statement of Financial Activities (incorporating an income and expenditure account), the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”.

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees’ Annual Report, other than the financial statements and our auditor’s report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees’ Annual Report, incorporating the Strategic Report and the Directors’ Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors’ Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors’ 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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company’s 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 in the Trustees’ Report, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the group and the parent charitable company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the group and the parent charitable company this included employment law, financial reporting and health & safety.

The risks were discussed with the audit team, and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified, these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were in accordance with accounting standards and correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings to ensure any matters of non-compliance identified and reported to Trustees were adequately dealt with.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We have reviewed any correspondence with the Charity Commission and other regulators, such as the Care Quality Commission, and reviewed the procedures in place for the reporting of incidents to the Trustee Board, including serious incident reporting of any such matters if necessary.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation as to what extent the audit was considered capable of detecting irregularities, including fraud.

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of this 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, for our audit work, for this report, or for the opinions we have formed.



**Helena Wilkinson BSc FCA
DChA (Senior Statutory Auditor)
For and on behalf
of PRICE BAILEY
LLP**

Chartered Accountants Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge, CB4 0WZ.

Date: 19th July 2024

Notes to the Financial Statements for the year ended 31st March 2024

1 Income

Income from Charitable Activities	2024 £	2023 £
Community and hospice-based service delivered from EACH Milton	854,312	833,338
Community and hospice-based service delivered from EACH The Nook	1,320,104	1,249,823
Community and hospice-based service delivered from EACH The Treehouse	735,272	647,182
	2,909,688	2,730,343
Statutory Funds Received for Charitable Activities	2024 £	2023 £
NHS England Children's Hospice Grant	1,069,063	897,149
Block funding from Integrated Care Boards and County Councils	1,282,505	1,408,449
Continuing Care Funding	558,120	424,745
	2,909,688	2,730,343
All income from charitable activities in both the current and previous year relate to statutory income for provision of services as detailed above. During the year, the charity received grant funding directly from NHS England. The total amount awarded amounted to £1,069,063 (2023: £897,149). The full amount of the grant was spent during the year.		
Income from retail and other trading activities	2024 £	2023 £
Charity Shop Sales	7,732,820	6,919,809
Other	469,424	361,699
	8,202,244	7,281,508

2 Analysis of expenditure

Expenditure	2024			2023		
	Direct costs £	Support costs £	Total costs £	Direct costs £	Support costs £	Total costs £
Raising funds						
Fundraising and publicity	1,723,651	209,846	1,933,497	1,369,278	396,871	1,766,149
Retail and trading	5,249,349	642,823	5,892,172	4,679,559	644,634	5,324,193
Investment management	20,306	-	20,306	20,576	-	20,576
	6,993,306	852,669	7,845,975	6,069,413	1,041,505	7,110,918
Charitable activities						
Community and hospice-based service delivered from:						
EACH Milton	2,818,960	339,106	3,158,066	2,465,293	362,846	2,828,139
EACH The Nook	3,434,923	417,907	3,852,830	3,031,555	454,660	3,486,215
EACH The Treehouse	2,392,210	283,824	2,676,034	2,282,108	318,452	2,600,560
	8,646,093	1,040,837	9,686,930	7,778,956	1,135,958	8,914,914
Total	15,639,399	1,893,506	17,532,905	13,848,369	2,177,463	16,025,832

3 Charitable funding requirement

Community and hospice-based service delivered from:	EACH Milton £	EACH The Nook £	EACH The Treehouse £	EACH Total £	Percentage of cost
Cost of activities 2024	3,158,066	3,852,830	2,676,034	9,686,930	-
Income from statutory organisations	854,312	1,320,104	735,272	2,909,688	30%
Fundraising requirement	2,303,754	2,532,726	1,940,762	6,777,242	70%
Cost of activities 2023	2,828,139	3,486,215	2,600,560	8,914,914	-
Income from statutory organisations	833,338	1,249,823	647,182	2,730,343	31%
Fundraising requirement	1,994,801	2,236,392	1,953,378	6,184,571	69%

4 Analysis of support costs

Support costs 2024	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	121,633	7,995	64,039	14,111	2,068	209,846
Trading: costs of goods sold and other costs	338,121	29,252	208,640	59,873	6,937	642,823
	459,754	37,247	272,679	73,984	9,005	852,669
Milton service	223,524	18,647	92,518	-	4,417	339,106
The Nook service	275,229	21,577	115,610	-	5,491	417,907
The Treehouse service	185,159	14,704	80,173	-	3,788	283,824
Charitable activities	683,912	54,928	288,301	-	13,696	1,040,837
Total support costs	1,143,666	92,175	560,980	73,984	22,701	1,893,506

Support costs are apportioned on the basis of staff costs.
Governance costs comprise of audit fees and accountancy fees £22,701 (2023: £17,500)

Support costs 2023	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	293,816	17,324	75,951	8,218	1,562	396,871
Trading: costs of goods sold and other costs	403,461	40,705	147,066	48,086	5,316	644,634
	697,277	58,029	223,017	56,304	6,878	1,041,505
Milton service	264,882	24,272	70,363	-	3,329	362,846
The Nook service	331,512	29,835	89,143	-	4,170	454,660
The Treehouse service	225,226	22,861	67,242	-	3,123	318,452
Charitable activities	821,620	76,968	226,748	-	10,622	1,135,958
Total support costs	1,518,897	134,997	449,765	56,304	17,500	2,177,463

5 Analysis of staff costs

Staff costs	2024 £	2023 £
Wages and salaries	10,317,095	9,495,442
National Insurance	948,560	885,582
Pension costs	777,400	696,606
Total staff costs	12,043,055	11,077,630

The charity trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiaries in the year. Expenses paid to trustees are detailed in note 23.
During the year, a termination payment was made to one member of staff at a cost of £52,000 (2023: one member of staff at £30,000). This was approved by the Board of Trustees.

6 Staff

Staff full-time equivalents and headcount	2024		2023	
	Headcount	Full-Time Equivalent	Headcount	Full-Time Equivalent
The average number of staff employed in the year was:				
Direct charitable services	193	161	189	158
Fundraising services	26	24	25	24
Retail	152	103	155	99
Support services	35	28	34	26
Total	406	316	403	307

Key management personnel and higher paid employees

The key management personnel comprise of the trustees and the management executive who are the; Chief Executive, and the Directors of: Care, Retail, People, Fundraising & Communications and Finance.

Key management personnel	2024 £	2023 £
Employee benefits of key management personnel:		
Salary	572,356	522,803
Employers' pension contribution	37,124	29,744
Employers' National Insurance payments	71,035	68,125

The number of employees whose total employee benefits excluding pension contributions earning over £60,000, classified within bands of £10,000, is as follows:

Higher paid employee salary bands and pension	2024	2023
£60,000-£69,999	4	2
£70,000-£79,999	1	3
£80,000-£89,999	4	3
£90,000-£99,999	1	-
£100,000-£109,999	-	-
£110,000-£119,999	-	-
£120,000-£129,999	-	1
£130,000-£139,999	1	1
	£	£
Pension contribution of higher paid employees	37,124	44,905

7 Pension cost

The charity operates a 'group personal pension plan.' The assets of the scheme are held separately from those of the charity in an independently administered fund. In addition, the charity made contribution to the NHS pension scheme in respect of certain employees. Whilst the NHS scheme is a defined benefit scheme, it is a multi-employer scheme for which the charity's share of the underlying assets and liabilities cannot be identified; it is therefore accounted for as a defined contribution scheme in accordance with FRS102. The charity's contribution to these schemes is therefore charged to the statement of financial activity when due.

At 31st March 2024: £115,771 (2023: £107,459) in pension contributions was due to be paid to pension providers.

	2024 £	2023 £
Total pension scheme contributions:	777,400	696,606
Pension contribution included in creditors:	115,771	107,459

8 Net income

Net income	2024 £	2023 £
Net income is stated after charging:		
Depreciation and amortisation	841,498	817,625
Auditor's remuneration:		
- for audit services	22,700	17,500
- for other services	750	1,000
Gain on disposal of fixed assets	9,231	5,187
Operating lease rentals	19,296	19,911
Operating leases for property	1,043,639	966,822

9 Intangible assets

Group and charity intangible assets	Website Development £	Total £
Cost		
At start of year	33,600	33,600
Additions	-	-
Disposals	-	-
At end of year	33,600	33,600
Amortisation		
At start of year	8,238	8,238
Charge for the year	7,078	7,078
Transfer in	-	-
Eliminated on disposal	-	-
At end of year	15,316	15,316
Net book value at the end of the year	18,284	18,284
Net book value at the start of the year	25,362	25,362

10 Tangible assets

Group and charity fixed assets	Leasehold Property £	Freehold Property £	Equipment & Vehicles £	Total £
Cost				
At start of year (restated)	3,404,963	14,058,628	4,529,716	21,993,307
Additions	21,675	380,812	433,801	836,288
Disposals	-	(91,950)	(61,192)	(153,142)
At end of year	3,426,638	14,347,490	4,902,325	22,676,453
Depreciation				
At start of year (restated)	335,367	2,300,212	3,362,735	5,998,314
Charge for the year	39,329	274,520	520,570	834,419
Eliminated on disposal	-	(3,590)	(137,719)	(141,309)
At end of year	374,696	2,571,142	3,745,587	6,691,425
Net book value at the end of the year	3,051,942	11,776,348	1,156,738	15,985,028
Net book value at the start of year (restated)	3,069,596	11,758,416	1,166,980	15,994,992

11 Investments: Group and Charity

Investment movements - stocks & shares	2024 Market value £	2023 Market value £
Market value at beginning of year	3,922,436	4,461,045
Additions at cost	2,100,935	704,803
Disposals at opening book value	(1,924,720)	(706,052)
Unrealised gains/(losses) on revaluation	144,244	(537,361)
Market value at end of year	4,242,894	3,922,435
Cash held on investments portfolio	43,538	38,112
Total portfolio market value including cash	4,286,433	3,960,547

Investment Categories - stocks & shares	2024		2023	
	Cost £	Market Value £	Cost £	Market Value £
Investment Trusts	811,554	1,064,286	1,254,615	1,361,228
UK Equities	584,067	734,114	982,781	1,175,594
Overseas Equities	796,587	854,375	-	-
Funds	813,364	732,492	685,325	838,823
Exchange Traded Funds	514,252	678,261	315,778	386,892
Bonds	179,322	179,366	154,348	159,899
	3,699,147	4,242,894	3,392,848	3,922,435
Cash	43,538	43,538	38,112	38,112
	3,742,685	4,286,433	3,430,960	3,960,547

Investment income from listed investments	2024 £	2023 £
Investment income	95,020	114,801
Bank interest for the year	405,949	45,149
	500,969	159,950

All Investments	2024		2023	
	Cost £	Market Value £	Cost £	Market Value £
Stocks & Shares	3,742,685	4,286,433	3,430,960	3,960,547
Land held for investment	258,750	321,750	258,750	310,000
Investment in trading subsidiary	1	1	1	1
	4,001,436	4,608,184	3,689,711	4,270,548

12 Financial performance of the charity

East Anglia's Children's Hospices Charity No. 1069284, Company No. 03550187, registered in the UK	2024 £	2023 £
Income	20,797,910	17,496,175
Gift Aid from trading subsidiary	180,317	154,509
Total expenditure	(17,362,275)	(15,909,638)
Investment gain/(loss)	262,342	(603,069)
Net income	3,878,294	1,137,977
Total funds brought forward	29,515,713	28,377,736
Total funds carried forward	33,394,007	29,515,713
Represented by:		
Restricted funds	44,309	151,388

13 Financial performance of the trading subsidiary

East Anglia's Children's Hospices (Trading) Ltd Company No. 09155768, registered in the UK	2024 £	2023 £
Turnover	352,447	270,703
Cost of sales	(171,974)	(116,038)
Gross profit	180,473	154,665
Operating expenses	(156)	(156)
Profit on ordinary activities	180,317	154,509
Gift Aid donated to the charity	(180,317)	(154,509)
Profit for the financial year being the retained profit for the year	-	-
Balance Sheet		
Assets	175,931	38,871
Liabilities	(175,930)	(38,870)

14 Trading Subsidiary - Stable Trading Limited

(company no. 02593818, UK registered)

Stable Trading Limited is a company limited by guarantee which is under the control of the directors of East Anglia's Children's Hospices. The subsidiary's main purpose was to sell goods to raise funds for the charity. In 2014, the subsidiary's activities transferred to the charity. There are no results or activities to report for this company. The company is dormant.

15 Subsidiary - Children's Hospice for the Eastern Region (CHER)

(company no. 02776381, UK registered)

The Children's Hospice for the Eastern Region is a dormant company wholly owned by East Anglia's Children's Hospices. There are no results or activities to report for this company. The company is dormant.

16 Debtors and contingent assets

Debtors	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	183,642	362,466	182,592	361,266
Amount owed by group companies	-	-	151,881	35,384
Taxation recoverable	677,379	413,058	677,379	413,058
Prepayments	599,926	542,596	599,926	542,596
Accrued income	1,672,166	631,687	1,672,166	631,687
Other debtors	31,138	10,207	31,138	10,207
	3,164,251	1,960,014	3,315,082	1,994,198

Notified legacies are recognised as accrued income when their value is known with a degree of certainty. Where legacies have been notified but their value remains uncertain they are treated as contingent assets. At the balance sheet date, contingent legacy assets were estimated to be 2,311,541. (2023 £1,919,821).

17 Creditors: amounts falling due within one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	469,812	535,260	446,513	531,774
Taxation and social security	218,112	213,781	218,112	213,781
Other creditors	147,953	103,153	147,953	103,153
Accruals	722,420	641,322	721,670	641,322
Deferred income	76,396	87,208	76,396	87,208
Provisions	124,196	93,999	124,196	93,999
	1,758,889	1,674,723	1,734,840	1,671,237

18 Financial commitments under non-cancellable operating leases

	2024		2023	
	Land & Buildings £	Other £	Land & Buildings £	Other £
Leases expiring:				
Within 1 year	920,301	19,296	929,314	19,911
In 2-5 years	1,817,532	43,684	1,654,250	62,980
Over 5 years	1,545	-	-	-
	2,739,379	62,980	2,583,564	82,891

19 Capital Commitments

	2024 £	2023 £
Capital orders committed	22,789	52,828

20 Statement of funds

Statement of funds 2024	Balance at 31/3/2023 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2024 £
General Funds	756,027	19,497,792	(15,975,165)	(2,959,106)	1,319,548
Designated Funds - Revenue					
Contingency Reserves	6,025,307	-	-	731,821	6,757,128
Strategic Development	3,200,000	-	-	4,268,260	7,468,260
Inflation Reserve	2,238,000	-	-	(2,238,000)	-
Capital Expenditure	840,000	-	-	657,985	1,497,985
	12,303,307	-	-	3,420,066	15,723,373
Designated Funds - Capital					
Land, Buildings & Investment Property	15,138,012	-	-	12,028	15,150,040
Other Fixed Assets	1,166,980	-	-	(10,242)	1,156,738
	16,304,992	-	-	1,786	16,306,778
Total Designated Funds	28,608,299	-	-	3,421,852	32,030,151
Restricted Funds					
Care across all sites	-	187,163	(187,163)	-	-
The Treehouse Service	-	233,526	(233,026)	-	500
Milton Service	-	78,927	(78,927)	-	-
The Nook Service	4,700	774,491	(778,191)	-	1,000
The Treehouse Equipment	-	-	-	-	-
Milton Equipment	41,460	-	(7,368)	-	34,092
The Nook Equipment	5,085	-	-	-	5,085
Art, Music and Play	2,300	-	(2,000)	-	300
The Nook Garden Project	53,840	366,906	-	(420,746)	-
Training/Conferences	626	4,706	(2,000)	-	3,332
Hospice Capital Expenditure	42,000	-	-	(42,000)	-
EACH Values Awards	1,000	-	(1,000)	-	-
Complementary Care	377	-	(377)	-	-
Bereavement Support	-	5,346	(5,346)	-	-
Total Restricted Funds	151,388	1,651,065	(1,295,398)	(462,746)	44,309
Total Funds	29,515,714	21,148,857	(17,270,563)	-	33,394,008

Restricted funds
Revenue restricted funds are allocated against expenditure as it is incurred. Funds were transferred from restricted funds totalling £462,746 in the year to the capital funds, to represent the purchase of capital assets which have been acquired in line with the terms implied upon these funds.

Designated funds
Designated funds comprise of capital and funds allocated by Trustees to specific purposes. The capital fund is a designated fund set aside by Trustees and represents the net book value of fixed assets. EACH Trustees consider it to be prudent to set aside designated funds to cover all fixed assets. Funds were transferred in the year from general funds (£2,959,106) and the inflation reserve (£2,238,000) to designated funds to represent the future plans of the organisation as highlighted in the ‘Funds and Reserves’ policy within the Trustees Report.

General funds
The general fund includes £1 (2023: £1) retained in the reserves of the subsidiary company.

21 Statement of funds prior year

Statement of funds 2023	Balance at 31/3/2022 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2023 £
General Funds	1,450,395	16,346,667	(15,218,574)	(1,822,461)	756,027
Designated Funds - Revenue					
Reserves Policy	5,169,015	-	-	856,292	6,025,307
Strategic Development	1,841,982	-	-	1,358,018	3,200,000
Inflation Reserve	2,498,000	-	-	(260,000)	2,238,000
Capital Expenditure	800,000	-	-	40,000	840,000
	10,308,997	-	-	1,994,310	12,303,307
Designated Funds - Capital					
Land, Buildings & Investment Property	15,137,493	-	-	519	15,138,012
Other Fixed Assets	1,339,348	-	-	(172,368)	1,166,980
	16,476,841	-	-	(171,849)	16,304,992
Total Designated Funds	26,785,838	-	-	1,822,461	28,608,299
Restricted Funds					
Care across all sites	1,025	302,700	(303,725)	-	-
The Treehouse Service	-	175,628	(175,628)	-	-
Milton Service	-	278,433	(278,433)	-	-
The Nook Service	-	596,267	(591,567)	-	4,700
The Treehouse Equipment	5,573	7,500	(13,073)	-	-
Milton Equipment	78,979	-	(37,519)	-	41,460
The Nook Equipment	750	4,755	(420)	-	5,085
Art, Music and Play	300	2,000	-	-	2,300
The Nook Garden Project	54,500	-	(660)	-	53,840
Training/Conferences	-	5,345	(4,719)	-	626
Hospice Capital Expenditure	-	42,000	-	-	42,000
EACH Values Awards	-	1,000	-	-	1,000
Complementary Care	377	-	-	-	377
Translation	-	4,583	(4,583)	-	-
Total Restricted Funds	141,504	1,420,211	(1,410,327)	-	151,388
Total Funds	28,377,737	17,766,878	(16,628,901)	-	29,515,714

22 Net assets by funds

Net assets 2024	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible assets & Investment Property	-	-	16,306,778	-	16,306,778
Intangible assets	18,284	-	-	-	18,284
Investments	-	4,608,184	-	-	4,608,184
Current assets	3,381,903	11,115,189	-	44,309	14,541,401
Creditors falling due in less than one year	(1,758,889)	-	-	-	(1,758,889)
	1,319,548	15,723,373	16,306,778	44,309	33,394,008
Net assets 2023 (restated)	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible assets & Investment Property	-	-	16,304,992	-	16,304,992
Intangible assets	25,362	-	-	-	25,362
Investments	-	3,960,548	-	-	3,960,548
Current assets	2,405,388	8,342,759	-	151,388	10,899,535
Creditors falling due in less than one year	(1,674,723)	-	-	-	(1,674,723)
	756,027	12,303,307	16,304,992	151,388	29,515,714

23 Related party transactions

	2024 £	2023 £
Balance due at 31st March from EACH (Trading) Ltd to EACH	151,881	35,384
Donations made by directors and key staff	5,902	5,565
Travel expenses waived by directors and key staff	1,280	2,000

East Anglia's Children's Hospices has three wholly owned subsidiaries; Stable Trading Ltd, East Anglia's Children's Hospices (Trading) Limited (EACH (Trading) Ltd), and The Children's Hospice for the Eastern Region (CHER). CHER and Stable Trading Ltd are dormant companies with no assets or liabilities. EACH (Trading) Gift Aids its profits to EACH under a deed of covenant arrangement.

East Anglia's Children's Hospices is controlled by its directors.

24 Reconciliation of net income/expenditure to net cashflow from operating activities

	Group		Charity	
	2024 £	2023 £ (restated)	2024 £	2023 £ (restated)
Net income for the reporting period (as per the Statement of Financial Activities)	3,878,294	1,137,977	3,878,293	1,137,977
Depreciation charges	841,498	817,625	841,498	817,625
(Losses)/gains on investments	(262,342)	581,069	(262,342)	581,069
Dividends, interest and rents from investments	(95,020)	(114,801)	(95,020)	(114,801)
Loss/(profit) on the sale of fixed assets	(9,231)	(5,187)	(9,231)	(5,187)
(Increase)/(decrease) in stock	(18,443)	(14,343)	-	3,185
(Increase)/decrease in debtors	(1,204,237)	790,088	(1,320,884)	771,660
Increase/increase in creditors	84,166	142,836	63,603	142,582
Net cash provided by/(used in) operating activities	3,214,685	3,335,264	3,095,917	3,334,111

25 Analysis of cash and cash equivalents

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Cash in hand	11,326,499	8,907,313	11,202,268	8,901,849
Cash held as part of the investment portfolio	43,538	38,112	43,538	38,112
Total cash and cash equivalents	11,370,037	8,945,425	11,245,806	8,939,961

26 Net debt Reconciliation

	At 1/4/2023 £	Cash Movement £	At 1/4/2024 £
Group			
Cash in hand	8,907,313	2,419,186	11,326,499
Cash held as part of the investment portfolio	38,112	5,426	43,538
Total cash and cash equivalents	8,945,425	2,424,612	11,370,037
Charity			
Cash in hand	8,901,849	2,300,419	11,202,268
Cash held as part of the investment portfolio	38,112	5,426	43,538
Total cash and cash equivalents	8,939,961	2,305,845	11,245,806

27 Prior year consolidated statement of financial activities

Statement of financial activities (incorporating an income and expenditure account) for the financial year to 31st March 2023	General £	Designated £	Restricted £	2023 Total Funds £
Income:				
Donations and legacies:				
Donations	3,694,668	-	60,383	3,755,051
Trust income	1,233,894	-	418,964	1,652,858
Legacies	1,096,727	-	940,864	2,037,591
	6,025,289	-	1,420,211	7,445,500
Income from charitable activities	2,730,343	-	-	2,730,343
Income from retail and other trading activities	7,281,508	-	-	7,281,508
Investment income	159,950	-	-	159,950
Other income	149,577	-	-	149,577
Total Income	16,346,667	-	1,420,211	17,766,878
Expenditure:				
Cost of raising voluntary income				
Fundraising	1,766,149	-	-	1,766,149
Costs of goods sold and retail costs	5,324,193	-	-	5,324,193
Investment management costs	20,576	-	-	20,576
	7,110,918	-	-	7,110,918
Expenditure on charitable activities	7,504,587	-	1,410,327	8,914,914
Total expenditure	14,615,505	-	1,410,327	16,025,832
Net income from operational activities for the year	1,731,162	-	9,884	1,741,046
Net gains/(losses) on investments	(625,069)	-	-	(625,069)
Revaluation of investment asset	22,000	-	-	22,000
Net income for the year	1,128,093	-	9,884	1,137,977
Transfers between funds	(1,822,461)	1,822,461	-	-
Net movement in funds	(694,368)	1,822,461	9,884	1,137,977
Reconciliation of funds:				
Total funds brought forward	1,450,395	26,785,838	141,504	28,377,737
Total funds carried forward	756,027	28,608,299	151,388	29,515,714

Accounting Policies

The principal accounting policies, adopted judgements, and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a. *Basis of preparation*

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

East Anglia’s Children’s Hospices meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b. *Significant accounting estimates and assumptions*

The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with judging when legacy income should be brought into the figures. Further details regarding the contingent asset for legacy is shown in note 16.

c. *Legal status of the charity and subsidiaries*

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member (11 members) of the charity. East Anglia’s Children’s Hospices (Trading) Limited is a trading company and wholly owned by the charity. Stable Trading Limited and The Children’s Hospice for the Eastern Region are companies limited by guarantee under the control of the Trustees and also East Anglia’s Children’s Hospices.

d. *Going concern*

The Trustees consider that there are no material uncertainties about EACH’s ability to continue as a going concern.

e. *Group financial statements*

The financial statements consolidate the results of the charity and its wholly owned subsidiaries on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

f. *Fund accounting*

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

Restricted funds are given to EACH for a variety of specific purposes which mostly relate to the care of children and families or the development of new facilities. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

g. *Income*

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until those conditions will be fulfilled in the reporting period. Income from Gift Aid tax claims are processed for donations with relevant and appropriate Gift Aid declarations. Claims are made in the same period as the donation is received. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether ‘capital’ grants or ‘revenue’ grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case-by-case basis, pecuniary bequests are recognised following probate and on receipt of notification. Residuary bequests are recognised at the earlier date of either when the charity is aware the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor’s intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 16).

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio. Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Sponsorship from events, fundraising and events’ registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

h. *Donated goods and services*

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the charity when received, based on the amount that the charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets.

Rent-free periods and landlord contributions to shop set-up costs are spread over the life of the lease.

i. *Expenditure and irrecoverable VAT*

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals’ basis under the following headings:

- Costs of raising funds comprise fundraising costs incurred in seeking donations, grants and legacies; investment management fees; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information of support of the charitable activities.

- Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Support costs are allocated to each of the activities on the basis of staffing costs.

j. *Volunteers*

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Strategic Report.

k. *Fixed & Intangible Assets*

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Depreciation is provided to write off the cost or revaluated amount, less an estimated residual value, of all fixed assets evenly over their expected economic useful lives on a straight-line basis as follows:

• Motor vehicles	20% of cost
• Fixtures and equipment	20% - 33% of cost
• Freehold buildings	2% of cost
• Improvements to the leasehold property	over lease period

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

Web development is classed as an intangible asset and amortised over five years.

l. *Investments*

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. The charity does not acquire put options, derivatives or other complex financial instruments. Property held for investment is held at fair value at year end.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

m. Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

n. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable are included at the best estimate of the amounts receivable at the balance sheet date.

o. Cash at bank and in hand

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

p. Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

q. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value being closing bid value. All other assets and liabilities are recorded at cost which is their fair value.

r. Pensions

Employees of the charity are entitled to join a defined contribution ‘money purchase’ scheme OR NHS scheme. Charity contributions are disclosed in note 7. There were no overdue contributions at the year-end. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The money purchase plan is managed by Aviva and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee’s normal retirement age which is defined as when they are eligible for a state pension. Aviva charges employees directly for the management of the scheme at 0.55% and this is deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employee’s contributions.

s. Operating leases

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period of the lease.

t. Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Company information

Trustees – in post at the point of the accounts being signed

- Brad McLean (Chair)
- Emma Deterding
- Mark Dyke (Appointed: 14th July 2023)
- Iain Jamie
- Anna Lipp (Appointed: 1st July 2023)
- Annmarie Lloyd-Jones
- Shaun Savory (Appointed: 1st May 2024)
- Christopher Schwer
- Caroline Steggles
- Loyola Weeks
- Henry Wright (Appointed: 19th June 2023)

Royal Patron

HRH The Princess of Wales

President

Sir Martyn Lewis CBE

Patrons

- Mrs Julie Spence OBE QPM DL, HM Lord-Lieutenant of Cambridgeshire
- The Lady Dannatt MBE, HM Lord-Lieutenant of Norfolk
- The Countess of Euston, HM Lord-Lieutenant of Suffolk
- Mrs Jennifer Tolhurst DL, HM Lord-Lieutenant of Essex
- The Marchioness of Cholmondeley
- The Countess of Leicester
- Emma Deterding
- Griff Rhys Jones OBE

Ambassadors

- Frankie Dettori MBE
- Anthony Horowitz OBE
- Lucy Loveheart
- Ed Sheeran MBE
- Edward and Sophie Tollemache
- Frankel

Other Trustees in post during the year

- Will Self (Retired: 19th June 2023)
- David Woolnough (Resigned: 14th May 2024)
- Krishna Sethia (Appointed: 1st May 2023 – Resigned: 25th May 2024)

Company Secretary

Ruth Kiani

Charities Number: 1069284

Registered Number: 03550187

VAT Number: 216 8793 76

Registered Office

Church Lane, Milton, Cambridge, CB24 6AB

Statutory Auditors

Price Bailey LLP, Tennyson House, Cambridge Business Park, Cambridge, CB4 0WZ (reappointed following tender)

Bankers

National Westminster Bank Plc., 21 Gentleman’s Walk, Norwich, NR2 1NA

Barclays Bank Plc., 28 Chesterton Road, Cambridge, CB4 3AZ

Investment Managers

J M Finn, 4 Coleman Street, London, EC2R 5TA (until November 2023)

Brewin Dolphin, 12 Smithfield Street, London EC1A 9LA (from November 2023).



East Anglia's Children's Hospices (EACH)

Milton (Cambridgeshire and West Essex)

The Nook (Norfolk)

The Treehouse (Suffolk and Mid & North East Essex)

Get in touch

Call: 01223 800 800

Email: supportercare@each.org.uk

Visit: www.each.org.uk

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Fri, 19th Jul 2024 7:56:04 UTC	Ruth Kiani - Signer (af24870a18abe0ced41937f1311d85a3)

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Date	Action
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Accounts



each

East Anglia's
Children's Hospices



East Anglia's Children's Hospices
**Report and
Accounts**

Our Vision, Mission and Values

Our Vision

We aspire daily to lead the way in providing world class care for children with life-threatening conditions. Every child deserves support, alongside their families, whenever and wherever they need it.

Our Mission

To improve the quality of life and wellbeing of every child and family under our care, by providing individual and comprehensive services at all times.

Our Values

Empathy and understanding

Understanding the views and feelings of others is central to our work relationships and how we interact daily.

Make it happen

We are empowered to and take responsibility for getting things done.

Open and respectful

Commitment to quality

We consistently employ our best efforts and strive for the highest standards in everything that we do, always looking for ways to improve.

We operate in an honest and participative way. Welcoming constructive feedback and different views, we understand the power of words and behaviour, and hold ourselves accountable for maintaining a positive and considerate work environment.

Welcome

We are extremely proud all three of our hospices are assessed as 'Outstanding' by the Care Quality Commission and equally proud we cared for 532 life-threatened children and young people during the last year. We delivered a total of more than 72,000 hours of care and wellbeing support for families, including those who are bereaved, and we could have only done this with the help of our wonderful staff and supporters.

The organisation's challenge, yet again, was to generate 85% of our annual income from non-statutory sources, and the team responded magnificently. With your support, we were able to drive success in our fundraising and retail activities, with both revenue streams exceeding expectation.

The EACH team is made up of around 400 employees and we continue to make great strides in attracting and recruiting the best workforce we can and developing and supporting everyone to fulfil their potential. We are also helped by a loyal volunteer workforce of more than 1,800 people, of whom we are extremely grateful and continue to recognise their vital contribution.

This year, referrals to our care service increased and our ambition remains to further grow our capacity to respond to the increasing demand for both end of life and short break care.

While our team delivers world-class clinical care and specialist counselling, they also do the simpler things, things often taken for granted, like enabling a day at the beach for children, engaging young people in therapeutic music activities, or having a fun painting session to create special moments and memories, to name but a few. All children, including those receiving hospice care, need the same things like friendship, family time, fun activity and laughter, and we are proud to help families achieve just that, to allow children to be children.

It is important we continue to grow our service as we drive our four-year strategy forward. This means ensuring the necessary infrastructure and investment choices are made, providing the workforce, training, equipment and environment to deliver the best possible care. A strategy that grows capacity and capability, delivering a balanced and sustainable budget, and one that doesn't call on our reserves to insure against unforeseen events or circumstances.

This year, Will Self retired as Chair of Trustees and we thank him for his many years of invaluable support and loyal service.

As ever, we continue to be indebted to our employees, and our generous communities and supportive organisations, enabling our mission to improve the quality of life and wellbeing of every child and family in our care, and the growing number of those who will need our support in the future.

Thank you for everything you do.



Brad McLean - Chair of Trustees
Phil Gormley - Chief Executive



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Strategic Report

Our Strategic Commitments

- We will develop and deliver excellent palliative care services that meet the needs of children and their families, making the most effective and efficient use of the available resources.
 - We will support children and families by working ever more closely with the NHS and health and social care providers, as well as other hospice and charitable organisations.
 - We will inform and contribute to the evidence base underpinning children's palliative care. We aspire to be national and international sector leaders in the field.
 - We will continue to expand face-to-face services that families have told us are important to them. This will include the full range of services at our three hospices and in the community.
 - We will develop our online and digital services to reach more children and families in ways that are convenient and accessible to them.
- And we make these commitments to our staff, partners, supporters and customers.
- We will operate in a way consistent with the EACH values.
 - We will communicate clearly and transparently.
 - We will respond quickly and effectively when called upon.
 - We will ensure careful stewardship of our finances, relentlessly focusing on frontline service delivery.

Our Key Activities

Our Care

As a result of the pandemic, over the last two years we continued to be flexible and responsive in our approach to service delivery. We have learnt a lot about doing things differently and will continue to evolve our model.

Over the last 12 months, referrals to EACH to provide care and support to families with children and young people living with their conditions increased by 17%. More than half of the end of life care provided was to children and families we met for the first time.

Our model of care continued to take account of the learning from COVID and understanding 'What Matters Most to Children and Families'. We continued reinstating face-to-face care and support, and in particular, the family events and activities where families can meet together and have time with staff to provide informal support and create family memories.

We continued the online wellbeing support options we introduced in 2020. For some, this remains more accessible and better meets their needs.

As we continue to listen to and learn from children, young people and families, our four-year strategy keeps them at the heart of what we do.

The number of children and young people we supported	
Lead child or young person	532
Children, young people and families who received care at end of life	54
Location of death: home 12; hospice 15; hospital 27	
The number of hours of care and support we delivered	
To children, young people and family members, including those who are bereaved	72,270
Symptom Management Nursing Service (SMNS) preventables	
Number of occasions a GP visit or admission to hospital avoided for a family due to an SMNS intervention	650



training delivery was a mix of virtual and face-to-face approaches, informed by COVID-secure working guidelines.

The following mandatory training was provided for all care staff:

- Resuscitation and Anaphylaxis
- Moving and Handling
- Infection Control – Level 2 e-learning
- Safeguarding Children – Level 3
- Safeguarding Adults – Level 2 e-learning
- Management of Oxygen and Medical Gas Safety
- Fire Safety
- Food Hygiene e-learning
- Data Security Awareness e-learning.

We supported 21 applications from care staff to undertake study days, extended study learning and conferences during the reporting period, both in person and virtual. Examples include: Conferences for Music Therapy, Respiratory Care for Children with Neuro- disabilities, ANTT, Together for Short Lives, OT/PT, Mental Health & Palliative Care, Certificate in Education & Learning and English Language.

A total of 53 professionals benefitted from the following training and education events provided by the Managed Clinical Network (MCN) which is hosted by EACH:

- Management of Intravenous Therapy for Nurses
- Management of Subcutaneous Medication Therapy for Nurses.

Care staff had academic work accepted for journals and presentation at national meetings, as follows:

- Michelle-May Wright, Katie Chapman, Peter Honig. Holistic Needs Assessment or Holistic Assessment, What's in a name?. Presented at the East of England Palliative and End of Life Care Strategic Clinical Network – Sharing Good Practice Conference. June 2022.
- Jules Gibson-Cranch. This isn't going to hurt... presented at Together for Short Lives National Conference. September 2022.
- Dr Linda Maynard. Outcomes in Children's Hospices Workshop. Presented at Together for Short Lives National Conference. September 2022.
- Dr Linda Maynard. Neonatal Symptom Management. Presented at Monthly Mondays. November 2022.
- Dr Linda Maynard. East of England CYP Palliative & End of Life Care. Presented at PEOLC System Leads Meeting. March 2023.

- Shirley E. Jones; Dr Katherine Bird, Linda Maynard. Managing intractable pain with neuraxial infusion at home: Advancing Nursing Practice in Paediatric End of Life Care. International Journal of Palliative Care Nursing (2023 March in press).
- Maynard L.; Cannon C.; Rideout J.; Lynn K.; Daniels S.; Lynn J.; Weaver S. Supporting Parents of Children with Palliative and Complex Health Care Needs in a Time of Crisis: A Health and Social Care Systemwide Response Poster presentation at Global Children's Palliative Care International Conference Rome. May 2022.
- Maynard L.; Sartori P.; Cannon C.; Perez C.; Cattaneo E. Developing a Regional Children's Specialist Palliative Care Service: Analysis of caseload and Consultant Physician activity between 2010 to 2020. Poster presentation at Global Children's Palliative Care International Conference Rome. May 2022.
- Maynard L and Brooks D. Developing and implementing a Training Needs Analysis (TNA) to better understand the learning and development needs of a multi-professional children's palliative care (CPC) workforce. Poster presentation at Global Children's Palliative Care International Conference Rome. May 2022.

Over the last year, our fundraising team has succeeded in developing the strategic aims to grow corporate, trusts and major donor fundraising. This was the first full year since and without COVID restrictions, and the team achieved considerable success in new corporate partnerships, a new multi-year charitable trust relationship, and some well-supported fundraising events, including Griff Rhys Jones' annual event in aid of EACH, Happy Christmas Ipswich.

Other significant results included a £500,000 donation from Bloor Homes/Chris Banton Foundation and an Ed Sheeran guitar auction which resulted in EACH receiving in excess of £500,000.

The fundraising team ended the year 18% above budgeted income (£5,292,961 vs. £4,493,075).

Our retail income for the year was exceptionally strong with like-for-like turnover at around 15%, including notable growth in Gift Aid, New Goods and eCommerce. We also added two more shops to our portfolio, in St Ives and Cambridge, and continued our shop refurbishment programme.

We are grateful recipients of a Children's Hospice Grant, a project funded by NHS England.

Charitable Trusts

Every year, we receive incredible support from several charitable trusts and foundations, and we are very grateful to all those who choose to donate to EACH.

For the financial year 2022-2023, we are particularly grateful to the following:

Alan Boswell Group Charitable Trust, Belron Ronnie Lubner Charitable Foundation, Ben and Jane Du Brow, Cambridgeshire Community Foundation, Cancer Community Chest, Chapman Charitable Trust, Colchester Catalyst Charity, Dudley and Geoffrey Cox Charitable Trust, Educational Foundation of Alderman John Norman, EG Foundation, Enterprise Holdings Foundation, Goldman Sachs Gives – Alex von Moll, Harwich & District Fellowship for the Sick, Hilton Food Group Charitable Foundation (Hilton Foods Charitable Golf Event 2022), Little Lives UK, Norfolk Community Foundation, Peter Dixon Charitable Trust, Philip King Charitable Trust, Ridley Godfrey Foundation, Suffolk Community Foundation, The Alan Stephen Cullum Trust, The Albert Hunt Trust, The Betty Lawes Foundation, The Chris Banton Foundation, The Ellerdale Trust , The February Foundation, The Grimwade Charitable Trust, The Hospital Saturday Fund, The John Coates Charitable Trust, The Joyce Utting Will Trust, The Lady Hind Trust, The Leslie Mary Carter Charitable Trust, The Lord Belstead Charitable Trust, The Mercers’ Company, The Morgan Blake Charitable Trust, The Patrick Rowland Foundation, The R C Snelling Charitable Trust, The Ranworth Trust, The Spurrell Charitable Trust, The Stanley McLean Trust (DMD Golf Day), The Stockwell/Cliffe Charitable Trust, The Thomas J Horne Memorial Trust, The Thompson Family Charitable Trust, The Thriplow Charitable Trust, The Westfield Health Giving Back Committee, Wise Music Foundation.

Complaints and concerns in relation to our fundraising activities

Throughout 2022-23, we received a total of six complaints relating to fundraising activities. While we take these complaints seriously and are always looking for ways to improve, the number of complaints as a percentage of our activity is exceptionally low.

Our People and Volunteers

Our People

We are fortunate to have a diverse workforce with extensive skills and experiences from clinical, operational, business and retail environments. Our average headcount for the year was 403 (306 full- time-equivalent) and 30 bank staff employed across predominantly three hospice locations, our retail outlets and a central services team based at Milton, Cambridgeshire. Our hospice locations provide beautiful settings to work from and many employees appreciate flexible and hybrid working environments.

Care staff profiles are a mix of health and wellbeing roles. Retail roles include store managers, sales assistants and online retail specialists. Professional services roles include finance, human resources, marketing and communications, information and volunteer services, fundraising, admin and facilities. Career progression across the organisation is encouraged and career paths for clinical staff and in retail exist to build personal development and growth.

Employees work collaboratively across our functions, and we are working on building greater empowerment. Support includes twice-yearly formal appraisal meetings, learning and development opportunities, all-staff communications meetings with Directors, organisation development projects and team workshops, meetings and activities. EACH is Investors in People accredited and we continuously review how we can improve employee engagement via formal survey cycles and open dialogue with our teams.

Our Volunteers

Volunteers are a hugely valuable and integral part of our workforce who complement the work of our employees. EACH benefits from the time donated by more than 1,800 volunteers undertaking many varied roles and key activities. EACH is very fortunate to have volunteer numbers now back at pre-pandemic levels which really helps make a positive impact. This includes practical support in the family home, family wellbeing groups, volunteering at events, activities and fundraising, housekeeping, gardening, maintenance, reception, fundraising friends’ groups, and a range of administration roles. Significant numbers of volunteers provide key support across our shops and Retail Distribution Centre. We partner with multiple local and regional organisations to attract and retain our hardworking volunteers and are very fortunate to benefit from their vast experiences. Feedback tells us it is a very fulfilling experience being an EACH volunteer.

We are extremely fortunate to have a very experienced voluntary Board of Trustees. The existing Board brings extensive care, commercial and business expertise, working closely with our management team.

We regularly recognise the amazing commitment from all our volunteers, including by way of annual ‘thank you day’ events across



Our Financial Performance

It is essential the charity has sufficient resources to provide high-quality services for children, young people and families. No charges are made directly to those using EACH services and the charity is dependent on raising funds through individual giving, fundraising, retail, legacies, charitable trusts and government funding.

Income and Expenditure in 2022-23

During the year, the charity bounced back from the pandemic with retail and fundraising income exceeding expectation. As a result, the accounts are in a positive position at the year end, with a gain in net income from operational activities of £1,137,977 (2022: £2,685,743).

Total income for the year was £17.8m (2022: £16.7m). Charitable trust income was particularly strong at £1.7m (2022: £1.0m), an increase of 70%. Trading income also performed extremely well, up by 18% and generating an additional £1.1m for the charity. Statutory income was lower in 2022-23 by 20%, as a result of additional COVID funding received in 2021-22. A similar scenario applied to Other Income, which benefited from Job Retention Funding in 2021-22.

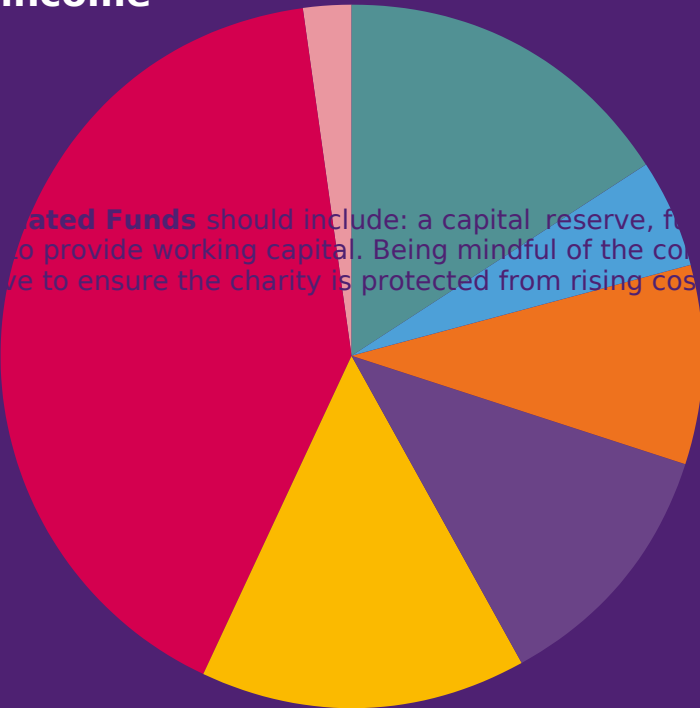
Total expenditure was £16m in 2022-23, compared to £14.2m in 2021-22, an increase of 13% (£1.8m). The majority of this increase (£904k) was due to increased costs of delivering care to reach a larger number of families, and ensuring staff received competitive salaries. The cost of generating additional income from our trading also resulted in increased expenditure. A significant amount of the difference was due to staff having been furloughed in 2021-22 and back in full employment in 2022-23. Trading expenditure consequently increased by 15% or £687k.

Unrealised losses on investment assets amounted to £625k (2022: a gain of £100k) – this reflects the asset values at 31st March 2023. The revaluation of land held as an investment asset resulted in a gain of £22k.

The surplus made in the year to 31st March 2023 has been transferred to reserves.

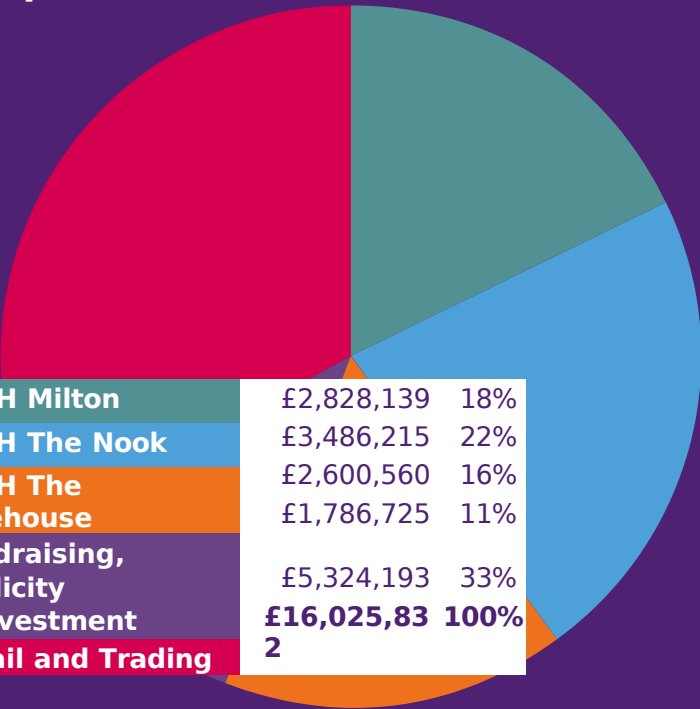
Where we received our income

Restricted Funds should include: a capital reserve, for example, to provide working capital. Being mindful of the costs involved to ensure the charity is protected from rising costs.



Community	£2,862,527	16%
Corporate	£892,524	5%
Trusts	£1,652,858	9%
Legacies	£2,037,591	12%
Statutory	£2,730,343	15%
Retail & Trading	£7,281,508	41%
Other	£309,527	2%
Total	£17,766,878	100%

Where we spent it



EACH
Funds as at 31st March 2023

EACH Milton	£2,828,139	18%
EACH The Nook	£3,486,215	22%
EACH The Treehouse	£2,600,560	16%
Fundraising, Publicity & Investment	£5,324,193	33%
Retail and Trading	£16,025,832	100%

Funds and Reserves

In accordance with Charity Commission guidance, our Trustees have determined a policy for reserves. The EACH policy requires that:

Restricted Funds must be used for the purpose for which they were intended under the direction of the donor. At year end, the value of the Restricted Fund was £151k (2022: £142k).

acts or other costs, and sufficient
trustees have also designated funds to an Inflation

- The capital reserve, or funds represented by assets at 31st March 2023 being the net book value of fixed assets owned by the charity, amounted to £16.3m (2022: £16.5m).
- Designated funds for planned capital expenditure at 31st March 2023 were £840k (2022: £800k).
- An Inflation Reserve of £2.2m (2022: £2.5) has been set aside to cover expected increases in costs over the coming years.
- A Strategic Development Reserve of £3.2m has been set aside to cover the planned additional cost required for service development.

Contingency Reserves should be in place to protect the charity from fluctuations in income and expenditure, and ensure sufficient funds are available to deliver high-quality services. Our Trustees have reviewed the charity's requirement for contingency reserves by considering the potential financial impact of:

- Fluctuations in income generation, by considering historic trends and projections, and looking at the risks associated with variations in different income streams.
- Reviewing the operational requirement for cash to meet expenditure obligations and considering the minimum level of cover required to ensure operations are not interrupted.
- Reviewing current risks.
- Considering the impact of a sudden crisis which might require the charity to close, including calculations for potential redundancy payments, contractual commitments, liabilities and dilapidation costs, offset by a prudent estimate for the market value of assets owned.

As a result of this review, Trustees determined that for ongoing operational stability, the charity should aim to set aside the greater of £4m or four months planned expenditure for the forthcoming year, as a contingency reserve.

The contingency reserve at 31st March 2023 was based on the 2023-24 budget and set at £6m (2022: £5.2m). This is equivalent to four months planned expenditure. The reserves policy is therefore fully funded.

Free Reserves at year end amounted to £756k (2022: £1.5m). This will be used to cover working capital requirements.

	Designated	Restricted	Free Reserves	Total
2022	-	-	-	16,304,992
2020	-	-	-	3,200,000
2007	-	-	-	6,025,307
2000	-	-	-	2,238,000
2000	-	-	-	840,000
-	151,388	-	-	151,388
-	-	-	756,027	756,027

Investment Policy and Performance

The charity's investment policy requires the organisation to invest funds in such a manner that the risk profile reflects planned expenditure and future plans. Investment managers are appointed by the Board following a selection procedure. J M Finn managed the charity's investments in 2022-23.

Key Risks and Uncertainties

The Board undertakes continual assessment of the principal risks facing the charity and they are satisfied that adequate controls and procedures are in place to mitigate these risks. The Audit Risk and Compliance Committee is responsible for overseeing the approach to risk across the whole of the charity's activities.

The charity uses a risk register to assess and report risk at both a directorate and strategic level. All risks identified are logged, mitigations and controls are then recorded and evaluated, and the residual risk is scored using a scoring matrix. Any risk scoring a red and amber RAG rating is reported to the Board through the committees. The Management Executive reviews risks monthly, and the Board Committees review the strategic risks relevant to them at their quarterly meetings.

Trustees also carry out a full review of risks annually. The key risks identified by the Board are:

- Failure to provide care of the required quality, resulting in potentially unsafe, ineffective care and/or poor family experience.
- Adult and children's safeguarding.
- Risk that EACH cannot fund the charitable objectives and strategic plan.
- Financial resources are adversely affected by external factors, e.g. health policy, economy and adverse events.
- A significant adverse event which could damage the charity's reputation.
- The risk that staff, volunteers, families, donors, contractors and visitors to EACH sites may be harmed if health & safety requirements aren't met.
- The risk that the Board does not fulfil its statutory obligations due to its composition, governance structure or expertise.
- Not complying with applicable legislation.
- The risk that the organisation does not attract the staff required which would then impact adversely on service delivery.
- Poor employee relations adversely affect the performance of the organisation.
- Staff and volunteer workforce availability will be impacted as a result of pandemics.
- Risk that the organisation does not adequately protect information that it has been entrusted with, resulting in a data breach.

All the above risks have been reviewed by the Trustees during the year, who consider the controls and mitigations in place for each risk area are appropriate.

What we achieved in 2022-23

Care

- > **Increase our capacity to respond to the growing demand for both end of life care and short breaks, by appointing an additional three nurses, three care assistants, one clinical educator, one physical therapies technician and two new physiotherapists.**

All posts were successfully recruited to during the year.

- > **Develop a business case in partnership with our NHS Integrated Care System partners, including hospitals and community teams, to develop our long-term ventilation service for the babies, children and young people who use our service.**

A business case was drafted prior to the pandemic and put on hold at that point. Work is currently in progress to review and refresh this with up-to-date costs and to ensure clinical aspects and service delivery goals and outcomes remain valid. This will include further liaison with commissioners and other providers to progress this work further and with a view to EACH Milton being a hub.

- > **Initiate projects to scope the hospice site development required at Milton and The Treehouse, and complete the Rest and Reflect Garden at The Nook.**

The site development scoping projects for Milton and The Treehouse remain in the early stages, led by the Director of Care and supported by senior management.

The Rest and Reflect Garden at The Nook is being fully funded and managed by the charity, Greenfingers. The design has been completed, a contractor appointed, and since year-end, planning permission has been granted.

Fundraising

- > **Deliver an annual fundraising income budget of £6.2m, including legacies.**

The team raised £6,938,055 including legacy income during 2022/23.

- > **Expand new business success in corporate fundraising to grow income by £100k.**

We successfully grew relationships with existing corporate partners Bloor Homes, New Homes Group, as well as securing new business from The Chestnut Group and several other companies in the region.

- > **Introduce an EACH Wills Month by partnering with a regionwide firm of solicitors.**

During October, we launched our Wills Month with regional partners, Birketts. We intend to expand

this to a wider group of solicitors in 2024 to grow the initiative.



EACH flagship event.

Regent Theatre. Our corporate partner, New
other areas of sponsorship including brochure

a focus on growing new initiatives.

ing a supporter reception at Godolphin's UK
new fundraising initiative, The Giving Circle,

Is received during the pandemic.

as ever had with Charitable Trust fundraising,
are posts for a total of three years.

> Enable individual giving income growth through product development and improved standards of stewardship.

Standards of stewardship continued to improve in terms of how the team thanked supporters. There is an ongoing need to improve and grow our individual giving fundraising which we will focus more on in 2023-24.

Retail

> Grow our income through diversifying our operation whilst continuing to support our retail staff to achieve their objectives.

Income for the year was exceptionally strong with like-for-like turnover at around 15%. In part, this was due to a buoyant charity retail sector that benefits from cost-of-living pressures and by high inflation, with average selling prices increasing by over 5% during the year.

Excellent progress was made in diversifying our income streams with notable growth in Gift Aid, New Goods and eCommerce. EACH is now trading on eBay, Amazon, Vinted and ASOS Marketplace, and our 'Style with EACH' brand initiative was nominated for two charity awards for innovation, as we looked to promote sustainable fashion and appeal to a younger audience.

We opened two new shops: St Ives in December 2022 and Milton Road, Cambridge in February 2023. At year-end, we had 46 shops across the region. We also continued our refurbishment programme with Lowestoft and Whittlesey shops receiving significant investment.

Electronic Point of Sale (EPOS) was successfully rolled out in March 2023 and adoption of the new tills by staff and volunteers was overwhelmingly positive. The new system will help further our growth plans for New Goods and Gift Aid and has already simplified processes significantly for our shops.

Led by insight from our Investors In People programme we supported retail staff and volunteers with several initiatives, including restarting our annual Retail Celebration and Awards and Volunteer Thank You Days. We also expanded the number of Cluster Managers and simplified our mandatory training and retail processes.

People

- > The key pillars of the People Strategy are:
 - **Attract** and recruit the best employees and build our workforce and brand as Employer of Choice
 - **Develop** and support employees to fulfil their potential
 - **Retain** and reward; recognising contribution and values
 - **Grow** our leaders and nurture talent.

We delivered on a number of objectives, including:

- Simplified and automated key processes to improve employee and line manager experiences, including an improved onboarding process with electronic offer packs for new starters and introducing an automated appraisal process for 2022.
- Improved our visibility in local employment markets at career fairs, at job centres, colleges and other business venues. We have started to recruit apprentices to build our own talent and will continue to invest in early career opportunities. Coverage of clinical roles continues to be very strong and retention levels has been maintained above comparable NHS levels. In Retail, turnover is higher but in line with market trends
- Invested in a dedicated Learning and Development Manager to help focus on people management skills. We delivered mental health awareness training to 60 managers/supervisors, as well as introducing a new wellbeing policy and tools. We also invested in leadership training for key managers in Care and Retail.
- Employee health and wellbeing continued to be a priority and a project team looked at menopause support in the workplace to help create a more open culture, delivering extensive training, resources and awareness workshops.
- We returned to pre-pandemic volunteer levels by delivering successful recruitment campaigns and continue to work with partners to grow a more diverse volunteer base.

Financial

- > **Monitor and respond to the charity’s financial position in the context of the 2022-23 budget and the 2022-26 financial strategy. This includes expansion objectives in care delivery that will be funded by reserves. To achieve: total income of £16.6m, total staff costs of £11.7m and total other expenditure of £4.9m, projecting a net break-even position.**

Strong financial performance was achieved, both in terms of income generation and cost control, resulting in us exceeding our budget.

Total income was £17.8m, compared to a budget of £15.6. Total expenditure was £16m, compared to a budget of £16.3m, and operational surplus (before investment losses) was £1.74m compared to an expected budget deficit of £670k.

Information Systems

- > **Transition our managed services to a new provider. Improve our IT infrastructure, with particular focus on improvements to Wi-Fi connectivity. Implement projects to reduce process complexity within the organisation.**

The management of our IT systems was fully transferred under an outsourced managed service provider contract to the Xperience Group. This followed successfully

embedding new ways of working and building relationships. An IT development roadmap was created to enable development of our IT systems. Our Wi-Fi network was replaced at Milton and a replacement is imminent for The Treehouse. The implementation of EPOS in our shops highlighted a requirement for improved IT connectivity and work is underway.

Environmental

- > **To review the business case for installation of solar panels and electric vehicle charging points at some sites. To continue with the environmental work being led by the environmental committee and to take impact into account in organisational decision making. To prepare for the next requirements of the Energy Savings Opportunity Scheme (ESOS 3).**

Work continued towards carbon reduction during the year. Due to staff role vacancies, this did not progress as planned but site surveys were completed and plans are being developed to implement energy saving technology at key sites. It is anticipated the project to install electric vehicle charging points will happen in 2023-24. The EACH environmental committee remains active.

What we want to achieve in 2023-24

Care

- Increase our capacity to respond to the increasing demand for both end of life care and short breaks.
- Develop a business case with NHS Integrated Care partners to develop our long-term ventilation services.
- Initiate projects to scope site development work at our hospice sites and complete the garden at The Nook.

Fundraising

- Deliver an annual income budget of £6,652,620.
- Continue to grow new business and develop existing relationships in corporate fundraising to deliver an income target of £816,000.
- Lead three major supporter, charitable trusts and corporate cultivation events with a focus on developing a meaningful connection with supporters, to aid continued and new support.
- Deliver Charitable Trust income of £1,160,000.
- Achieve income budget from major supporters of £446,000.
- Focus on improving ROI across EACH events, aiming for a minimum 3:1 return.
- Concentrate on first-class supporter stewardship to ensure new, repeat and

uplifted donations.

- Adopt a pro-active approach across all Supporter Engagement income streams to recruit new donors.

Retail

- Further develop and support our staff.
- Deliver the annual income and surplus budgets.
- Continue to grow eCommerce, New Goods and Gift Aid income.
- Open three new shops and continue our refurbishment

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programme.

- Improve network connectivity to optimise EPOS.

People

- Develop engaged, collaborative and inclusive working environments, conducive to employee wellbeing where employees feel





- Improve our technology to increase efficiency with processes, through the introduction of elements of manager and employee self-service for reporting. Ensure we have data management systems fit for purpose, to store and manage data, and for recruitment tracking effectiveness and training deployment.
- Create a learning environment where employees can grow and succeed, and learning resources are easy to access at point of need.

Financial

- To achieve an income budget of £17.3m, expenditure of £18.1m and a net deficit of £800k. This is an investment budget with a planned drawdown from reserves as described in the EACH strategic plan 2022-26. Performance against budget will continue to be monitored throughout the year to ensure an agile response to any unforeseen challenges or opportunities.
- To improve access to financial information across the organisation by providing extended reporting and analysis to managers to better inform and enable decision making.

Information Systems

- Improve the IT infrastructure to meet the requirement of the organisation. This will include improvements to network connectivity at retail sites and transfer of communications contracts to a new supplier. The road map includes improvements to remote working access by enabling an 'always-on' VPN.
- Support the care team to identify, select and begin implementation of a rostering/booking system, to provide improved access to care and ensure resource is managed effectively.
- Support the implementation of a new Learning Management System, to improve access to training and education material for all staff.
- To scope improvements to the payroll/HR systems, for implementation in 2024-25.

Environmental

- To evaluate alternatives for the continued development of a carbon reduction plan supported by cost benefit evaluations. Specifically, to include the installation of electric vehicle charging points at the three hospice sites, for the benefit of families, staff and volunteers.
- To consider environmental impact as part of our supplier evaluations.
- To implement energy-saving systems at sites where it is cost effective and where funding is available.

Environmental, Social and Governance

Environmental

Statement of Carbon Emissions

Statement of carbon emissions compliant with UK legislation set out in the Streamlined Energy and Carbon Reporting (SECR), 21 January 2021 covering energy use and associated greenhouse gas emissions relating to gas, electricity and transport, intensity ratios and energy efficiency actions.

	This reporting period (Apr 2022 - Mar 2023)	Prior reporting period (Apr 2021 - Mar 2022)
Total electricity use	1,097,227 kWh	1,041,812 kWh
Total gas use	1,024,893 kWh	948,205 kWh
Total transport fuel	439,015 kWh	104,566 kWh
Total energy from other fuels	0 kWh	0 kWh
Total energy use (all sources)	2,561,135 kWh	2,094,583 kWh
Total carbon emissions (electricity)	320 tCO ₂ e	303 tCO ₂ e
Total carbon emissions (gas)	220 tCO ₂ e	203 tCO ₂ e
Total carbon emissions (transport fuel)	140 tCO ₂ e	33 tCO ₂ e
Total carbon emissions (other sources)	0 tCO ₂ e	0 tCO ₂ e
Total carbon emissions	680 tCO ₂ e	540 tCO ₂ e
Total estate size	124,815 sqft	108,800 sqft
Carbon intensity ratio	5.45 kgCO ₂ e per sqft	4.96 kgCO ₂ e per sqft

Carbon and energy efficiency actions

EACH is committed to a responsible approach to carbon management and proactive environmental stewardship. We acknowledge the magnitude of the global climate crisis and recognise our responsibility to contribute to the reduction of greenhouse gas emissions.

During the year ending March 2023, the charity has seen an increase in its carbon emissions, rising from 540 tCO₂e to 680 tCO₂e when compared to the previous year. This increase was expected, not due to an increase in the rate of consumption, but to normal activities being resumed following the pandemic lockdowns when many activities were curtailed, and shops were closed.

EACH has implemented a number of initiatives designed to offset this increase and demonstrate progress towards our carbon management commitments, as follows:

- 1) We have ensured our operations include a greater emphasis on virtual interactions. Many internal meetings are now routinely held virtually. This has become the norm and has significantly controlled the amount of travel across our sites, and consequently reduced related emissions.
- 2) Our kitchens now offer plant-based options, promoting sustainable dietary habits among our team.
- 3) We are implementing environmentally conscious measures in our retail locations, incorporating eco- friendly energy systems, infra-red heating panels and energy-efficient LED lighting.
- 4) We are working towards a culture of mindful energy usage among our staff, emphasising the importance of turning off equipment and lights when they are not in use or when a room is vacant. Through communications and reminders, we encourage all team members to make this part of their daily routine.

- 5) We have an active environmental working group who work across all our hospice sites. Their role is to identify and promote environmentally positive activities within the organisation and encourage an organisation-wide commitment to sustainability.
- 6) We have started to include environmental considerations into our purchasing decisions, particularly around the replacement of outdated or inefficient equipment.
- 7) We monitor energy consumption monthly and report back to key stakeholders within the organisation, so they have insight to effect change.
- 8) We play an important role in community recycling through our charity shops. Reselling second hand goods promotes re-use, reduces landfill and lessens demand for new items.

- 9) We implemented a waste disposal contract that guarantees 0% of waste goes to landfill.

Looking ahead, we are evaluating sustainable energy sources, including solar projects and electric vehicle charging points, which will enable us to replace fleet cars with electric vehicles.

We firmly believe these efforts, along with our ongoing commitment to environmentally responsible practices, will contribute to global efforts in combating climate change and reducing greenhouse gas emissions.

Social

Public Benefit Statement

In setting its objectives and planning its activities and services, the Board has given careful consideration to the Charity Commission's guidance on the Public Benefit Requirement under the Charities Act 2011. Access to services is based solely on need and no charges are made to families for any services provided.

The Board considers that the charity meets the two important principles of the public benefit requirement. Below and on pages 20 to 21 details activities carried out by the charity to further its purpose for public benefit and also provides feedback from families demonstrating the difference the charity's activities made.

The Difference We Make

EACH cares for children and young people with life-threatening conditions and supports their families. Our family-centred approach includes end of life care, specialist symptom management, short breaks, wellbeing activities, mental health therapies, counselling, a family information service and volunteer services in the family home, all meeting the individual needs of the child, young person and all the family.

Children are children, first and foremost. The support we give to them, and their families, helps them to live their lives to the full, have life enriching family experiences and create lifelong memories. We provide the best possible care to those at the end of their lives and ensure their families get the support they need in their bereavement.



Bobby's story...

Mum Sarah Shemmings is better placed than most to talk about the "invaluable, second-to-none" care and support provided by EACH. Eleven-year-old son Bobby has a range of complex health conditions, and the pair are regular visitors to The Treehouse. Bobby was nine months old when they first walked through the door and, as a family, they have benefitted in many ways, from short break care and music therapy to sibling days and EACH activities.

"I knew about the hospice but didn't realise what a big part of my life it was to become," said Sarah. "We built things up and now I can't imagine life without EACH. We've done so many things together."



"One of the first things that springs to mind was joining the hospice choir and performing for The Prince and Princess of Wales. There have been so many other things, from music therapy and Christmas parties to lullaby sessions, carol services, a trip to Colchester Zoo and the chance to watch Ipswich Town. I've got so many memories and can safely say life would have been a lot harder without EACH."

Bobby had a normal delivery, and it was only when taken to a baby clinic that irregularities were spotted. Sarah queried the fact he wasn't reaching normal milestones. After scans, blood tests and a lumbar puncture, Sarah was told Bobby has Microcephalus and Hydrocephalus. He also has Polymicrogyria, Global Developmental Delay, chronic lung disease, epilepsy and sleep apnea.

"Over the years we've had so much support from the care team at the hospice, who have been invaluable and second to none," said Sarah. "It makes the world of difference and pulls you through some pretty dark days. When you have a child with special needs, you live in a bubble, and it can be hard talking to people on the outside. Here, it's completely different and I have a whole new family at EACH. It's a safe space."

Despite his health conditions, Sarah says her son is a real character. "I love his laugh, his smile and the way he looks at me," she said. "In darker moments, it's easy to feel depressed. However, if I crumble, who's going to be there to look after Bobby? He's taught me so much and I'm so grateful for the support provided by EACH. I feel a sense of relief every time I walk through the door."



In April 2022, having received end of life care at Milton. Parents, Rob Moss and Molly Woodward, were supported throughout, along with son Eli. The couple have spoken of the “exceptional” care they received and say it gave them a lifeline at an unimaginably tough time.

“Everything was fine for the first three months of his life but then he picked up a nasty cold,” said Rob. “Molly took him to the doctors and everything happened quickly. We were sent to Peterborough City Hospital and then Addenbrooke’s Hospital. That’s where a brain tumour was diagnosed. Louie had an operation to remove part of it and everything went well. Then, within a week and a half, things went downhill and he regressed from there.

“We were told Louie’s tumour was terminal and faced the difficult decision to decide whether to try treatment that may have prolonged the time we had with him, but would have been detrimental to his quality of life, or to manage his pain and make him as comfortable as possible. Louie came home for a day, but it was so intense for myself and Molly. The medication and tube-feeding were overwhelming, so we got in touch with EACH.”

the middle of the night and say that from that point on, the support they received was invaluable. “There was a feeling of immense relief,” said Rob. “We knew he was in the best possible hands and there was support for us, too. The staff couldn’t do enough. Nothing was too much trouble, and the only way I can describe them is as living angels.

“They arranged a picnic at the hospice and also granted one of Molly’s wishes. One of her hopes was to have a family day at the beach. Unfortunately, that wasn’t possible, but the care team brought the beach to the hospice. It was so lovely, very kind and such a beautiful thing. They went the extra mile and then even further.

“The standard of care we received was exceptional and, because of that, we’ll have a lifelong affinity with EACH and Milton. We’ve had the most horrific time but the support we received made all the difference. I’ve described the hospice as the nicest place you never want to visit. Obviously, no parent wants to go there but given our circumstances, we couldn’t have been in a better place.”



had Alpers syndrome - a rare mitochondrial disease caused by a double mutation of the POLG gene. It affected the mitochondria in his cells, especially his brain, resulting in uncontrollable seizures and a regression of his skills. Tragically, little Hector, born during the height of lockdown, in November 2020, died in February 2022.

“Hector was a fiery little redhead and we couldn’t have been more smitten with him,” said Tara. “Then, out of nowhere, he started having seizures and it changed our lives forever. He seemed to get better after being intubated and put in intensive care at the Norfolk and Norwich Hospital. We came home for ten precious days before the seizures started again. This time, he was transported to Great Ormond Street. We were told he was very sick and may not make it out of the paediatric intensive care unit. It was the most horrific time of our lives.”

Tara and Lee received the heart-breaking diagnosis of Alpers syndrome. The couple went from having a healthy baby to being given the devastating news he would be unlikely to survive more than a few months. Thankfully, support was at close hand, including from the care team at EACH.

said Tara. “The staff at EACH helped us with equipment and would come to our house to check on things. They were incredible. They attended appointments with us, ordered medication and equipment and helped us with forms. I honestly don’t know how the staff do their jobs but they’re so kind and couldn’t have provided better care for us or our little boy. We felt very much in control of his care and no-one ever questioned our wishes for him, although we also relied so much on them for advice and their experience helped us feel able to manage.”

The Howletts spent time at The Nook and were encouraged to create magical memories at places like Center Parcs and LaplandUK. “In Hector’s last few days, the EACH team visited and their presence made us feel more confident that keeping him at home was the right thing,” said Tara. “When he passed away, one of the nurses was there with us and assured us he wasn’t in pain. It felt less scary because she was there. We were able to be together as a family, as he took his last breaths, and we’ll forever be grateful for that.”

Engagement with Stakeholders and Business Conduct

The Trustees consider they have complied with their duties in section 172 of the Companies Act (2006), by acting in good faith and focusing on the organisation's charitable purpose in the short and long term regarding all stakeholders who interact with the charity. Activities have included:

Children, young people and families

Continued engagement with and seeking feedback on the development of our services from the children, young people and families we provide care and support to. This includes via Family Forums, by e-newsletter, with digital resources, a dedicated Family Zone section on the EACH website, and through face-to-face interaction, text messaging, surveys and printed materials.

Supporters

We are committed to ensuring we build the best possible relationships with our supporters; relationships built on trust and respectful fundraising practices.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH. Our policy and processes identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

Our Fundraising Standards

We are registered with the Fundraising Regulator and are committed to our Fundraising Promise.

The Board of Trustees, our Management Executive and staff are focused and committed to ensuring we build the best possible relationships with our donors, relationships built on trust and respectful fundraising practices.

We strive to ensure giving to charity is the great experience we believe it should be.

We take our responsibilities to our supporters very seriously. With the help of our valued fundraising volunteers, we undertake a diverse range of income generation activities and our fundraising programme includes: Trust fundraising, corporate fundraising with businesses and organisations, community fundraising with individuals and groups, and direct marketing through letter, telephone, face-to-face lottery and direct debit programmes, where we engage the services of partner agencies to gain the best value for money and to ensure reliable high-quality delivery.

We inform our fundraising partners of their obligations to ensure fundraising in our name is conducted to the highest possible standards.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH, including supporter feedback, complaints ratios and regular activity reviews.

We regularly evaluate our policies and procedures. Our overarching corporate policy and processes based on best practice identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity.

Guidance for fundraising on protecting vulnerable supporters is followed across all our fundraising activities and our fundraising agencies are trained on protecting vulnerable people. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

For full details of our supporter standards, visit www.each.org.uk/complaints-supporter-standards-and-data-protection.

Suppliers

We have policies and standard operating procedures in place to ensure we maintain fair and professional relationships with all our suppliers, including to allow and control fair tender process and supplier selection.

Employees

We provide fulfilling and rewarding job roles and invest in our people, staying aligned with market pay and conditions of employment. We also have a credible Employee Assistance Programme that provides 24/7 support to all our employees.

We appreciate the enormous commitment our employees demonstrate via informal and formal recognition schemes. Engagement with staff is a key priority and we have Investors in People accreditation. We aim to proactively seek feedback from employees on a regular basis, including capturing the 'voice' of our volunteers where we can. Our employee's health and wellbeing are an important priority with regular wellbeing training for managers and resources available to employees. In early 2023, we signed up to the 'Menopause Workplace Pledge' as a commitment to providing support to employees going through the menopause.

We out-perform the Care Quality Commission (CQC) targets for mandatory training completion, ensuring compliance with essential learning updates. We have a strong employee communication approach with managers

holding regular one-to-ones with employees, as well as regular formal team meetings. In addition, a weekly communication from our Chief Executive is appreciated, together with quarterly all-employee communication meetings with Directors where two-way discussion is encouraged. We also communicate regularly to our volunteers via regular e-newsletters and show our appreciation during two annual thank you days.

Trustees receive high quality management information and are supported in their decision-making processes to enable them to lead on developing the organisation's long-term strategy. Our activities are highly regulated, and we maintain the highest levels of business conduct with effective internal controls. All three hospices are rated as 'Outstanding' by the CQC. During the year, the CQC also carried out their transitional monitoring arrangements assessment and there were no concerns raised. There is effective monitoring of income and expenditure, with regular reporting at all levels up to and including the Board. Clear terms of reference exist for our Board and its various committees, with reviews of Board effectiveness and a policy on Board rotation. All our work is underpinned by our organisational values of Empathy and Understanding, Open and Respectful, Make it Happen and Commitment to Quality.

Governance

Constitution

EACH was incorporated as a private limited company by guarantee without share capital and is governed by the Memorandum and Articles of Association dated 16th April 1998 as amended. The charity has three wholly owned subsidiaries:

- East Anglia's Children's Hospices (Trading) Limited; a private limited company governed by the Memorandum and Articles of Association dated 31st July 2014 as amended.
- Stable Trading Limited; a private limited company by guarantee and without share capital governed by the Memorandum and Articles of Association dated 1st February 1991 as amended. This company is currently dormant.
- Children's Hospice for the Eastern Region; a private limited company without share capital governed by the Memorandum and Articles of Association dated 24th December 1992 as amended. This company is currently dormant.

EACH is governed by the Board of Trustees who are drawn from a variety of backgrounds and meet quarterly. The Board is responsible for setting the strategic direction of the charity. There is an approved scheme of delegation which enables decisions

and actions to be taken by committees and the Management Executive. The Board Committees are:

- Clinical Governance Committee
- Finance and Income Generation Committee
- Audit, Risk and Compliance Committee
- Human Resources Committee.

The Board has determined that the following powers are reserved to itself:

- Determine overall strategic direction.
- Approve strategic objectives.
- Approve Vision, Mission and Values.
- Approve strategy.
- Oversight of the charity's operations and review of performance in the light of the strategic objectives, strategic plans and budgets.
- Appoint/remove Trustees/Directors.
- Appoint/remove co-opted Trustees/Directors.
- Agree role descriptions for Trustee/Directors.
- Agree role descriptions for Chair.
- Agree role descriptions for Deputy Chair.
- Appoint and remove committee Chairs.
- The appointment of and the terms of service and remuneration policy applying to the Chief Executive. The terms of service and remuneration policy applying to the Executive Directors.
- Appointment and removal of Chief Executive.
- Annual review of salaries and award (if not within budget).
- Appoint and remove Company Secretary.
- Review Chief Executive performance (annual appraisal and interim review).
- Review Trustee/Director performance annually.
- Plan for Trustee/Director succession.
- Board Development.
- Determining Trustee Code of Conduct and compliance therewith.
- Approve amendments to Articles of Association.
- Establish and review governance structure (committees).
- Agree terms of reference for committees.
- Agree annual schedule of business for the Board.
- Approved Governance Framework.
- Approve Gender Pay Gap Reporting.
- Review and register reported conflicts of interest declarations.
- Review and register declarations of related party transactions.
- Review and action Fit and Proper Persons Declaration.
- Approve changes to Accounting Policies.
- Approve Budgets.

- Agree Financial Auditing Arrangements.
- Appoint Insurance Advisors.
- Appoint Investment Advisors.
- Approval of Investment Policies.
- Approval of Loans to Subsidiary Companies.
- Open new bank accounts.
- Approve Signing Authority Delegations.
- Approval of Annual Report and Accounts.
- Annual assessment of strategic risks.
- Overall review of risk and gaps.
- Determining process for dealing with complaints.
- Approve appointment of EACH representatives to external bodies.
- Acquisition, disposal or change of use of land or buildings with the exception of the delegated power relating to appropriation of property from legators.
- The introduction, extension or discontinuance of any significant activity or operation and the entering of any transaction that is material strategically or by reason of size.
- Approval of action on legal and arbitration proceedings (including tribunal or alternative dispute resolutions (ADR) involving the charity).
- Delegations of Powers.
- Approval of urgent decisions between Board Meetings. The Chair will involve other trustees at their discretion and all decisions taken in this way will be reported back to the Board.
- Ratification of any Urgent Action Decisions taken by the Chair.
- The Board may immediately reassume any power delegated by it to the Chief Executive should the need arise.

Trustees serving during the year, appointment and induction

New Trustees undergo an induction programme which involves visiting the various parts of the organisation, meeting with managers and staff, and observing at first-hand the business of the charity. Trustees’ training requirements are reviewed on an annual basis.

During the year, Trustee attendance at Board meetings was 65% (2022: 70%). This has been reviewed by the Board, and Trustees have made a commitment to increase attendance levels in 2023-24.

In accordance with the Articles of Association a third of all Trustees in office are required to retire each year.

The Trustees who are required to retire by rotation are those who have been longest in office since their appointment or reappointment. The Trustees take into account the Charity Commission’s recommendation that

the total length of office should not normally exceed nine years; however, the total period of appointment may be varied in any particular case if the other Trustees, then serving, determine that it would be in the interests of the charity to do so.

The names of all Trustees are listed on page 51. Periodically, the Board is assessed on skills, qualifications and experience to identify areas of Board strengths, gaps and areas for development.

EACH Management Executive (MEX)

The Management Executive (MEX) is headed by a Chief Executive who is supported by the Director of Care, Director of Finance, Director of Fundraising and Communications, Director of People and Director of Retail. Executive Directors in post:

Chief Executive
Phil Gormley

Director of Care and Deputy Chief Executive
Pól Toner

Director of Finance
Ruth Kiani

Director of Fundraising and Communications
Kevin Clements

Director of People
Nicky Kendrick

Director of Retail
Ian Nicolson

The Executive Directors are not directors within the meaning of the Companies Act with the exception of Phil Gormley, Ruth Kiani and Ian Nicolson, who are directors within the meaning of the Companies Act for the subsidiary company East Anglia’s Children’s Hospices (Trading) Ltd. Ruth Kiani also acts as Company Secretary for East Anglia’s Children’s Hospices.

The Board last undertook a review of the salaries of the Executive Directors in 2022 drawing upon benchmarking of similar organisations. The Board further agreed that the salaries of Executive Directors would be reviewed through a similar benchmarking exercise on a biennial basis with the next review due in 2024.

Umbrella groups

The charity is a member of both Hospice UK and Together for Short Lives, who act as umbrella organisations providing advice and support to member bodies in the field of palliative care. Together for Short Lives also operates a national fundraising scheme, of which EACH is a participant.

Partnership working

EACH works in partnership with a variety of statutory and voluntary organisations engaged in providing care and support to children with life-threatening illnesses. Key partnership organisations are:

- The East of England Managed Clinical Network (MCN). EACH hosts this service which provides out-of-hours access to specialist medical support and advice, provides education, and develops and promotes good practice guidance. It comprises one tertiary centre and nine district general hospitals:
 - Cambridge University Hospital Foundation Trust
 - Norfolk & Norwich University Hospital NHS Trust
 - West Suffolk Hospital, Bury St Edmunds, Suffolk
 - Ipswich Hospital, Suffolk
 - Colchester Hospital, Essex
 - Princess Alexandra Hospital, Harlow, Essex
 - James Paget Hospital, Gorleston, Norfolk
 - Queen Elizabeth Hospital, King’s Lynn, Norfolk
 - Hinchingsbrooke Hospital, Huntingdon, Cambridgeshire
 - Peterborough Hospital, Cambridgeshire.
- Community NHS Trusts including Norfolk Community Health and Care NHS Trust, Cambridge and Peterborough Foundation Trust, North and Mid and West Essex NHS Community Services.
- NHS England and County Council Commissioners, including NHS Suffolk & North East Essex ICB, NHS Mid and South Essex ICB, NHS Hertfordshire & West Essex ICB, NHS Norfolk and Waveney ICB, NHS Cambridgeshire and Peterborough ICB, and Norfolk County Council.
- Other children’s hospices, including Keech Hospice Care in Bedfordshire, Haven House Hospice in West Essex and Little Havens Children’s Hospice, South Essex.
- Adult hospices, including St Elizabeth Hospice (Ipswich), The Norfolk Hospice Tapping House (Norfolk), Sue Ryder (Peterborough) and Arthur Rank Hospice (Cambridge).

EACH staff participate in the following external groups:

Together for Short Lives Advisory Council. The Director of Care continued as a member of the TFSL Advisory Council until September 2022.

East of England Children’s Palliative Care Forum and county-based palliative care networks. These are responsible for developing and implementing the priorities of the Managed Clinical Network. The Regional Forum was chaired by the Director of Care (until September 2022) and is attended by the Medical Director and Nurse Consultant. The county-based networks are attended by the

Nurse Consultant, Matrons, Service Managers and Clinical Education Lead.

East of England Palliative & End of Life Care Strategic Clinical Network.
The EACH Medical Director is CYP PEOLC Lead and attends this in their capacity as chair of the MCN. Until September 2022, the Director of Care, as Chair of the Children’s Palliative Care Forum was also CYP PEOLC Lead. The Nurse Consultant Children’s Palliative Care currently deputises as CYP PEOLC Lead.

National Palliative & End of Life Care Programme Advisory Board.
The Director of Care and Nurse Consultant (in RCN vice-chair role noted below) were

invited to join this group.

Royal College of Nursing: Children & Young People Palliative Care Community.
The EACH Nurse Consultant is vice-chair of this group.

CoPPAR network (Collaborative Paediatric Palliative Care Research Network) Steering Group, University of York.
The Nurse Consultant is a steering group member and the EACH Research Nurse is funded through this collaboration.

Together for Short Lives/Association of Paediatric Palliative Medicine national research group.
This is attended by the EACH Nurse Consultant and The EACH Research Nurse.

Quality Account
Under the Health Act 2009 and the NHS (Quality Accounts) Regulations 2010, there is a requirement for EACH to submit a Quality Account to the Secretary of State for Health. Quality Accounts are an annual statement from healthcare providers designed to demonstrate an organisation’s approach to

ongoing quality improvement. The report is available to view on the EACH website.

Other disclosures
The charity makes no grants to other organisations, has no social investment programme, holds no assets as a custodian Trustee and does not have powers to invest on a total return basis. No charity funds are in deficit.

There are no uncertainties regarding the charity’s going concern basis. Pension commitments are described in note 7 to the financial statements.

Trustees' Responsibilities Statement - Charitable Company

Statement of Directors' Responsibilities

The Trustees (who are also directors of East Anglia's Children's Hospices for the purposes of company law) are responsible for preparing the Trustees' Annual Report [(including the Strategic Report)] and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that 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.

Auditors

The Board has decided that sufficient time has elapsed since the provision of audit services was last tendered. In the interest of ensuring value for money and ensuring high quality services, a tender exercise will take place in 2023. Price Bailey LLP will be invited to participate in the tender process.

BY ORDER OF THE BOARD

Ruth Kiani

Secretary

Date: 17th July 2023

Consolidated Statement of Financial Activities (Incorporating an income and expenditure account) for the year ended 31st March 2023

	Not e	General £	Designated £	Restricted £	2023 Total Funds £	2022 Total Funds £
Income:						
Donations and legacies:						
Donations		3,694,668	-	60,383	3,755,051	3,656,908
Trust income		1,233,894	-	418,964	1,652,858	954,713
Legacies		1,096,727	-	940,864	2,037,591	2,102,322
Income from charitable activities	1	6,025,289 2,730,343	- -	1,420,211 -	7,445,500 2,730,343	6,713,943 3,406,551
Income from retail and other trading activities	1	7,281,508	-	-	7,281,508	6,166,140
Investment income	11	159,950	-	-	159,950	105,977
Other income		149,577	-	-	149,577	340,314
Total income		16,346,667	-	1,420,211	17,766,878	16,732,925
Expenditure:						
Fundraising	2	1,766,149	-	-	1,766,149	1,504,469
Costs of goods sold and retail costs	2	5,324,193	-	-	5,324,193	4,637,578
Investment management costs	2	20,576	-	-	20,576	23,106
Cost of raising voluntary income		7,110,918	-	-	7,110,918	6,165,153
Expenditure on charitable activities	2	7,504,587	-	1,410,327	8,914,914	8,011,345
Total expenditure	2	14,615,505	-	1,410,327	16,025,832	14,176,498
Net income from operational activities for the year		1,731,162	-	9,884	1,741,046	2,556,427
Net (losses)/gains on investments		(625,069)	-	-	(625,069)	100,066
Revaluation of investment asset		22,000	-	-	22,000	29,250
Net income for the year		1,128,093	-	9,884	1,137,977	2,685,743
Transfers between funds	20	(1,822,461) (694,368)	1,822,461	- 9,884	- 1,137,977	- 2,685,743
Net movement in funds						
Reconciliation of funds:						
Total funds brought forward		1,450,395	26,785,838	141,504	28,377,737	25,691,994
Total funds carried forward		756,027	28,608,299	151,388	29,515,714	28,377,737

All amounts relate to continuing activities of the group.

The Statement of Financial Activities includes all gains and losses recognised in the year. The notes to the accounts are shown on pages 30 - 47.

Consolidated and Charity Balance Sheet as at 31st March 2023

	Notes	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
Fixed assets					
Tangible assets	10	16,304,992	16,476,841	16,304,993	16,476,841
Intangible assets	9	25,362	32,440	25,362	32,440
Investments	11	3,960,548	4,499,253	3,960,548	4,499,253
		20,290,902	21,008,534	20,290,903	21,008,534
Current assets					
Stock		32,208	17,865	-	3,185
Debtors	16	1,960,014	2,750,102	1,994,198	2,765,859
Cash		8,907,313	6,133,123	8,901,849	6,123,813
		10,899,535	8,901,090	10,896,047	8,892,857
Liabilities					
Creditors due within one year	17	(1,674,723)	(1,531,887)	(1,671,237)	(1,523,655)
Net current assets		9,224,812	7,369,203	9,224,810	7,369,202
Total net assets		29,515,714	28,377,737	29,515,713	28,377,736
The funds of the charity:					
Restricted income funds	20	151,388	141,504	151,388	141,504
Designated funds	20	12,303,307	10,308,997	12,303,307	10,308,997
General funds	20	756,027	1,450,395	756,026	1,450,394
Capital reserve	20	16,304,992	16,476,841	16,304,992	16,476,841
Total unrestricted		29,364,326	28,236,233	29,364,325	28,236,232
Total funds	20	29,515,714	28,377,737	29,515,713	28,377,736

Approved by the Board of Directors and signed and authorised for issue on their

behalf by: Bradley McLean
Chair
17th July 2023
East Anglia's Children's Hospices
Charity Number: 1069284, Company Number
03550187 Registered in England & Wales in the
United Kingdom The notes to the accounts are
shown on pages **30 - 47**.

Consolidated Cash Flow Statement for the year ended 31st March

	Notes	Group		Charity	
		2023 £	2022 £	2023 £	2022 £s
Cash flows from operating activities:	24	3,357,264	3,666,941	3,361,110	3,667,935
Cash flows from investing activities:					
Dividends, interest and rents from investments		114,801	105,255	114,801	105,255
Proceeds for sale of property, plant and equipment		8,244	375,000	8,244	375,000
Purchase of property, plant and equipment	10	(619,754)	(577,643)	(619,754)	(577,643)
Proceeds from sale of investments		618,344	129,692	618,344	129,692
Purchase of investments	11	(704,804)	(224,893)	(704,804)	(224,893)
Net cash used investing activities		(583,170)	(192,589)	(583,170)	(192,589)
Change in cash and cash equivalents in the reporting period		2,774,094	3,474,352	2,777,940	3,475,346
Cash and cash equivalents at the beginning of the reporting period	25	6,171,331	2,696,979	6,162,021	2,686,675
Cash and cash equivalents at the end of the reporting period	25	8,945,425	6,171,331	8,939,961	6,162,021

Notes to the Financial Statements for the year ended 31st March 2023

1 Income

Income from Charitable Activities	2023 £	2022 £
Community and hospice-based service delivered from EACH Milton	833,338	1,100,731
Community and hospice-based service delivered from EACH The Nook	1,249,823	1,459,387
Community and hospice-based service delivered from EACH The Treehouse	647,182	846,433
	2,730,343	3,406,551
Statutory Funds Received for Charitable Activities	2023 £	2022 £
NHS England Children's Hospice Grant	897,149	996,833
NHSE Covid Funding	-	522,069
Block funding from Integrated Care Boards and County Councils	1,408,449	1,444,279
Continuing Care Funding	424,745	443,370
	2,730,343	3,406,551
All income from charitable activities in both the current and previous year relate to statutory income for provision of services as detailed above. During the year the charity received grant funding directly from NHS England. The total amount awarded amounted to £897,149 (2022: £996,833). The full amount of the grant was spent during the year. In response to Covid-19, NHS England awarded funding to make bed capacity and community support available from December 2021 to March 2022. This amounted to £522,069 in 2022.		
Income from retail and other trading activities	2023 £	2022 £
Charity Shop Sales	6,919,809	6,003,096
Other	361,699	163,044
	7,281,508	6,166,140

2 Analysis of expenditure

Expenditure	2023			2022		
	Direct costs £	Support costs £	Total costs £	Direct costs £	Support costs £	Total costs £
Raising funds						
Fundraising and publicity	1,369,278	396,871	1,766,149	1,211,097	293,372	1,504,469
Retail and trading	4,679,559	644,634	5,324,193	4,066,367	571,211	4,637,578
Investment management	20,576	-	20,576	23,106	-	23,106
	6,069,413	1,041,505	7,110,918	5,300,570	864,583	6,165,153
Charitable activities						
Community and hospice-based service delivered from:						
EACH Milton	2,465,293	362,846	2,828,139	2,251,147	344,722	2,595,869
EACH The Nook	3,031,555	454,660	3,486,215	2,812,185	437,257	3,249,442
EACH The Treehouse	2,282,108	318,452	2,600,560	1,874,609	291,425	2,166,034
	7,778,956	1,135,958	8,914,914	6,937,941	1,073,404	8,011,345
Total	13,848,369	2,177,463	16,025,832	12,238,511	1,937,987	14,176,498

3 Analysis of support costs

Support costs 2023	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	293,816	17,324	75,951	8,218	1,562	396,871
Trading: costs of goods sold and other costs	403,461	40,705	147,066	48,086	5,316	644,634
	697,277	58,029	223,017	56,304	6,878	1,041,505
Milton service	264,882	24,272	70,363	-	3,329	362,846
The Nook service	331,512	29,835	89,143	-	4,170	454,660
The Treehouse service	225,226	22,861	67,242	-	3,123	318,452
Charitable activities	821,620	76,968	226,748	-	10,622	1,135,958
Total Support Costs	1,518,897	134,997	449,765	56,304	17,500	2,177,463

Support costs are apportioned on the basis of staff costs.

Governance costs comprise of audit fees and accountancy fees £17,500 (2022: £17,499)

Support costs 2022	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	212,871	8,034	66,998	3,878	1,590	293,371
Trading: costs of goods sold and other costs	393,085	27,079	109,170	36,658	5,220	571,212
	605,956	35,113	176,168	40,536	6,810	864,583
Milton service	262,307	17,303	59,560	2,130	3,422	344,722
The Nook service	332,554	21,946	72,402	6,006	4,349	437,257
The Treehouse service	223,911	14,818	47,961	1,817	2,918	291,425
Charitable activities	818,772	54,067	179,923	9,953	10,689	1,073,404
Total support costs	1,424,728	89,180	356,091	50,489	17,499	1,937,987

4 Analysis of staff costs

Staff costs	2023 £	2022 £
Wages and salaries	9,495,442	8,595,271
National Insurance	885,582	756,273
Pension costs	696,606	596,744
Total staff costs	11,077,630	9,948,288

During the year a termination payment was made to one member of staff at a cost of £30,000 (2022: three members of staff at £10,959). This was approved by the Board of Trustees.

5 Staff

Staff full-time equivalents and headcount	2023		2022	
	Headcount	Full-Time Equivale nt	Headcount	Full-Time Equivale nt
The average number of staff employed in the year was:				
Direct charitable services	195	159	183	158
Fundraising services	24	23	24	23
Retail	147	95	140	94
Support services	37	29	34	28
Total	403	306	381	303

6 Key management personnel and higher paid employees

Executive, and the Directors of; Care, Retail, People, Fundraising & Communications and Finance.

Key management personnel	2023 £	2022 £
Employee benefits of key management personnel:		
Salary	522,803	489,780
Employers pension contribution	29,744	24,859
Employers National Insurance payments	68,125	60,783

£60,000, classified within bands of £10,000 is as follows:

Higher paid employee salary bands and pension	2023	2022
£60,000-£69,999	2	6
£70,000-£79,999	3	-
£80,000-£89,999	3	3
£90,000-£99,999	-	-
£100,000-£109,999	-	1
£110,000-£119,999	-	-
£120,000-£129,999	1	-
	£	£
Pension contribution of higher paid employees	44,905	48,874

7 Pension cost

The charity operates a ‘group personal pension plan’. The assets of the scheme are held separately from those of the charity in an independently administered fund. In addition, the charity made contribution to the NHS pension scheme in respect of certain employees. Whilst the NHS scheme is a defined benefit scheme, it is a multi-employer scheme for which the charity’s share of the underlying assets and liabilities cannot be identified; it is therefore accounted for as a defined contribution scheme in accordance with FRS102. The charity’s contribution to these schemes are therefore charged to the statement of financial activity when due.

At 31st March 2023 £107,459 (2022: £76,449) in pension contributions was due to be paid to pension providers.

	2023 £	2022 £
Total pension scheme contributions:	696,606	596,744
Pension contribution included in creditors:	107,459	92,991

8 Net income

Net income	2023 £	2022 £
Net income is stated after charging: Depreciation	817,625	809,905
Auditors remuneration:		
- for audit services	17,500	16,750
- for other services	1,000	750
Gain on disposal of fixed assets	5,187	15,976
Operating lease rentals	19,911	26,480
Operating leases for property	966,822	872,695

9 Intangible assets

Group and charity intangible assets	Website Development £	Total £
Cost		
At start of year	33,600	33,600
Additions	-	-
Disposals	-	-
At end of year	33,600	33,600
Amortisation		
At start of year	1,160	1,160
Charge for the year	7,078	7,078
At end of year	8,238	8,238
Net book value at the end of the year	25,362	25,362
Net book value at the start of the year	32,440	32,440

10 Tangible assets

Group and charity fixed assets	Leasehold Property £	Freehold Property £	Property held for Investment £	Equipment & Vehicles £	Total £
Cost					
At start of year	3,404,571	14,060,068	288,000	4,306,970	22,059,609
Additions	11,274	-	-	608,480	619,754
Disposals	(10,882)	(1,440)	-	(385,735)	(398,057)
Revaluation	-	-	22,000	-	22,000
At end of year	3,404,963	14,058,628	310,000	4,529,715	22,303,306
Depreciation					
At start of year	299,177	2,027,968	-	3,255,622	5,582,767
Charge for the year	47,072	272,522	-	490,953	810,547
Eliminated on disposal	(10,882)	(278)	-	(383,840)	(395,000)
At end of year	335,367	2,300,212	-	3,362,735	5,998,314
Net book value at the end of the year	3,069,596	11,758,416	310,000	1,166,980	16,304,992
Net book value at the start of the year	3,105,394	12,032,100	288,000	1,051,347	16,476,841

11 Investments, Group and Charity

Investment movements	2023 Market value £	2022 Market value £
Market value at beginning of year	4,461,045	4,265,777
Additions at cost	704,804	224,893
Disposals at opening book value	(706,052)	(183,848)
Unrealised (losses)/gains on revaluation	(537,361)	154,223
Market value at end of year	3,922,436	4,461,045
Cash held on investments portfolio	38,112	38,208
Total portfolio market value including cash	3,960,548	4,499,253

Investment categories	2023		2022	
Equity Funds and Overseas Equities	Cost £	Market Value £	Cost £	Market Value £
UK Equities	971,785	1,181,242	1,018,597	1,453,203
Overseas Equities	636,890	1,102,498	630,179	956,930
Global Equities	328,491	377,531	174,030	425,110
Alternatives	868,847	810,642	827,257	994,323
Investment Funds	60,138	0	60,138	161,700
Fixed Interest	526,696	450,524	483,092	469,780
	3,392,848	3,922,436	3,193,294	4,461,045
Cash	38,112	38,112	38,208	38,208
	3,430,959	3,960,548	3,231,501	4,499,253

Investment income	2023 £	2022 £
Investment income from listed investments	114,801	105,255
Bank interest for the year	45,149	722

12 Financial performance of the charity

East Anglia's Children's Hospices Charity No. 1069284, Company No. 03550187, registered in the UK	2023 £	2022 £
Income	17,496,175	16,640,616
Gift Aid from trading subsidiary	154,509	93,809
Total expenditure	(15,909,638)	(14,177,999)
Investment (loss)/gain	(603,069)	()
Net income		129,317
Total funds brought forward	1,137,977	2,685,743
Total funds carried forward	28,377,736	25,691,993
	29,515,713	28,377,736
Represented by:		
Restricted funds	151,388	141,504

13 Financial performance of the trading subsidiary

East Anglia's Children's Hospices (Trading) Ltd Company No. 09155768, registered in the UK	2023 £	2022 £
Turnover	270,703	159,296
Cost of sales	(116,038)	(65,317)
Gross profit	154,665	93,979
Operating expenses	(156)	(170)
Profit on ordinary activities	154,509	93,809
Gift Aid donated to the charity	(154,509)	(93,809)
	-	-
Profit for the financial year being the retained profit for the year		
Balance Sheet	38,871	30,493
Assets	(38,870)	(30,492)
Liabilities		

14 Trading Subsidiary - Stable Trading Limited

(company no 02593818, UK registered)

Stable Trading Limited is a company limited by guarantee which is under the control of the directors of East Anglia's Children's Hospices. The subsidiary's main purpose was to sell goods to raise funds for the charity, in 2014 the subsidiary's activities were transferred to the charity. There are no results or activities to report for this company.

The company is dormant.

15 Subsidiary - Children's Hospice for the Eastern Region (CHER)

(company no 02776381, UK registered)

The Children's Hospice for the Eastern Region is a dormant company wholly owned by East Anglia's Children's Hospices. There are no results or activities to report for this company. The company is dormant.

16Debtors and contingent assets

Debtors	Grou p		Charit y	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	362,466	275,813	361,266	269,311
Amount owed by group companies	-	-	35,384	22,259
Taxation recoverable	413,058	378,858	413,058	378,858
Prepayments	542,596	532,020	542,596	532,020
Accrued income	631,687	1,531,006	631,687	1,531,006
Other debtors	10,207	32,405	10,207	32,405
	1,960,014	2,750,102	1,994,198	2,765,859

Notified legacies are recognised as accrued income when their value is known with a degree of certainty. Where legacies have been notified but their value remains uncertain they are treated as contingent assets. At the balance sheet date contingent legacy assets are estimated to be £1,919,821.

17Creditors: amounts falling due within one year

	Grou p		Charit y	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	535,260	308,723	531,774	305,491
Taxation and social security	213,781	200,066	213,781	200,066
Other creditors	103,153	113,294	103,153	113,294
Accruals	641,322	709,359	641,322	709,359
Deferred income	87,208	106,765	87,208	101,765
Provisions	93,999	93,680	93,999	93,680
	1,674,723	1,531,887	1,671,237	1,523,655

18Financial commitments under non-cancellable operating leases

	2023		2022	
	Land & Building s £	Other £	Land & Buildings £	Other £
Leases				
expiring:				
Within 1 year	929,314	19,911	797,448	26,043
In 2-5 years	1,654,250	62,980	1,214,158	78,106
Over 5 years	-	-	43,330	5,092
	2,583,564	82,891	2,054,936	109,241

19Capital Commitments

	2023 £	2022 £
2 Retail vans on order	52,828	52,828

20Statement of funds

Statement of funds 2023	Balance at 31/3/2022 £	Incom e £	Expenditur e & Gains £	Transfer s £	Balance at 31/3/2023 £
General Funds	1,450,395	16,346,667	(15,218,574)	(1,822,461)	756,027
Designated Funds - Revenue					
Reserves Policy	5,169,015	-	-	856,292	6,025,307
Strategic Development	1,841,982	-	-	1,358,018	3,200,000
Inflation Reserve	2,498,000	-	-	(260,000)	2,238,000
Capital Expenditure	800,000	-	-	40,000	840,000
	10,308,997	-	-	1,994,310	12,303,307
Designated Funds - Capital					
Land & Buildings	15,137,493	-	-	519	15,138,012
Other Fixed Assets	1,339,348	-	-	(172,368)	1,166,980
	16,476,841	-	-	(171,849)	16,304,992
Total Designated Funds	26,785,838	-	-	1,822,461	28,608,299
Restricted Funds					
The Treehouse Service	5,573	183,128	(188,701)	-	-
Milton Service	-	269,033	(269,033)	-	-
The Nook Service	1,000	593,667	(594,667)	-	-
Care across all sites	1,325	308,700	(310,025)	-	-
Training/Conferences	-	4,720	(4,720)	-	-
Translation	-	4,583	(4,583)	-	-
Nook Garden Project	54,500	-	(660)	-	53,840
Milton Equipment	77,979	-	(37,518)	-	40,461
The Nook Equipment	750	-	(420)	-	330
The Treehouse Positioning Equip.	-	500	-	-	500
The Treehouse Summerhouse	-	2,000	-	-	2,000
Summer Concert	-	500	-	-	500
Sensory Room	-	1,020	-	-	1,020
The Treehouse Music Room	-	5,000	-	-	5,000
The Nook Family Suite	-	760	-	-	760
The Nook Den Storage	-	625	-	-	625
The Nook Shower Trolley	-	2,975	-	-	2,975
EACH Values Awards	-	1,000	-	-	1,000
Hospice Capital Expenditure	-	42,000	-	-	42,000
Complementary Care	377	-	-	-	377
Total Restricted Funds	141,504	1,420,211	(1,410,327)	-	151,388
Total Funds	28,377,737	17,766,878	(16,628,901)	-	29,515,714

Restricted funds
Revenue restricted funds are allocated against expenditure as it is incurred.

Designated funds
Designated funds comprise of capital and other designated funds, the capital fund is a designated fund set aside by directors and represents the net book value of fixed assets. EACH Trustees consider it to be prudent to set aside designated funds to cover all fixed assets.

General funds

The general fund includes £1 (2020 £1) retained in the reserves of the subsidiary company.



21 Statement of funds prior year

Statement of funds 2022	Balance at 31/3/2021 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2022 £
General Funds	568,472	15,192,555	(11,970,004)	(2,373,068)	1,417,955
Designated Funds - Revenue					
Covid Recovery Fund	2,500,000	-	-	(2,500,000)	-
Reserves Policy	4,835,929	-	-	333,086	5,169,015
Strategic Development	-	-	-	1,841,982	1,841,982
Inflation Reserve	-	-	-	2,498,000	2,498,000
Capital Expenditure	600,000	-	-	200,000	800,000
	7,935,929	-	-	2,373,068	10,308,997
Designated Funds - Capital					
Land & Buildings	15,832,236	-	(694,743)	-	15,137,493
Other Fixed Assets	1,280,331	-	92,617	(33,600)	1,339,348
Intangible Assets	-	-	(1,106)	33,600	32,440
	17,112,567	-	(603,286)	-	16,509,281
Total Designated Funds	25,048,496	-	(603,286)	2,373,068	26,818,278
Restricted Funds					
Art and Play	-	10,375	(10,075)	-	300
Care	100	1,111,535	(1,110,610)	-	1,025
Complementary Therapy	377	-	-	-	377
Care across all sites	-	7,500	(7,500)	-	-
Training/Conferences	-	1,200	(1,200)	-	-
Translation	52,000	2,500	-	-	54,500
Nook Garden Project	3,257	-	(3,257)	-	-
Milton Equipment	-	1,000	-	-	1,000
The Nook Equipment	-	585	(585)	-	-
The Treehouse Positioning Equip.	50	-	(50)	-	-
The Treehouse Summerhouse	10,800	-	(10,800)	-	-
The Nook Shower Trolley	8,442	111,600	(42,063)	-	77,979
EACH Values Awards	-	5,750	(5,000)	-	750
Hospice Capital Expenditure	-	5,573	-	-	5,573

22 Net assets by funds

Net assets 2023	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	-	16,304,992	-	16,304,992
Intangible assets	25,362	-	-	-	25,362
Investments	-	3,960,548	-	-	3,960,548
Current assets	2,405,388	8,342,759	-	151,388	10,899,535
Creditors falling due in less than one year	(1,674,723)	-	-	-	(1,674,723)
	756,027	12,303,307	16,304,992	151,388	29,515,714
Net assets 2022	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	-	16,476,841	-	16,476,841
Intangible assets	32,440	-	-	-	32,440
Investments	-	4,499,253	-	-	4,499,253
Current assets	2,949,842	5,809,744	-	141,504	8,901,090
Creditors falling due in less than one year	(1,531,887)	-	-	-	(1,531,887)
	1,450,395	10,308,997	16,476,841	141,504	28,377,737

23 Related party transactions

	2023 £	2022 £
Balance due at 31st March from EACH (Trading) Ltd to EACH	35,384	22,259
Donations made by directors and key staff	5,565	6,740
Travel expenses waived by directors and key staff	2,000	600

East Anglia's Children's Hospices has three wholly-owned subsidiaries; Stable Trading Ltd, East Anglia's Children's Hospices (Trading) Limited (EACH (Trading) Ltd), and The Children's Hospice for the Eastern Region (CHER). CHER and Stable Trading Ltd are dormant companies with no assets or liabilities. EACH (Trading) Gift Aids its profits to EACH under a deed of covenant arrangement.

East Anglia's Children's Hospices is controlled by its directors.

24 Reconciliation of net income/expenditure to net cashflow from operating activities

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Net income for the reporting period (as per the Statement of Financial Activities)	1,137,977	2,685,743	1,137,976	2,685,743
Depreciation charges	817,625	809,905	817,625	809,905
Gains/(losses) on investments	603,069	(100,066)	603,069	(100,066)
Dividends, interest and rents from investments	(114,801)	(105,255)	(114,801)	(105,255)
Loss/(profit) on the sale of fixed assets	(5,187)	(3,976)	(5,187)	(3,975)
(Increase)/decrease in stock	(14,343)	1,044	3,185	(3,185)
Decrease/decrease in debtors	790,088	240,638	771,661	243,398
Increase/increase in creditors	142,836	138,907	147,582	141,370
Net cash provided by/(used in) operating activities	3,357,264	3,666,940	3,361,110	3,667,935

25 Analysis of cash and cash equivalents

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Cash in hand	8,907,313	6,133,123	8,901,849	6,123,813
Cash held as part of the investment portfolio	38,112	38,208	38,112	38,208
Total cash and cash equivalents	8,945,425	6,171,331	8,939,961	6,162,021

26 Net debt reconciliation

	At 1/4/2022 £	Cash Movement £	At 1/4/2023 £
Group			
Cash in hand	6,133,123	8,901,849	8,907,313
Cash held as part of the investment portfolio	38,208	-	38,112
Total cash and cash equivalents	6,171,331	8,901,849	8,945,425
Charity			
Cash in hand	6,123,813	8,901,849	8,901,849
Cash held as part of the investment portfolio	38,208	-	38,112
Total cash and cash equivalents	6,162,021	8,901,849	8,939,961

27 Prior year consolidated statement of financial activities

Statement of financial activities (incorporating an income and expenditure account) for the financial year to 31st March 2022	General £	Designate d £	Restricted £	2022 Total Funds £
Income:				
Donations and legacies:				
Donations	3,551,100	-	105,808	3,656,908
Trust income	801,310	-	153,403	954,713
Legacies	1,213,916	-	888,406	2,102,322
	5,566,326	-	1,147,617	6,713,943
Income from charitable activities	2,884,482	-	522,069	3,406,551
Income from retail and other trading activities	6,166,140	-	-	6,166,140
Investment income	105,977	-	-	105,977
Other income	340,314	-	-	340,314
Total Income	15,063,239	-	1,669,686	16,732,925
Expenditure:				
Cost of raising voluntary income				
Fundraising	1,504,469	-	-	1,504,469
Costs of goods sold and retail costs	4,637,578	-	-	4,637,578
Investment management costs	23,106	-	-	23,106
	6,165,153	-	-	6,165,153
Expenditure on charitable activities	6,408,137	-	1,603,208	8,011,345
Total expenditure	12,573,290	-	1,603,208	14,176,498
Net income from operational activities for the year	2,489,949	-	66,478	2,556,427
Net gains/(losses) on investments	100,066	-	-	100,066
Revaluation of investment asset	29,250	-	-	29,250
Net income for the year	2,619,265	-	66,478	2,685,743
Transfers between funds	(1,737,342)	1,737,342	-	-
Net movement in funds	881,923	1,737,342	66,478	2,685,743
Reconciliation of funds:				
Total funds brought forward	568,472	25,048,49	75,026	25,691,994

Accounting Policies

The principal accounting policies, adopted judgements, and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a. Basis of preparation

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

East Anglia's Children's Hospices meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b. Significant accounting estimates and assumptions

The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with judging when legacy income should be brought into the figures. Further details regarding the contingent asset for legacy is shown in note 16.

c. Legal status of the charity and subsidiaries

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. East Anglia's Children's Hospices (Trading) Limited is a trading company and wholly owned by the charity. Stable Trading Limited is a company limited by guarantee under the control of the Trustees and also East Anglia's Children's Hospices.

d. Going concern

The Trustees consider that there are no material uncertainties about EACH's ability to continue as a going concern.

e. Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiaries on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

f. Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

Restricted funds are given to EACH for a variety of specific purposes which mostly relate to the care of children and families or the development of new facilities. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

g. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until those conditions will be fulfilled in the reporting period. Income from Gift Aid tax claims are processed for donations with relevant and appropriate Gift Aid declarations. Claims are made in the same period as the donation is received. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case-by-case basis, pecuniary bequests are recognised following probate and on receipt of notification. Residuary bequests are recognised at the earlier date of either when the charity is aware the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt

of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 16).

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio. Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Sponsorship from events, fundraising and events' registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

h. Donated goods and services

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the charity when received, based on the amount that the charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets.

Rent-free periods and landlord contributions to shop set-up costs are spread over the life of the lease.

i. Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Costs of raising funds comprise fundraising costs incurred in seeking donations, grants and legacies; investment management fees; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information of support of the charitable activities.
- Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Support costs are allocated to each of the activities on the basis of staffing costs.

j. Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Strategic report.

k. Fixed & Intangible Assets

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Depreciation is provided to write off the cost or revaluated amount, less an estimated residual value, of all fixed assets evenly over their expected economic useful lives on a straight-line basis as follows:

- Motor vehicles 20% of cost
- Fixtures and equipment 20% - 33% of cost
- Freehold buildings 2% of cost
- Improvements to the leasehold property over lease period

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

Web development is classed as an intangible asset and amortised over five years.

l. Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. The charity does not acquire put options, derivatives or other complex financial instruments.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

m. Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

n. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable are included at the best estimate of the amounts receivable at the balance sheet date.

o. Cash at bank and in hand

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

p. Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

q. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value being closing bid value. All other assets and liabilities are recorded at cost which is their fair value.

r. Pensions

Employees of the charity are entitled to join a defined contribution ‘money purchase’ scheme OR NHS scheme. Charity contributions are disclosed in note 5. There were no overdue contributions at the year- end. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The money purchase plan is managed by Aviva and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee’s normal retirement age which is defined as when they are eligible for a state pension. Aviva charges employees directly for the management of the scheme at 0.55% and this is deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employee’s contributions.

s. Operating leases

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period of the lease.

t. Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Independent Auditor's Report to the Members of East Anglia's Children's Hospices for the year ended 31st March 2023

Opinion

We have audited the financial statements of East Anglia's Children's Hospices (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31st March 2023, which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' 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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 in the Trustees' Report, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this 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 extent to which

our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the group and the parent charitable company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the group and the parent charitable company this included employment law, financial reporting and health & safety.

The risks were discussed with the audit team, and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified, these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We have reviewed any correspondence with the Charity Commission and reviewed the procedures in place for the reporting of incidents to the Trustee Board, including serious incident reporting of any such matters if necessary.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation as to what extent the audit was considered capable of detecting irregularities, including fraud.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of this 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, for our audit work, for this report, or for the opinions we have formed.

Richard Vass (Senior Statutory Auditor) For and on behalf of PRICE BAILEY LLP

Chartered Accountants Statutory Auditors Tennyson House, Cambridge Business Park, Cambridge, CB4 0WZ.

Date: 17th July 2023

Company information

Trustees – in post at the point of the accounts being signed

Brad McLean (Chair)

Emma Deterding

Mark Dyke (Appointed: 14th July 2023) Iain Jamie

Anna Lipp (Appointed: 1st July 2023)

Annmarie Lloyd-Jones

Christopher Schwer

Krishna Sethia (Appointed: 1st May 2023) Caroline Steggles

Loyola Weeks

David Woolnough (Appointed: 1st May 2023)

Henry Wright (Appointed: 19th June 2023)

Royal Patron

HRH The Princess of Wales

President

Sir Martyn Lewis CBE

Patrons

Mrs Julie Spence OBE QPM DL, HM Lord-Lieutenant of Cambridgeshire

The Lady Dannatt MBE, HM Lord-Lieutenant of Norfolk The Countess of Euston, HM Lord-Lieutenant of Suffolk Mrs Jennifer Tolhurst DL, HM Lord-Lieutenant of Essex The Marchioness of Cholmondeley

The Countess of Leicester Emma Deterding

Griff Rhys Jones OBE

Ambassadors

Frankie Dettori MBE

Frankel

Anthony Horowitz OBE

Lucy Loveheart

Ed Sheeran

Other Trustees in post during the year

Lily Bacon (Retired: 10th March 2023)

Helen Langton (Retired: 31st December 2022) Ann Monks (Retired: 20th October 2022)

Will Self (Retired: 19th June 2023)

Company Secretary

Ruth Kiani

Charities Number: 1069284

Registered Number: 03550187

VAT Number: 216 8793 76

Registered Office

Church Lane, Milton, Cambridge, CB24 6AB

Statutory Auditors

Price Bailey LLP, Tennyson House, Cambridge Business Park, Cambridge, CB4 0WZ

Bankers

National Westminster Bank Plc., 5 Market Place, Wymondham, Norfolk, NR18 0AG

Barclays Bank Plc., 28 Chesterton Road, Cambridge, CB4 3AZ

Investment Managers

J M Finn, 4 Coleman Street, London, EC2R 5TA.



East Anglia's Children's Hospices

Milton (Cambs and West Essex)

The Nook (Norfolk)

The Treehouse (Suffolk and Mid & North East Essex)

Get in touch

Call: 01223 800 800

Email:

supportercare@each.org.uk

Visit: www.each.org.uk

Keep up-to-date



EACHhospices



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Royal Patron: HRH The Princess of Wales

Registered Charity No. 1069284 • Company No. 03550187 Vat No. 216 8793 76



Registered with
**FUNDRAISING
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Fundraising
ORGANISATIONAL
MEMBER

INVESTORS IN PEOPLE
We invest in people Standard

Accounts



each

East Anglia's
Children's Hospices



East Anglia's Children's Hospices

Report and Accounts 2021-22

www.each.org.uk

Our Vision, Mission and Values

Our Vision

We aspire daily to lead the way in providing world class care for children with life-threatening conditions. Every child deserves support, alongside their families, whenever and wherever they need it.

Our Mission

To improve the quality of life and wellbeing of every child and family under our care, by providing individual and comprehensive services at all times.

Our Values

Empathy and understanding

Understanding the views and feelings of others is central to our work relationships and how we interact daily.

Make it happen

We are empowered to and take responsibility for getting things done.

Commitment to quality

We consistently employ our best efforts and strive for the highest standards in everything that we do, always looking for ways to improve.

Open and respectful

We operate in an honest and participative way. Welcoming constructive feedback and different views, we understand the power of words and behaviour, and hold ourselves accountable for maintaining a positive and considerate work environment.

Welcome

The last two years have been challenging for East Anglia's Children's Hospices (EACH), in terms of service delivery and the income required to maintain the organisation.

At the start of the 2020-21 financial year the organisation was forecasting a £4 million operational deficit, presenting an existential threat to the sustainability of EACH. Because of substantial government funding, the generosity of supporters, cost saving measures and the recovery of trading and fundraising, our medium-term future is now secure.

We are very proud all three of our hospices are assessed as "Outstanding" by the Care Quality Commission. EACH currently cares for nearly 600 individuals (children, young people and family members) and demand is projected to increase. We employ around 375 staff and are supported by more than 1800 volunteers. The requirement to generate 85% of annual operating costs from non-statutory sources has driven a successful retail expansion strategy. We now have 44 shops and a significant online presence with income growing rapidly, and our fundraising has also been very successful over the last year.

This year, the Board has signed off a new four-year strategy to ensure the necessary infrastructure and investment choices are made to provide the workforce, training, equipment and environment to deliver the best possible care. This strategy sets out how we will grow the organisation in capacity and capability over this period, delivering a balanced and sustainable budgetary position by 2025-26. This strategy does not call on our existing contingency reserves which remain intact to insure against unforeseen events or circumstances.

The ambition that drives the strategy is a determination to maximise the return on the investments already made and ensure our hospice services work at capacity, delivering world class care wherever it is needed. This will require a deeper understanding of demand, capacity and productivity to make the best possible use of the resources available to us. People entrust EACH with the most vulnerable children in society, they also entrust us to use their money wisely. This strategy will ensure we honour both obligations, building a sustainable and resilient organisation capable of meeting the needs of life-threatened and life-limited children and their families across East Anglia.

Will Self – Chair of Trustees

Phil Gormley – Chief Executive



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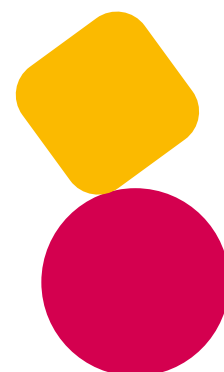
Strategic Report

Our Strategic Commitments

- We will develop and deliver excellent palliative care services that meet the needs of children and their families, making the most effective and efficient use of the available resources.
- We will support children and families by working ever more closely with the NHS and health and social care providers, as well as other hospice and charitable organisations.
- We will inform and contribute to the evidence base underpinning children's palliative care. We aspire to be national and international sector leaders in the field.
- We will reintroduce and expand face-to-face services that families have told us are important to them. This will include the full range of services at our three hospices and in the community.
- We will develop our online and digital services to reach more children and families in ways that are convenient and accessible to them.

And we make these commitments to our staff, partners, supporters and customers.

- We will operate in a way consistent with the EACH values.
- We will communicate clearly and transparently.
- We will respond quickly and effectively when called upon.
- We will ensure careful stewardship of our finances, relentlessly focusing on frontline service delivery.



Our Key Activities

Our Care

As a result of the pandemic, this year continued to be one where we needed to be flexible and responsive in our approach to service delivery.

Over the last 12 months, referrals to EACH to provide care and support to families with children and young people living with their conditions increased by 47%. More than half of the end of life care provided was to children and families we met for the first time.

Our model of care was revised to take account of the learning from COVID and understanding 'What Matters Most to Children and Families'. We heard about the importance of reinstating face-to-face care and support, and in particular, the family events and activities where families can meet together and have time with staff to provide informal support, create family memories and help reduce the isolation they have felt during the pandemic.

They also told us to keep the online wellbeing support options we introduced in 2020. For some, this approach is far more accessible and better meets their needs.

As we continue to listen to and learn from children, young people and families, our new four-year strategy keeps them at the heart of what we do.

The number of children and young people we supported	
Lead child or young person	499
Children, young people and families who received care at end of life	50
<i>Location of death: home 18; hospice 8; hospital 24</i>	
The number of hours of care and support we delivered	
To children, young people and family members, including those who are bereaved	43,250
Symptom Management Nursing Service (SMNS) preventables	
Number of occasions a GP visit or admission to hospital avoided for a family due to an SMNS intervention	350



Clinical Training, Education and Research

Our clinical education and training delivery was a mix of virtual and face-to-face approaches, informed by COVID-secure working guidelines.

The following mandatory training was provided for all care staff:

- Resuscitation and Anaphylaxis
- Moving and Handling
- Infection Control – Level 2 e-learning
- Safeguarding Children Level 3
- Safeguarding Adults Level 2 e-learning
- Management of Oxygen and Medical Gas Safety
- Fire Safety
- Food Hygiene e-learning
- Data Security Awareness e-learning.

EACH supported 28 applications from care staff to undertake study days, extended study learning and conferences during the reporting period, both in person and virtual. Examples include Couples Counselling, Safeguarding, Catheterisation, Long-Term Ventilation, Paediatric Palliative Care Train the Trainer and the Hospice UK Conference.

A total of 173 external professionals benefitted from training and education events provided by The East of England Managed Clinical Network (MCN), hosted by EACH.

Care staff had academic work accepted for journals and presentation at national meetings, as follows:

- Palliative Care and Symptom Management, Whitham, J presented at the East of England Bereavement study day (July 2021).
- 'In memory of...' Terminal Illness and Bereavement article (June 2021) Orr, K.
- Oral morphine versus transmucosal diamorphine for breakthrough pain in children: methods and outcomes: UK (DIPPER study) consensus. Emily Harrop, Christina Liossi, Liz Jamieson, Silke Gastine, Kate Oulton, Simon Skene, Richard F Howard, Margaret Johnson, Katherine Boyce, Lorraine Mitchell, Satbir Jassal, Anna-Karenia Anderson, Richard D Hain, Michelle Hills, Julie Bayliss, Archana Soman, Joanna Laddie, David Vickers, Charlotte Mellor, Tim Warlow, Ian Chi Kei CK Wong, Harrop E, et al. *BMJ Supportive & Palliative Care* 2021;0:1–10. doi:10.1136/bmjspcare-2021-003278.
- Adapting a Long-Term Ventilation (LTV) service for Children and Young People (CYP) in a Hospice Care Setting – Development of Senior Care Assistants. Jenna Ridout, Rachel Van Den Brink Budgen, Hannah Devereux Watson, Charlotte Pipe, Yasmin Farquhar, Tina Howlett, Jenine Blackford, Harriet Warriner, Linda Maynard. Presented at the Hospice UK Conference, November 2021.



- Development of a Managed Clinical Network. Linda Maynard. Presented to the Scottish Children & Young People's Palliative Care Network (SCYPPCN). December 2021.
- The EACH Model of Community Palliative & End of Life Care in the Context of the East of England Managed Clinical Network. Linda Maynard. Presented at the Virtual Study Day for Specialist Trainees in Paediatric Palliative Care. March 2022.

Our Income Generation

Over the last year, our fundraising team bounced back from the pandemic, with many successes throughout the year; particularly in corporate, trusts and events fundraising. The team learned to use a hybrid mix of virtual and face-to-face fundraising methods effectively, which included well-attended online thank you webinars, the further development of digital media as a fundraising promotional tool, and the successful return to major face-to-face events.

Over £1 million was raised from our corporate supporters, for the first time ever, including a donation of £300,000 from Bloor Homes.

The return of mass participation events included the star-studded Happy Christmas Ipswich 2 show at the Regent Theatre. Led by Griff Rhys Jones, this hugely successful sell-out event raised more than £90,000.

We also managed to secure significant new, and uplift existing, charitable trust support during the year.

Our retail sales were extremely strong with like-for-like growth of 17.4%, along with the addition of two new shops to our portfolio, in Royston and Huntingdon. Our e-commerce sales also exceeded budgeted expectations, with an outstanding performance by our eBay operation, which performed 29.4% ahead of budget.

We are grateful recipients of a Children's Hospice Grant, a project funded by NHS England.

Charitable Trusts

Every year we receive incredible support from many charitable trusts and foundations, and we really appreciate all those who make the decision to donate to EACH.

For our financial year 2021-22, we are especially grateful to the following:

Alan Boswell Group Charitable Trust, B&Q Foundation, Cambridgeshire Community Foundation, Colchester Catalyst Charity, D G Marshall of Cambridge Trust, Dudley and Geoffrey Cox Charitable Trust, Earl Fitzwilliam Charitable Trust, Fowler Smith & Jones Trust, Goldman Sachs Gives - Alex von Moll, Lords Group Foundation, Mark Benevolent Fund, Masonic Charitable Foundation, Norfolk Community Foundation, Peter Dixon Charitable Trust, Philip King Charitable Trust, Suffolk Community Foundation (through Co-op Community Cares Fund, Private Fund – CF, Private Fund – JA, Suffolk Coronavirus Community Fund Response, and Suffolk Giving Fund), Serco Foundation, Sir Jules Thorn Charitable Trust, The Albert Hunt Trust, The Childwick Trust, The Company of Actuaries Charitable Trust Fund, The Desmond Foundation, The Douglas Compton James Charitable Trust, The D'Oyly Carte Charitable Trust, The Earle & Stuart Charitable Trust, The Ellerdale Trust, The Gengulphus Fund, The Hobson Charity, The Hospital Saturday Fund, The Lady Hind Trust, The Leslie Mary Carter Charitable Trust, The Lord Belstead Charitable Trust, The Mark Nickerson Charitable Settlement, The Mills & Reeve Charitable Trust, The Northwick Trust, The Patrick Rowland Foundation, The Paul Bassham Charitable Trust, The R C Snelling Charitable Trust, The Scarfe Charitable Trust, The Spurrell Charitable Trust, The Thompson Family Charitable Trust, The Woodmill Trust, Wise Music Foundation.

Complaints and concerns in relation to our fundraising activities

Throughout 2021-22, we received a total of four complaints relating to fundraising activities. While we take these complaints seriously and are always looking for ways to improve, the number of complaints as a percentage of our activity is exceptionally low.

Our People and Volunteers

Our People

We have a diverse workforce of around 375 employees (300 full-time equivalent) and 31 bank staff employed across predominantly three hospice locations, 45 retail outlets and a central services team based at Milton, Cambridgeshire.

Care staff profiles are a mix of health and wellbeing roles. Retail roles include store managers, sales assistants and online retail specialists. Professional services roles include finance, human resources, marketing and communications, information and volunteer services, fundraising and facilities. Career progression across the organisation is encouraged.

Employees work collaboratively and are inspired to be involved and empowered. Support includes twice-yearly formal appraisal meetings, learning and development opportunities, all-staff communications meetings with Directors, organisation development projects and team workshops, meetings and activities. EACH operates flexible and hybrid working across many roles. In August 2021, we successfully achieved Investors in People Accreditation.

Our Volunteers

Volunteers are a hugely valuable and integral part of EACH's workforce and complement the work of our employees. EACH benefits from the time donated by over 1,800 volunteers undertaking many varied roles and key activities. This includes practical support in the family home, family wellbeing groups, events and activities, and fundraising, housekeeping, gardening, maintenance, reception, fundraising friends groups, administration and across our shops and Retail Distribution Centre. We are very fortunate to benefit from the vast experience across our large volunteer base and the experience is very fulfilling for our volunteers.



Our Financial Performance

To provide high quality services for children, young people and families, it is essential the charity has sufficient resources to achieve this. No charges are made directly to those using our services and we are dependent on raising funds through individual giving, fundraising, retail, legacies, charitable trusts and government funding.

Income and Expenditure in 2021-22

During the year, we continued to recover from the impact of the pandemic while continuing to receive additional government funding for the provision of COVID-related services. This was significantly less than 2020-21, but was more than compensated for by strong legacy income and the excellent recovery rate of our retail income.

Our accounts are in a positive position at the year end, with a gain in net income from operational activities of £2,556,427 (2021: £1,795,227).

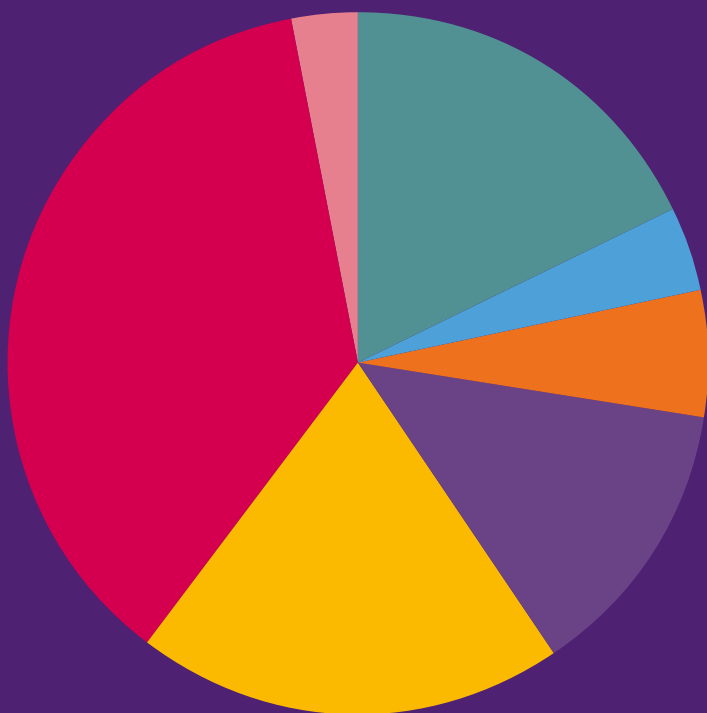
Total income for the year was £16.7m (2021: £14.3m). As a result of the impact of the pandemic, we saw significant variations in income when compared to the previous year, which included increases of £16k in donations, £12k in trust funds, £1m in legacy income and £4m in trading income. These increases were offset by a decrease in statutory income of £1.2m and £1.4m in other income.

Total expenditure was £14.2m compared to £12.5m in 2020-21. This was primarily due to planned higher expenditure on fundraising of £280k, as activities resumed following the pandemic, and higher trading costs (£624k) from shops reopening afterwards.

Unrealised gains on investment assets amounted to £100k (2021: £742k) - this reflects the asset values at 31st of March 2022. There was also a gain of £29k following the revaluation of an investment asset held for potential development opportunity. Valuation advice was sought from surveyors and based on agricultural land value.

The surplus made in the year to 31st March 2022 has been transferred to reserves.

Where we receive our income



Community	£3,061,519	18%
Corporate	£595,389	4%
Trusts	£954,713	6%
Legacies	£2,102,322	13%
Statutory	£3,406,551	20%
Retail & Trading	£6,166,140	37%
Other	£446,291	3%
Total	£16,732,925	100%

Where we spend it



EACH Milton	£2,595,869	18%
EACH The Treehouse	£2,166,034	15%
EACH The Nook	£3,249,442	23%
Fundraising, Publicity & Investment	£1,527,575	11%
Retail and Trading	£4,637,578	33%
Total	£14,176,498	100%

Funds and Reserves

In accordance with Charity Commission guidance, our Trustees have determined a policy for reserves. The EACH policy requires that:

Restricted Funds must be used for the purpose for which they were intended under the direction of the donor. At year end, the value of the Restricted Fund was £142k (2021: £75k).

Designated Funds should include: a capital reserve, funds to cover planned capital expenditure, development projects or other costs, and sufficient funds to provide working capital. Being mindful of the inflationary pressures experienced in the economy, Trustees have also designated funds to an Inflation Reserve to ensure the charity is protected from rising costs.

- The capital reserve, or funds represented by assets at 31st March 2022 being the net book value of fixed assets owned by the charity, amounted to £16.5m (2021: £17.1m).
- Designated funds for planned capital expenditure at 31st March 2021 were £800k (2020: £600k).
- An Inflation Reserve of £2.5m (2020: £0) has been set aside to cover expected increases in costs over the coming years.
- A Strategic Reserve of £1.8m has been set aside to cover the planned additional cost required in the EACH strategic plan over the next four years.

Contingency Reserves should be in place to protect the charity from fluctuations in income and expenditure, and ensure sufficient funds are available to deliver high quality services. Our Trustees have reviewed the charity's requirement for contingency reserves by considering the potential financial impact of:

- Fluctuations in income generation, by considering historic trends and projections, and looking at the risks associated with variations in different income streams.
- Reviewing the operational requirement for cash to meet expenditure obligations and considering the minimum level of cover required to ensure that operations are not interrupted.
- Reviewing current risks, particularly those associated with the pandemic.
- Considering the impact of a sudden crisis which might require the charity to close, including calculations for potential redundancy payments, contractual commitments, liabilities and dilapidation costs, offset by a prudent estimate for the market value of assets owned.

As a result of this review, Trustees determined that for ongoing operational security the charity should aim to set aside the greater of £4m or four months planned expenditure for the forthcoming year, as a contingency reserve.

The contingency reserve at 31st March 2022 was set at £5.2m (2020: £4.8m). This is equivalent to four months expenditure planned in 2022-23. The reserves policy is therefore fully funded.

Free Reserves at year end amounted to £1.4m (2021: £568k). This is sufficient to cover working capital requirements.

EACH Funds as at 31st March 2022	Designated	Restricted	Free Reserves	Total
Funds Represented by Assets	16,476,841	-	-	16,476,841
Strategic Expenditure 2022-26	1,841,982	-	-	1,841,982
Contingency Reserves	5,169,015	-	-	5,169,015
Inflation Reserve (additional 3.5%)	2,498,000	-	-	2,498,000
Planned Capital Expenditure	800,000	-	-	800,000
Restricted Funds	-	141,504	-	141,504
Free Reserves (working capital)	-	-	1,450,395	1,450,395
	26,785,838	141,504	1,450,395	28,377,737



Investment Policy and Performance

The charity's investment policy requires the organisation to invest funds in such a manner that the risk profile reflects planned expenditure and future plans. Investment managers are appointed by the Board following a selection procedure. J M Finn currently manage the charity's investments.

Key Risks and Uncertainties

The Board undertakes continual assessment of the principal risks facing the charity and they are satisfied that adequate controls and procedures are in place to mitigate these risks. The Audit Risk and Compliance Committee is responsible for overseeing the approach to risk across the whole of the charity's activities.

The charity uses a risk management system to assess and report risk at both an operational and strategic level. All risks identified are logged and initially assessed as raw risks; mitigations and controls are then applied with the aim of reducing risk to an acceptable level.

Risks are scored based on impact and likelihood – this calculates an overall risk score. Any risk scoring a red RAG rating is reported to the Board through the Board Assurance Framework (BAF). Operational risks are managed by the relevant manager or clinician. The Management Executive reviews the BAF monthly and the Board Committees review the strategic risks relevant to them at their quarterly meetings. Trustees also carry out a full review of strategic risk annually.

The key risks identified by the Board are:

- The risk of failure to provide care of the required quality resulting in potentially unsafe, ineffective care and/or poor families' experience.
- The risk that EACH cannot fund its charitable objectives and strategic plan.
- The risk that financial resources are adversely affected by external factors.
- The risk of a significant adverse event which could damage reputation, including the potential for social media or online platforms to accelerate adverse publicity.
- The risk of failing to fulfil statutory obligations or failure to comply with applicable legislation.
- The risk that the Board does not have a strategy to deliver the charitable objectives.
- The risk of failure to recruit or retain appropriate staff or that staff motivation is adversely affected.

All the above risks have been reviewed by the Trustees during the year, who consider that the controls and mitigations in place for each risk area are appropriate.

What we achieved in 2021-22

1. Engage with families, staff, trustees and our external partners to redefine our strategy.

Over the past 12 months, our Management Executive Team has engaged with families, staff and key partners to help shape our next strategic plan. We heard what matters most to families and captured the key learning arising from new ways of working as a result of the pandemic, and considered the opportunities and challenges we may face.

As a result, we have a new four-year strategy to ensure the necessary infrastructure and investment choices are made to provide the workforce, training, equipment and environment, to deliver the best possible care. It sets out how we will grow the organisation in capacity and capability over this period, delivering a balanced and sustainable budgetary position by 2025-26. The strategy does not call on our existing reserves, which remain intact to insure against unforeseen events or circumstances.

2. Increase the provision of nursing care short breaks for families.

We delivered a successful nurse recruitment campaign, and as a result, were able to deliver 49% more short breaks while continuing to respond to all end of life care needs.

3. Develop online delivery of elements of the care model, providing families greater choice and increased access to the support they need.

Online wellbeing groups, activities and therapies are now part of our core service offer to families. This, along with the reinstatement of face-to-face activities and groups like siblings' days, family fun days and bereavement groups, means families are now able to have more choice better suited to their preferences. In addition, families can now also use an online system to directly book on to activities, groups and events of their choice.

4. Develop and deliver a new EACH website and relevant social media presence.

A new EACH website was successfully developed and went live in November 2021. The site, which includes new brand elements, continues to receive positive feedback and increased engagement.

A new digital communications role was added to the Marketing and Communications team, resulting in continuous web development and increased support for our social media activity. This resulted in more planning, higher quality posts, improved Facebook advertising and stronger all-round development work for fundraising events, staff and volunteer recruitment, and new digital platform development.

5. Deliver a new People strategy to develop our workforce and achieve Investors in People accreditation.

A four-year People strategy was developed in 2021 to help map out the key People priorities to support delivering key business objectives and growth in the coming years. EACH was awarded Investors in People accreditation in August 2021, with positive feedback on our current practices and approach to employee engagement and commitment. This programme is a continuous improvement in working commitment, with the leadership and management teams following up with their teams to continue the two-way engagement.

6. Deliver a new Fundraising strategy to develop sustainable income streams.

As part of the new Fundraising strategy, a process was put in place to improve and continue supporter stewardship. This included development of our donor thanking process and a new 'squad' working group to place ownership across the whole team in this area.

A new major donor product, The Giving Circle, was launched in November 2021 to re-engage and increase major giving. We introduced a new product development group to identify, test and launch new fundraising products.

We increased our legacy marketing activity and development, including a new online Will writing service, an EACH Wills month and by extending our generic and targeted social media messaging.

We significantly increased our corporate fundraising 'new business' activity with targeted approaches to new and lapsed companies.

We also reviewed our strategy for developing our approach to Celebrity Ambassadors, resulting in a proposal to be considered by the Board for 2022-23 onwards.

7. Proactively prioritise and engage active and lapsed supporters.

Success in this area included the introduction of tailored thank you films to our major supporters and charitable trusts, resulting in further donations and strong relationship building. Following the major success of Happy Christmas Ipswich, the actor and comedian, Griff Rhys Jones, remained engaged to lead another 'flagship' event in 2022.

8. Leverage our mission and compelling charitable cause to acquire new supporters and uplift existing ones.

We delivered a programme of online supporter webinar events, shining a light on the care we provide and the impact on families, which attracted high levels of supporter attendance and positive outcomes.

We introduced several new events to engage a wider variety of the community and continued to successfully build new corporate fundraising partnerships.

9. Accelerate the development of new products and fundraising initiatives that are resilient to COVID restrictions.

More than 20 people signed up to our new product, The Giving Circle, by the end of the financial year.

Our Pier to Pier and Junior Piglet fundraising events were two of many successes in 2021, with popularity and participant growth coming as a result of increased and creative digital marketing activity.

10. Support staff to re-open our retail operation, improve volunteer recruitment, open four new shops, develop the e-commerce champion programmes and reduce costs.

Having returned from lockdown in April 2021, retail sales during the year were far stronger than anticipated, with like-for-like growth of 17.4% for 2021-22. This was driven by high volumes of donations, inflationary growth in selling prices and exceptional team performance.

Despite employee levels being boosted by the government-backed Kickstart scheme, staffing was our biggest challenge during the year. This was primarily due to a difficult labour market and lower volunteer levels.

Additional measures were implemented to support our employees, including the introduction of cluster managers, additional short term relief managers and extra permanent support resource hours.

Volunteer levels post-lockdown were circa 20% below pre-pandemic. Following two strong recruitment campaigns the volunteers' numbers were largely restored, but we believe volunteer hours remain much lower than before the pandemic.

Two new shops were opened during the year, in Royston and Huntingdon, and we also refurbished our Long Stratton, Hadleigh and Halstead stores.

E-commerce sales grew strongly, ahead of budget, with eBay income the primary driver. We introduced eBay regional trainers to complement our programme of eBay Champions and total sales were 29.4%

ahead of budget and 81.1% up on 2019-20. We also successfully commenced trading on Amazon and on Asos Marketplace with our sustainable fashion brand, Style with EACH.

11. Monitor and evaluate the charity's financial position and respond flexibly.

Through regular financial reporting and response, the management team was able to respond flexibly and ensured a successful financial outcome for the year.

There were some significant changes to the profile of the income generated for the charity when compared to the previous year. This was because 2020-21 income was heavily impacted by the pandemic, with shop closures reducing retail income, fundraising events cancelled, and government grants claimed to replace other income streams.

During 2021-22 the charity reacted rapidly to the reduction and subsequent removal of controls by reopening shops and recommencing fundraising events. There was a significant decrease in government support which was replaced through the recovery of other income streams. Staff posts that were previously on hold were released and recruitment was successful. This resulted in an increase in staff costs year-on-year of £1.28m.

By responding in this way, the charity achieved a net income for the year of £2.7m and, most importantly, was able to continue to deliver care services to plan. The net income turned out to be more than expected, due to additional post year-end legacy income that was accrued into the year, as required under the Charity SORP.

12. Support Trustees to develop their knowledge of children's palliative care and charity governance through training and close working with the Management Executive.

Work continued building Trustees' skills and knowledge, including virtual training sessions to focus on two key areas – Information Governance and Safeguarding. The EACH Board Chair is also using a well-established Governance Wheel to map out key strengths and development for each member, together with an overall Board assessment.

As a result of COVID restrictions, Trustees have been unable to spend as much time within the hospice buildings as in previous years, but we expect this to improve as restrictions ease.

13. Put in place a robust process to recruit a new Chair to the Board of Trustees.

We completed our process to appoint a new Chair and were delighted Will Self accepted the position of Chair, with Helen Langton as Deputy Chair, to the Board of Trustees.



What we want to achieve in 2022-23

Care

- Increase our capacity to respond to the growing demand for both end of life care and short breaks, by appointing an additional three nurses, three care assistants, one clinical educator and one physical therapies technician.
- Develop a business case in partnership with our NHS Integrated Care System partners, including hospitals and community teams, to develop our long-term ventilation service for the babies, children and young people who use our service.
- Initiate projects to scope the hospice site development required at Milton and The Treehouse, and complete the Rest and Reflect Garden at The Nook.

Fundraising

- Deliver an annual fundraising income budget of £6.2m, including legacies.
- Expand new business success in corporate fundraising to grow income by £100k.
- Introduce an EACH Wills Month by partnering with a regionwide firm of solicitors.
- Develop Happy Christmas Ipswich as our main EACH flagship event.
- Lead major supporter cultivation events with a focus on growing new initiatives.
- Grow Charitable Trust income to maintain levels received during the pandemic.
- Enable individual giving income growth through product development and improved standards of stewardship.

Retail

- Grow our income through diversifying our operation whilst continuing to support our retail staff to achieve their objectives.





People

- Deliver a People plan that enables EACH to attract, retain, develop and grow a diverse workforce by providing professional HR, volunteering and learning support that enables our managers and employees to effectively meet the needs of our families by:
 - Creating an engaged, collaborative and inclusive working environment which is conducive to employee wellbeing where employees feel involved and valued.
 - Ensuring we have a robust selection, onboarding, induction and training programme for new hires (including volunteers), with a view to improving diversity of candidates, and quality, speed, tenure and time to effectiveness of new hires.
 - Developing more strategic partnerships in Volunteer Services, expanding our reach and developing positive action recruitment to attract more diversity across our volunteers.
 - Building a retention and talent development programme to attract and retain key talent in the organisation and ensuring investments are made to meet strategic workforce planning needs.

Financial

- Monitor and respond to the charity's financial position in the context of the 2021-22 budget and the 2022-26 financial strategy. This includes expansion objectives in care delivery that will be funded by reserves.
- To achieve: total income of £16.6m, total staff costs of £11.7m and total other expenditure of £4.9m, projecting a net break-even position.

Information Systems

- Following a tender and review process, which has now been completed, to transition our managed services to a new provider.
- Improve our IT infrastructure, with particular focus on improvements to Wi-Fi connectivity.
- Implement projects to reduce process complexity within the organisation.

Environmental

- To review the business case for installation of solar panels and electric vehicle charging points at some sites.
- To continue with the environmental work being led by the environmental committee and to take impact into account in organisational decision making.
- To prepare for the next requirements of the Energy Savings Opportunity Scheme (ESOS 3).

Environmental, Social and Governance

Environmental

Statement of Carbon Emissions

Statement of carbon emissions compliant with UK legislation set out in the Streamlined Energy and Carbon Reporting (SECR) 21st January 2021, covering energy use and associated greenhouse gas emissions relating to gas, electricity and transport, intensity ratios and energy efficiency actions.

	Apr 2021 – Mar 2022	Apr 2020 – Mar 2021
Total electricity use	1,041,812 kWh	869,680 kWh
Total gas use	948,205 kWh	943,685 kWh
Total transport fuel	104,566 kWh	240,319 kWh
Total energy from other fuels	0 kWh	0 kWh
Total energy use (all sources)	2,094,583 kWh	2,053,684 kWh
Total carbon emissions (electricity)	303 tCO ₂ e	203 tCO ₂ e
Total carbon emissions (gas)	203 tCO ₂ e	173 tCO ₂ e
Total carbon emissions (transport fuel)	33 tCO ₂ e	65 tCO ₂ e
Total carbon emissions (other sources)	0 tCO ₂ e	0 tCO ₂ e
Total carbon emissions	540 tCO ₂ e	441 tCO ₂ e
Total estate size	108,800 sqft	135,879 sqft
Carbon intensity ratio	4.96 kgCO ₂ e per sqft	3.25 kgCO ₂ e per sqft

The latest emissions data includes WTT and T&D.

WTT accounts for the upstream emissions associated with extraction, refining and transportation of raw fuel sources prior to combustion (gas, fuel) or for use in the generation of electricity.

T&D accounts for the emissions associated through grid energy loss which occurs in getting the electricity from the powerplant to your sites.

For comparison purposes, WTT and T&D added to previous years data below.

	Apr 2021 – Mar 2022	Apr 2020 – Mar 2021
Total carbon emissions (electricity)	303 tCO ₂ e	253 tCO ₂ e
Total carbon emissions (gas)	203 tCO ₂ e	202 tCO ₂ e
Total carbon emissions (transport fuel)	33 tCO ₂ e	74 tCO ₂ e
Total carbon emissions	540 tCO ₂ e	529 tCO ₂ e
Total estate size	108,800 sqft	135,879 sqft
Carbon intensity ratio	4.96 kgCO ₂ e per sqft	3.89 kgCO ₂ e per sqft

Carbon and energy efficiency actions

We are committed to responsible carbon management and will practise energy efficiency throughout our organisation, wherever it's cost effective. We recognise climate change is one of the most serious environmental challenges currently threatening the global community and we understand we have a role to play in reducing greenhouse gas emissions.

As our work returned to pre-pandemic activity levels, we expected to see an increase in our carbon emissions but have worked to minimise the increase. We have implemented the following policies for the purpose of increasing the organisation's energy efficiency in the year.

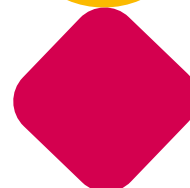
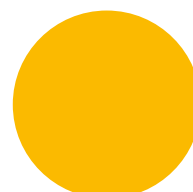
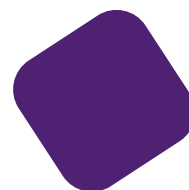
- Introduced hybrid working practises into contracts of employment, which has reduced our staff's private mileage.
- Continued to encourage the use of video conferencing.
- As our boilers come up for replacement, we are introducing energy efficient standards. In 2021-22 the replacement boiler at Milton was upgraded to this standard.
- We have introduced more efficient lighting and heating solutions in some of our shops and will continue to do so as shops are upgraded.
- We have installed motion sensor lights in lower-usage areas to ensure lights are not left on unnecessarily.
- We have started a car sharing programme at one of our key sites.
- We are increasingly using tools available to us to reduce energy consumption, in particular, matching heating times to occupancy hours.

Methodology used in the calculation of disclosures

ESOS methodology (as specified in Complying with the Energy Savings Opportunity Scheme version 6, published by the Environment Agency, 21.01.21) used in conjunction with Government GHG reporting conversion factors.

For carbon-only related matters, the SECR methodology as specified in "Environmental reporting guidelines, including Streamlined Energy and Carbon Reporting and Greenhouse Gas Reporting", was used in conjunction with Government GHG reporting conversion factors.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850130/Env-reporting-guidance_inc_SECR_31March.pdf



Social

Public Benefit Statement

In setting its objectives and planning its activities and services, the Board has given careful consideration to the Charity Commission's guidance on the Public Benefit Requirement under the Charities Act 2011. Access to services is based solely on need and no charges are made to families for any services provided.

The Board considers that the charity meets the two important principles of the public benefit requirement. Below and on pages 20 to 21 details activities carried out by the charity to further its purpose for public benefit and also provides feedback from families demonstrating the difference the charity's activities made.

The Difference We Make

EACH cares for babies, children and young people with life-threatening conditions and supports their families. Our family-centred approach includes end of life care, specialist symptom management, short breaks, wellbeing activities, mental health therapies, counselling, a family information service and volunteer services in the family home, all meeting the individual needs of the child, young person and all the family.

Children are children, first and foremost. The support we give to them, and their families, helps them to live their lives to the full, have life enriching family experiences and create lifelong memories. We provide the best possible care to those at the end of their lives and ensure their families get the support they need in their bereavement.

Gracie-Leigh's story...

Eleven-year-old Gracie-Leigh Tarrant has a number of complex, life-limiting health conditions, mainly involving her heart and lungs. She spent much of the first year of her life in hospital, has had three heart operations and more than 200 anaesthetics. Visits to The Treehouse therefore provide much-needed and well-earned respite for mum, Fay.

Fay said: "The support EACH give us is incredible and it's not just the things on the surface – they dig down to the core of our situation. I feel slightly guilty to say that when we were first told about the hospice, I was very reluctant. In fact, I was adamant we wouldn't go there, and it took about a year for me to change my opinion. It felt like giving up.

"On the contrary, the support we've received as a family has been incredible and made the world of difference, both at home and at The Treehouse. As soon as we first walked through the door, I knew I'd got it wrong. My perception of the place changed straight away and I couldn't believe we hadn't gone in sooner."



Fay is immensely proud of Gracie-Leigh, who, despite her health, continues to smile and shine bright.

"She's exceeded all expectations," she said. "She has various life-threatening conditions, mainly involving her heart and lungs, and pretty much lived in hospital for the first year of her life. She's had three heart operations and more than 200 anaesthetics. Despite that, she's an incredibly happy, cheerful little girl and we're so lucky she is who she is.

"I don't know where she gets her fight and determination from. Her personality keeps us going. She's the heartbeat of our family and at the centre of everything we do. My other children are fantastic, too, and so caring. They always want to help and get involved, which is so sweet. We've always got carers in the house, but nothing fazes them. They're just incredible."





Tom's story...

Tom Brown lived with a range of complex health issues, having been diagnosed with rare brain conditions polymicrogyria and schizencephaly when he was just a baby. He also had chronic lung disease, meaning he was often in hospital with chest infections, and a severe form of epilepsy called Lennox-Gastaut syndrome.

Then came the dreaded C-word, in the form of Osteosarcoma. The cancer was in his right leg and, with treatment out of the question, mum Nicky, husband Tim, Tom and brothers Ben and Luca moved into The Treehouse on Christmas Day 2020. It was there that Tom and his family received care and support from the team at EACH, before he died on 16th January 2021. He was just 11.

Mum Nicky said: "EACH was a fantastic support to us. I knew I'd reached a point where looking after him was beyond my capability. Medically, we were in a place no parent can cope with. So, at 8pm on Christmas night, an ambulance rolled up and we went to The Treehouse. It was unbelievable and awful. A nurse and care assistant left their families on Christmas Day to open up the hospice in our time of need. We ended up living there and being looked after for 16 days.

Luca, thankfully, was completely distracted because so much was put on for him, in terms of arts and crafts. I remember him driving a car around that used to bang into everyone's feet! It was good for him and also for Ben, who celebrated his 18th birthday there. Staff decorated the hospice and made him food and cakes."

In her darkest hour, Nicky says she will forever be grateful for that care and support.

"We knew by this time things were coming to an end," she said. "From my point of view, caring for my son had always been driven and powered by pure love. Throughout that time, you go to a place where you have to cope. Now I was at a stage where it was impossible to cope but I had the staff there to put an arm around me. There's no way I, or we, could have dealt with that situation, or Tom's pain, without EACH. From that point of view, and from the point of view of my other boys, it was the best decision I made in Tom's life."



Douglas's story...

Little Douglas Wright had more than a year of treatment after being diagnosed with neuroblastoma – a rare type of cancer that mostly affects babies and young children. EACH provided end-of-life care for the four-year-old before his death in February 2018. Parents Henry and Jane Wright have spoken of their “debt of gratitude” for the support they received, in addition to daughter Clara (then seven).

“I’m the first to admit I was very wrong about what a children’s hospice entails,” said Henry. “I thought it was all about palliative care and essentially where someone goes to die. I didn’t know about all the other things EACH provides. The team were there for us at the end and have continued to be ever since. If I picked the phone up tomorrow, I’m certain help would be at hand. We’ve been to support groups, had bereavement counselling and Clara has attended sibling days, like the trip to Clip n’ Climb, in Cambridge. There wasn’t anyone at school she could speak to, so the sibling groups gave her an opportunity to chat to other brothers and sisters who had experienced something similar.”

Jane is similarly positive and grateful for the care and support provided during such a difficult time in their lives.

“The support from EACH was invaluable and we owe them a debt of gratitude we can never repay,” she said. “They were there every step of the way and it’s not something we expected. At first it was alarming to be offered the services of a hospice when we were still hopeful treatment could cure Douglas. However, it was explained that children’s hospices don’t just offer end-of-life care. The hospices are eye-opening places but they’re certainly not depressing. Far from it. It’s not a clinical environment, like a hospital. The wonderful nurses visited us, often several times a day, and that support didn’t stop when Douglas died. They helped us with admin, thinking about funeral arrangements and then later with counselling and bereavement groups. That ongoing support helped so much.”

Engagement with Stakeholders and Business Conduct

The Trustees consider they have complied with their duties in section 172 of the Companies Act (2006), by acting in good faith and focusing on the organisation's charitable purpose in the short and long term regarding all stakeholders who interact with the charity. Activities have included:

Children, young people and families

Continued engagement with and seeking feedback on the development of our services from the children, young people and families we provide care and support to. This includes via Family Forums, by e-newsletter, with digital resources, a dedicated Family Zone section on the EACH website, and through face-to-face interaction, text messaging, surveys and printed materials.

Supporters

We are committed to ensuring we build the best possible relationships with our supporters; relationships built on trust and respectful fundraising practices. We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH. Our policy and processes identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

Our Fundraising Standards

We are registered with the Fundraising Regulator and are committed to our Fundraising Promise.

The Board of Trustees, our Management Executive and staff are focused and committed to ensuring we build the best possible relationships with our donors, relationships built on trust and respectful fundraising practices.

We strive to ensure giving to charity is the great experience we believe it should be.

We take our responsibilities to our supporters very seriously. With the help of our valued fundraising volunteers, we undertake a diverse range of income generation activities and our fundraising programme includes: Trust fundraising, corporate fundraising with businesses and organisations, community fundraising with individuals and groups, and direct marketing through letter, telephone, face-to-face lottery and direct debit programmes, where we engage the services of partner agencies to gain the best value for money and to ensure reliable high-quality delivery.

We inform our fundraising partners of their obligations to ensure fundraising in our name is conducted to the highest possible standards.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH, including supporter feedback, complaints ratios and regular activity reviews.

We regularly evaluate our policies and procedures. Our overarching corporate policy and processes based on best practice identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity.

Guidance for fundraising on protecting vulnerable supporters is followed across all our fundraising activities and our fundraising agencies are trained on protecting vulnerable people. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

For full details of our supporter standards, visit www.each.org.uk/complaints-supporter-standards-and-data-protection.

Suppliers

We have strict policies and standard operating procedures in place to ensure we maintain fair and professional relationships with all our suppliers, including to allow and control fair tender process and supplier selection.

Employees

Engagement with staff is a key priority at EACH and we were delighted to be awarded Investors in People Accreditation in August 2021. Since then, team level action planning continues to proactively seek feedback from employees, including responding to survey data and valuing and promoting high quality internal communications.

We have a strong employee communication approach with managers holding regular one-to-ones and catch-ups with employees, as well as formal team meetings. In addition, a weekly communication from our Chief Executive is really appreciated, together with quarterly 'all employee' communication meetings with directors. We also communicate regularly to our volunteers and seek their feedback on key initiatives.

Trustees receive high quality management information and are supported in their decision-making processes to enable them to lead on developing the organisation's long-term strategy. Our activities are highly regulated, and we maintain the highest levels of business conduct with effective internal controls. All three of our hospices are rated as 'Outstanding' by the Care Quality Commission (CQC). During the year, the CQC also carried out their transitional monitoring arrangements assessment and there were no concerns raised. There is effective monitoring of income and expenditure, with regular reporting at all levels up to and including the Board. Clear terms of reference exist for our Board and its various committees, with reviews of Board effectiveness and a policy on Board rotation. All our work is underpinned by our organisational values of Empathy and Understanding, Open and Respectful, Make it Happen and Commitment to Quality.

Governance

Constitution

EACH was incorporated as a private limited company by guarantee without share capital and is governed by the Memorandum and Articles of Association dated 16th April 1998 as amended. The charity has three wholly owned subsidiaries:

- East Anglia's Children's Hospices (Trading) Limited; a private limited company governed by the Memorandum and Articles of Association dated 31st July 2014 as amended.
- Stable Trading Limited; a private limited company by guarantee and without share capital governed by the Memorandum and Articles of Association dated 1st February 1991 as amended. This company is currently dormant.
- Children's Hospice for the Eastern Region; a private limited company without share capital governed by the Memorandum and Articles of Association dated 24th December 1992 as amended. This company is currently dormant.

EACH is governed by the Board of Trustees who are drawn from a variety of backgrounds and meet quarterly. The Board is responsible for setting the strategic direction of the charity. There is an approved scheme of delegation which enables decisions and actions to be taken by committees and the Management Executive. The Board Committees are:

- Clinical Governance Committee
- Finance and Income Generation Committee (which includes an investment sub-committee)
- Audit, Risk and Compliance Committee
- Human Resources Committee.

The Board has determined that the following powers are reserved to itself:

- Approval of reserved and delegated powers.
- Approval of the structure of arrangements for dealing with complaints.
- Approval of the corporate, organisational, management and control structure.
- Approval of the terms of reference of committees of the Board and the setting and variation of levels of delegation to the Chief Executive and Executive Directors.
- The appointment and role descriptions of the Chair, other officers of the charity and Trustees.
- The appointment of members of the committees of the Board.
- The appointment of EACH representatives to outside bodies.
- The appointment of and the terms of service and remuneration policy applying to the Chief Executive and other Executive Directors.
- The appointment of investment and pension advisors, auditors, bankers, solicitors, insurers and other professional advisors.
- The approval of certain policies.
- Approval of the strategic objectives of the charity and of the key issues arising therefrom.
- Approval of the annual and five-year business plans.
- Approval of the operational budget for the forthcoming financial year, including any capital expenditure and any variations.
- Oversight of the charity's operations and review of performance in the light of the strategic objectives, business plans and budgets.
- Acquisition, disposal or change of use of land or buildings.
- The introduction, extension or discontinuance of any significant activity or operation and the entering into of any transaction that is material, strategically or by reason of size.
- Approval of contracts (capital or revenue) outside the budget likely to amount to over £20,000 during the period of the contract.
- Approval of action on legal and arbitration proceedings (including tribunal or alternative dispute resolutions involving the charity).
- Approval of investment strategy.
- The entering into of any indemnities or guarantees or any banking facilities and the creation of any charge or other encumbrance over assets of the charity.
- Approval of the charity's annual report and accounts in compliance with current legislation.
- Approval of any significant changes in accounting policies or practices and of any alteration of the charity's accounting reference date.
- Delegation to committees of the Board and to the Chief Executive.

Trustees serving during the year, appointment and induction

New Trustees undergo an induction programme which involves visiting the various parts of the organisation, meeting with managers and staff, and observing at first-hand the business of the charity. Trustees' training requirements are reviewed on an annual basis.

During the year Trustee attendance at Board meetings was 70% (2021: 95%).

The Board has self-assessed against the requirements of the good governance code, identifying a review of the diversity of the Board as a key area of development.

In accordance with the Articles of Association a third of all Trustees in office are required to retire each year.

The Trustees who are required to retire by rotation are those who have been longest in office since their appointment or reappointment. The Trustees take into account the Charity Commission's recommendation that the total length of office should not normally exceed nine years; however, the total period of appointment may be varied in any particular case if the other Trustees then serving determine that it would be in the interests of the charity to do so. Four Trustees retired during the year and Will Self was appointed as Chair. The names of all Trustees are listed on page 51. Periodically, the Board is assessed on skills, qualifications and experience to identify areas of Board strengths, gaps and areas for development.

EACH Management Executive (MEX)

The Management Executive (MEX) is headed by a Chief Executive who is supported by the Director of Care and Deputy CEO, Director of Finance, Director of Fundraising and Communications, Director of Retail and Director of People.

Executive Directors in post:

Chief Executive

Phil Gormley

Director of Care and Deputy Chief Executive

Tracy Rennie

Director of Finance

Ruth Kiani

Director of Fundraising and Communications

Kevin Clements

Director of People

Nicky Kendrick

Director of Retail

Ian Nicolson

The Executive Directors are not directors within the meaning of the Companies Act, except for Phil Gormley, Ruth Kiani and Ian Nicolson who are directors within the meaning of the Companies Act for the subsidiary company East Anglia's Children's Hospices (Trading) Ltd. Ruth Kiani also acts as Company Secretary for East Anglia's Children's Hospices.

The Board last undertook a review of the salaries of the Executive Directors in 2020 drawing upon benchmarking of similar organisations. The Board further agreed that the salaries of Executive Directors salaries would be reviewed through a similar benchmarking exercise on a biennial basis.

Umbrella groups

The charity is a member of both Hospice UK and Together for Short Lives, who act as umbrella organisations providing advice and support to member bodies in the field of palliative care. Together for Short Lives also operates a national fundraising scheme, of which EACH is a participant.

Partnership working

EACH works in partnership with a variety of statutory and voluntary organisations engaged in providing care and support to children with life-threatening illnesses. Key partnership organisations are:

- The East of England Managed Clinical Network (MCN). EACH hosts this service which provides out-of-hours access to specialist medical support and advice, provides education, and develops and promotes good practice guidance. It comprises one tertiary centre and nine district general hospitals:
 - Cambridge University Hospital Foundation Trust
 - Norfolk & Norwich University Hospital NHS Trust
 - West Suffolk Hospital, Bury St Edmunds, Suffolk
 - Ipswich Hospital, Suffolk
 - Colchester Hospital, Essex
 - Princess Alexandra Hospital, Harlow, Essex
 - James Paget Hospital, Gorleston, Norfolk
 - Queen Elizabeth Hospital, King's Lynn, Norfolk
 - Hinchingbrooke Hospital, Huntingdon, Cambridgeshire
 - Peterborough Hospital, Cambridgeshire.
- Community NHS Trusts including Norfolk Community Health and Care NHS Trust, Cambridge and Peterborough Foundation Trust, North and Mid and West Essex NHS Community Services.

- NHS England and County Council Commissioners, including NHS Suffolk & North East Essex CCG, NHS Mid Essex CCG, NHS West Essex CCG, NHS Norfolk and Waveney CCG, NHS Cambridgeshire and Peterborough CCG, and Norfolk County Council.
- Other children's hospices, including Keech Hospice Care in Bedfordshire, Haven House Hospice in West Essex and Little Havens Children's Hospice, South Essex.
- Adult hospices, including St Elizabeth Hospice (Ipswich), The Norfolk Hospice Tapping House (Norfolk), Sue Ryder (Peterborough) and Arthur Rank Hospice (Cambridge).

EACH staff participate in the following external groups:

Together for Short Lives Advisory Council.

The Director of Care continued as a member of the TFSL Advisory Council.

East of England Children's Palliative Care Forum and county-based palliative care networks. These are responsible for developing and implementing the priorities of the Managed Clinical Network. The Regional Forum is chaired by the Director of Care and attended by the Medical Director and Nurse Consultant. The county-based networks are attended by the Nurse Consultant, Matrons, Service Managers and Clinical Education Lead.

East of England Palliative & End of Life Care Strategic Clinical Network.

The Director of Care and the EACH Medical Director are CYP PEOLC representatives and attend this in their capacity as chairs of the CYP Palliative Care Forum and MCN respectively.

National Palliative & End of Life Care Programme Advisory Board.

The Director of Care and Nurse Consultant (in their capacity as RCN vice chair role noted below) were invited to join this group.

Royal College of Nursing: Children & Young People Palliative Care Community.

The EACH Nurse Consultant is vice chair of this group.

Together for Short Lives/Association of Paediatric Palliative Medicine national research group. This is attended by the EACH Nurse Consultant.

National Children and Young People Hospice LTV Forum.

This group is attended by the EACH Respiratory Nurse Specialist and EACH Senior Care Assistants for Long-Term Ventilation.

Quality Account

Under the Health Act 2009 and the NHS (Quality Accounts) Regulations 2010, there is a requirement for EACH to submit a Quality Account to the Secretary of State for Health. Quality Accounts are an annual statement from healthcare providers designed to demonstrate an organisation's approach to ongoing quality improvement. The report is available to view on the EACH website.

Other disclosures

The charity makes no grants to other organisations, has no social investment programme, holds no assets as a custodian Trustee and does not have powers to invest on a total return basis. No charity funds are in deficit. There are no uncertainties regarding the charity's going concern basis. Pension commitments are described in note 7 to the financial statements.

Trustees' responsibilities statement – charitable company

Statement of Directors' Responsibilities

The Trustees (who are also directors of East Anglia's Children's Hospices for the purposes of company law) are responsible for preparing the Trustees' Annual Report [(including the Strategic Report)] and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that 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.

Auditors

The Board recommends to the AGM that Price Bailey LLP should continue to be engaged as auditors for the forthcoming financial year.

BY ORDER OF THE BOARD



Ruth Kiani

Secretary

Date: 20th October 2022

Consolidated Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31st March 2022

	Note	General £	Designated £	Restricted £	2022 Total Funds £	2021 Total Funds £
Income:						
Donations and legacies:						
Donations		3,551,100	-	105,808	3,656,908	3,641,194
Trust Income		801,310	-	153,403	954,713	942,885
Legacies		1,213,916	-	888,406	2,102,322	1,102,611
Income from charitable activities	1	5,566,326	-	1,147,617	6,713,943	5,686,690
Income from retail and other trading activities	1	2,884,482	-	522,069	3,406,551	4,598,774
Investment income	11	6,166,140	-	-	6,166,140	2,168,169
Other income	1	105,977	-	-	105,977	100,582
		340,314	-	-	340,314	1,781,057
Total Income		15,063,239	-	1,669,686	16,732,925	14,335,272
Expenditure:						
Fundraising	2	1,504,469	-	-	1,504,469	1,224,137
Costs of goods sold and retail costs	2	4,637,578	-	-	4,637,578	4,013,427
Investment management costs	2	23,106	-	-	23,106	20,275
Cost of raising voluntary income		6,165,153	-	-	6,165,153	5,257,839
Expenditure on charitable activities	3	6,408,137	-	1,603,208	8,011,345	7,282,206
Total expenditure	2	12,573,290	-	1,603,208	14,176,498	12,540,045
Net income from operational activities for the year		2,489,949	-	66,478	2,556,427	1,795,227
Net gains/gains on investments		100,066	-	-	100,066	742,168
Revaluation of investment asset		29,250	-	-	29,250	-
Net income for the year		2,619,265	-	66,478	2,685,743	2,537,395
Transfers between funds	20	(1,737,342)	1,737,342	-	-	-
Net movement in funds		881,923	1,737,342	66,478	2,685,743	2,537,395
Reconciliation of funds:						
Total funds brought forward		568,472	25,048,496	75,026	25,691,994	23,154,599
Total funds carried forward		1,450,395	26,785,838	141,504	28,377,737	25,691,994

All amounts relate to continuing activities of the group.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes to the accounts are shown on pages 30 - 47.

Consolidated and Charity Balance Sheet as at 31st March 2022

	Notes	Group		Charity	
		2022 £	2021 £	2022 £	2021 £s
Fixed assets					
Tangible assets	10	16,476,841	17,112,567	16,476,841	17,112,567
Intangible assets		32,440	-	32,440	-
Investments	11	4,499,253	4,321,649	4,499,253	4,321,649
		21,008,534	21,434,216	21,008,534	21,434,216
Current assets					
Stock		17,865	18,909	3,185	-
Debtors	16	2,750,102	2,990,740	2,765,859	3,009,257
Cash		6,133,123	2,641,109	6,123,813	2,630,805
		8,901,090	5,650,758	8,892,857	5,640,062
Liabilities					
Creditors due within one year	17	(1,531,887)	(1,392,980)	(1,523,655)	(1,382,285)
Net current assets		7,369,203	4,257,778	7,369,202	4,257,777
Total net assets		28,377,737	25,691,994	28,377,736	25,691,993
The funds of the charity:					
Restricted income funds	20	141,504	75,026	141,504	75,026
Designated funds	20	10,308,997	7,935,929	10,308,997	7,935,929
General funds	20	1,450,395	568,472	1,450,394	568,471
Capital reserve	20	16,476,841	17,112,567	16,476,841	17,112,567
Total unrestricted		28,236,233	25,616,968	28,236,232	25,616,967
Total funds	20	28,377,737	25,691,994	28,377,736	25,691,993

Approved by the Board of Directors and signed and authorised for issue on their behalf by:

Will Self

William Self

Chair

20th October 2022

East Anglia's Children's Hospices

Charity Number: 1069284, Company Number 03550187

Registered in England & Wales in the United Kingdom

The notes to the accounts are shown on pages **30 - 47**.

Consolidated Cash Flow Statement for the year ended 31st March 2022

	Notes	Group		Charity	
		2022 £	2021 £	2022 £	2021 £s
Cash flows from operating activities:	24	3,666,941	1,892,893	3,667,935	1,888,902
Cash flows from investing activities:					
Dividends, interest and rents from investments		105,255	98,760	105,255	98,760
Proceeds for sale of property, plant and equipment		375,000	154,038	375,000	154,038
Purchase of property, plant and equipment	10	(577,643)	(735,790)	(577,643)	(735,790)
Proceeds from sale of investments		129,692	808,999	129,692	808,999
Purchase of investments	11	(224,893)	(1,139,214)	(224,893)	(1,139,214)
Net cash used investing activities		(192,589)	(813,207)	(192,589)	(813,207)
Change in cash and cash equivalents in the reporting period		3,474,352	1,079,686	3,475,346	1,075,695
Cash and cash equivalents at the beginning of the reporting period	25	2,696,979	1,617,293	2,686,675	1,610,980
Cash and cash equivalents at the end of the reporting period	25	6,171,331	2,696,979	6,162,021	2,686,675

The notes to the accounts are shown on pages **30 - 47**.

Notes to the Financial Statements for the year ended 31st March 2022

1 Income

Income from Charitable Activities	2022 £	2021 £
Community and hospice-based service delivered from EACH Milton	1,100,731	1,463,608
Community and hospice-based service delivered from EACH The Nook	1,459,387	1,878,267
Community and hospice-based service delivered from EACH The Treehouse	846,433	1,256,899
	3,406,551	4,598,774
Statutory Funds Received for Charitable Activities	2022 £	2021 £
NHS England Children's Hospice Grant	996,833	967,798
NHSE Covid Funding	522,069	1,977,063
Grant funding from Clinical Commissioning Groups and County Councils	1,444,279	1,319,703
Continuing Care Funding	443,370	334,210
	3,406,551	4,598,774
All income from charitable activities in both the current and previous year relate to statutory income for provision of services as detailed above. During the year the charity received grant funding directly from NHS England. The total amount awarded amounted to £996,833 (2021 £967,798). The full amount of the grant was spent during the year. In response to Covid-19, NHS England also awarded funding to for the hospice to make bed capacity and community support available from December 2021 to March 2022. This amounted to £412,068 (2021: £1,977,063).		
Income from retail and other trading activities	2022 £	2021 £
Charity Shop Sales	6,003,096	2,066,195
Other	163,044	101,974
	6,166,140	2,168,169

2 Analysis of expenditure

	2022			2021		
	Direct costs £	Support costs £	Total costs £	Direct costs £	Support costs £	Total costs £
Raising funds						
Fundraising and publicity	1,211,097	293,372	1,504,469	1,058,215	165,922	1,224,137
Retail and trading	4,066,367	571,212	4,637,579	3,561,386	452,041	4,013,427
Investment management	23,106	-	23,106	20,275	-	20,275
	5,300,570	864,584	6,165,154	4,639,876	617,963	5,257,839
Charitable activities						
Community and hospice-based service delivered from:						
EACH Milton	2,251,147	344,722	2,595,869	1,918,081	213,013	2,131,094
EACH The Nook	2,812,185	437,257	3,249,442	2,573,479	299,087	2,872,566
EACH The Treehouse	1,874,609	291,425	2,166,034	2,049,370	229,176	2,278,546
	6,937,941	1,073,404	8,011,345	6,540,930	741,276	7,282,206
Total	12,238,511	1,937,988	14,176,499	11,180,806	1,359,239	12,540,045

3 Analysis of support costs

Support costs 2022	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	212,872	8,034	66,998	3,878	1,590	293,372
Trading: costs of goods sold and other costs	393,085	27,079	109,170	36,658	5,220	571,212
	605,957	35,113	176,168	40,536	6,810	864,584
Milton service	262,307	17,303	59,560	2,130	3,422	344,722
The Nook service	332,554	21,946	72,402	6,006	4,349	437,257
The Treehouse service	223,911	14,818	47,961	1,817	2,918	291,425
Charitable activities	818,772	54,067	179,923	9,953	10,689	1,073,404
Total support costs	1,424,729	89,180	356,091	50,489	17,499	1,937,988

Support costs are apportioned on the basis of staff costs.

Governance costs comprise of audit fees and accountancy fees £17,499 (2021: £16,293)

Support costs 2021	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	90,644	7,256	64,518	1,811	1,693	165,922
Trading: costs of goods sold and other costs	290,791	19,699	116,696	19,838	5,017	452,041
	381,435	26,955	181,214	21,649	6,710	617,963
Milton service	135,003	10,489	62,478	2,384	2,659	213,013
The Nook service	194,816	15,204	76,715	8,505	3,847	299,087
The Treehouse service	156,051	12,045	55,244	2,759	3,077	229,176
Charitable activities	485,870	37,738	194,437	13,648	9,583	741,276
Total support costs	867,305	64,693	375,651	35,297	16,293	1,359,239

4 Analysis of staff costs

Staff costs	2022 £	2021 £
Wages and salaries	8,595,271	7,483,477
National Insurance	756,273	651,368
Pension costs	596,744	536,347
Total staff costs	9,948,288	8,671,192

The charity trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiaries in the year. Expenses paid to trustees is detailed in note 23

During the year a termination payment was made to three members of staff at a cost of £10,959 (2021: £9,684).

5 Staff

Staff full-time equivalents and headcount	2022		2021	
	Headcount	Full-Time Equivalent	Headcount	Full-Time Equivalent
The average number of staff employed in the year were:				
Direct charitable services	183	158	178	154
Fundraising services	24	23	25	24
Retail	140	94	123	87
Support services	34	28	36	30
Total	381	303	362	295

6 Key management personnel and higher paid employees

The key management personnel comprise of the Trustees and the Management Executive who are the; Chief Executive, and the Directors of; Care, Retail, People, Fundraising & Communications and Finance.

Key management personnel	2022 £	2021 £
Employee benefits of key management personnel:		
Salary	489,780	312,539
Employer's Pension Contribution	24,859	16,294
Employer's National Insurance payments	60,783	38,698

The number of employees whose total employee benefits excluding pension contributions earning over £60,000, classified within bands of £10,000 is as follows.

Higher paid employee salary bands and pension	2022	2021
£60,000-£69,999	6	1
£70,000-£79,999	-	2
£80,000-£89,999	3	2
£90,000-£99,999	-	-
£100,000-£109,999	-	-
£120,000-£129,999	1	-
	£	£
Pension contribution of higher paid employees	48,874	53,582

7 Pension cost

The charity operates a 'group personal pension plan'. The assets of the scheme are held separately from those of the charity in an independently administered fund. In addition, the charity made contribution to the NHS pension scheme in respect of certain employees. Whilst the NHS scheme is a defined benefit scheme, it is a multi-employer scheme for which the charity's share of the underlying assets and liabilities cannot be identified; it is therefore accounted for as a defined contribution scheme in accordance with FRS102. The charity's contribution to these schemes are therefore charged to the statement of financial activity when due.

At 31st March 2022 £76,449 (2021: £83,564) in pension contributions was due to be paid to pension providers.

	2022 £	2021 £
Total pension scheme contributions:	596,744	536,347
Pension contribution included in creditors:	92,991	76,449

8 Net income

Net Income	2022 £	2021 £
Net income is stated after charging:		
Depreciation	809,905	815,402
Auditors' remuneration:		
- for audit service	16,750	16,250
- for other services	750	750
Gain on disposal of fixed assets	15,976	17,946
Operating lease rentals	26,480	26,480
Operating leases for property	872,695	756,455

9 Intangible assets

Group and charity intangible assets	Website Development £	Total £
Cost		
At start of year	-	-
Additions	-	-
Transfer In	33,600	33,600
Disposals	-	-
At end of year	33,600	33,600
Amortisation		
At start of year	-	-
Charge for the year	-	-
Transfer In	1,160	1,160
Eliminated on disposal	-	-
At end of year	1,160	1,160
Net book value at the end of the year	32,440	32,440
Net book value at the start of the year	-	-

10 Tangible assets

Group and charity fixed assets	Leasehold Property £	Freehold Property £	Property held for Investment £	Equipment & Vehicles £	Total £
Cost					
At start of year	3,400,049	14,060,068	375,000	4,055,449	21,890,566
Additions	4,522	-	288,000	285,121	577,643
Transfer to Intangibles	-	-	-	(33,600)	(33,600)
Disposals	-	-	(375,000)	-	(375,000)
At end of year	3,404,571	14,060,068	288,000	4,306,970	22,059,609
Depreciation					
At start of year	243,902	1,758,979	-	2,775,119	4,778,000
Charge for the year	55,275	268,989	-	481,664	805,928
Transfer to Intangibles	-	-	-	(1,160)	(1,160)
Eliminated on disposal	-	-	-	-	-
At end of year	299,177	2,027,968	-	3,255,622	5,582,768
Net book value at the end of the year	3,105,394	12,032,100	288,000	1,051,348	16,476,841
Net book value at the start of the year	3,156,147	12,301,089	375,000	1,280,330	17,112,566

11 Investments, group and charity

Investment movements	2022 Market value £	2021 Market value £
Market value at beginning of year	4,265,779	3,193,395
Additions at cost	224,893	1,139,214
Disposals at opening book value	(183,848)	(752,103)
Unrealised gains/gains on revaluation	154,223	685,273
Market value at end of year	4,461,046	4,265,779
Cash held on investments portfolio	38,208	55,870
Total portfolio market value including cash	4,499,253	4,321,649

Investment categories	2022 £	2021 £
Investment income from listed investments	105,255	98,760
Bank interest for the year	722	1,822

12 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly-owned trading subsidiary EACH (Trading) Limited. The summary performance of the charity alone is as follows:

East Anglia's Children's Hospices Charity No. 1069284, Company No. 03550187, Registered in UK	2022 £	2021 £
Income	16,640,616	14,268,567
Gift Aid from trading subsidiary	93,809	66,704
Total expenditure	(14,177,999)	(12,540,044)
Investment gain/gain	129,316	742,168
Net income	2,685,742	2,537,395
Total funds brought forward	25,691,993	23,154,598
Total funds carried forward	28,377,735	25,691,993
Represented by:		
Restricted funds	75,026	75,026

13 Financial performance of the trading subsidiary

East Anglia's Children's Hospices (Trading) Ltd is wholly-owned by East Anglia's Children's Hospices. The subsidiary's main purpose is to sell goods to raise funds for the charity. Profits are gift aided to the charity under a deed of covenant. The charity holds one share of £1 in its wholly-owned trading subsidiary company East Anglia's Children's Hospices (Trading) Ltd, which is incorporated in the United Kingdom. These are the only shares allotted, called up and fully paid. The activities and results of this company are summarised as follows:

East Anglia's Children's Hospices (Trading) Ltd Company No. 09155768, Registered in UK	2022 £	2021 £
Turnover	159,296	101,409
Cost of sales	(65,317)	(34,535)
Gross profit	93,979	66,874
Operating expenses	(170)	(170)
Profit on ordinary activities	93,809	66,704
Gift Aid donated to the charity	(93,809)	(66,704)
Profit for the financial year being the retained profit for the year	-	-
Balance Sheet		
Assets	30,493	43,616
Liabilities	(30,492)	(43,615)

14 Trading Subsidiary - Stable Trading Limited

(company no 02593818, UK registered)

Stable Trading Limited is a company limited by guarantee which is under the control of the directors of East Anglia's Children's Hospices. The subsidiary's main purpose was to sell goods to raise funds for the charity, in 2014 the subsidiaries activities were transferred to the charity. There are no results or activities to report for this company. The company is dormant.

15 Subsidiary - Children's Hospice for the Eastern Region (CHER)

(company no 02776381, UK registered)

The Children's Hospice for the Eastern Region is a dormant company wholly owned by East Anglia's Children's Hospices. There are no results or activities to report for this company. The company is dormant.

16 Debtors and contingent assets

Debtors	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	275,813	462,835	269,311	450,232
Amount owed by group companies	-	-	22,259	31,120
Taxation recoverable	378,858	198,095	378,858	198,095
Prepayments	532,020	403,957	532,020	403,957
Accrued income	1,531,006	1,832,214	1,531,006	1,832,214
Other debtors	32,405	93,639	32,405	93,639
	2,750,102	2,990,740	2,765,859	3,009,257

Notified legacies are recognised as accrued income when their value is known with a degree of certainty. Where legacies have been notified but their value remains uncertain they are treated as contingent assets. At the balance sheet date contingent legacy assets are estimated to be: £1,777,303 (2021: £1,457,773)

17 Creditors: amounts falling due within one year

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	308,723	157,599	305,491	159,399
Taxation and social security	200,066	164,871	200,066	164,871
Other creditors	113,294	153,490	113,294	150,996
Accruals	709,359	584,704	709,359	584,704
Deferred income	106,765	239,415	101,765	229,414
Provisions	93,680	92,901	93,680	92,901
	1,531,887	1,392,980	1,523,655	1,382,285

18 Financial commitments under non-cancellable operating leases

	2022		2021	
	Land & Buildings £	Other £	Land & Buildings £	Other £
Leases expiring:				
Within 1 year	797,448	26,043	739,691	26,043
In 2-5 years	1,214,158	78,106	1,015,075	84,853
Over 5 years	43,330	5,092	-	24,388
	2,054,936	109,241	1,754,766	135,284

19 Capital Commitments

	2022 £	2021 £
2 Retail Vans On Order	52,828	-

20 Statement of funds

Statement of funds 2022	Balance at 31/3/2021 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2022 £
General funds	568,472	15,192,555	(11,970,004)	(2,373,068)	1,417,955
Designated funds - revenue					
Covid recovery fund	2,500,000	-	-	(2,500,000)	-
Reserves policy	4,835,929	-	-	333,086	5,169,015
Strategic Development	-	-	-	1,841,982	1,841,982
Inflation Reseve	-	-	-	2,498,000	2,498,000
Capital expenditure	600,000	-	-	200,000	800,000
	7,935,929	-	-	2,373,068	10,308,997
Designated funds - capital					
Land & Buildings	15,832,236	-	(694,743)	-	15,137,493
Other Fixed Assets	1,280,331	-	92,617	(33,600)	1,339,348
Intangible Assets	-	-	(1,160)	33,600	32,440
	17,112,567	-	(603,286)	-	16,509,281
Total Designated Funds	25,048,496	-	(603,286)	2,373,068	26,818,278
Restricted funds					
Art, Music & Play	-	10,375	(10,075)	-	300
Care	100	1,111,535	(1,110,610)	-	1,025
Complementary Therapy	377	-	-	-	377
Help at Home	-	7,500	(7,500)	-	-
Mobile Phones	-	1,200	(1,200)	-	-
Nook Grounds	52,000	2,500	-	-	54,500
Nursing Kits	3,257	-	(3,257)	-	-
Office Equipment	-	1,000	-	-	1,000
Burglary Recovery	-	585	(585)	-	-
Staff Fund	50	-	(50)	-	-
Syringe Drivers	10,800	-	(10,800)	-	-
Milton Equipment	8,442	111,600	(42,063)	-	77,979
Nook Equipment	-	5,750	(5,000)	-	750
Treehouse Equipment	-	5,573	-	-	5,573
NHSE Covid Funding	-	412,068	(412,068)	-	-
Total Restricted Funds	75,026	1,669,686	(1,603,208)	-	141,504
Total Funds	25,691,994	16,862,241	(14,176,498)	-	28,377,737

Restricted funds

Revenue restricted funds are allocated against expenditure as it is incurred.

Designated funds

Designated funds comprise of capital and other designated funds, the capital fund is a designated fund set aside by directors and represents the net book value of fixed assets. EACH Trustees consider it to be prudent to set aside designated funds to cover all fixed assets.

General funds

The general fund includes £1 (2020 £1) retained in the reserves of the subsidiary company.

21 Statement of funds prior year

Statement of funds 2021	Balance at 31/3/2020 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2021 £
General funds	1,523,023	11,843,073	(8,611,998)	(4,185,626)	568,472
Designated funds - revenue					
Covid recovery fund	-	-	-	2,500,000	2,500,000
Reserves policy	4,000,000	-	-	835,929	4,835,929
Capital expenditure	400,000	-	-	200,000	600,000
	4,400,000	-	-	3,535,929	7,935,929
Designated funds - capital					
Land and buildings	15,678,235	-	(335,249)	489,250	15,832,236
Other fixed assets	1,553,341	-	(383,457)	110,447	-
	17,231,576	-	(718,706)	599,697	15,832,236
Total Designated Funds	21,631,576	-	(718,706)	4,135,626	3,768,165
Restricted funds					
Art and Play	-	1,470	(1,470)	-	-
Care	-	98,563	(98,563)	-	-
Complimentary therapy	-	377	-	-	377
Computer equipment	-	6,500	(6,500)	-	-
Fundraising	-	510	(510)	-	-
Milton Hub equipment	-	8,442	-	-	8,442
Milton service	-	74,807	(74,732)	-	75
Music therapy	-	5,600	(5,600)	-	-
NHSE Covid funding via HUK	-	1,977,063	(1,977,063)	-	-
Nook build	-	1,000	(1,000)	-	-
Nook grounds	-	2,000	-	50,000	52,000
Nook service	-	136,145	(136,120)	-	25
Nursing kits	-	3,257	-	-	3,257
Protective equipment	-	5,062	(5,062)	-	-
Sound cradle	-	2,100	(2,100)	-	-
Staff fund	-	100	(50)	-	50
Syringe drivers	-	10,800	-	-	10,800
The Treehouse service	-	158,403	(158,403)	-	-
Total Restricted Funds	-	2,492,199	(2,467,173)	50,000	75,026
Total funds	23,154,599	14,335,272	(11,797,877)	-	24,411,663

22 Net assets by funds

Net assets 2022	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	-	16,476,841	-	16,476,841
Intangible assets	32,440	-	-	-	32,440
Investments	-	4,499,253	-	-	4,499,253
Current assets	2,949,842	5,809,744	-	141,504	8,901,090
Creditors falling due in less than one year	(1,531,887)	-	-	-	(1,531,887)
	1,450,395	10,308,997	16,476,841	141,504	28,377,737
Net assets 2021	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	-	17,112,567	-	17,112,567
Investments	-	4,321,649	-	-	4,321,649
Current assets	1,961,452	3,614,280	-	75,026	5,650,758
Creditors falling due in less than one year	(1,392,980)	-	-	-	(1,392,980)
	568,472	7,935,929	17,112,567	75,026	25,691,994

23 Related party transactions

	2022 £	2021 £
Balance due at 31st March from EACH (Trading) Ltd to EACH	22,259	31,120
Donations made by directors and key staff	6,740	6,125
Travel expenses waived by directors and key staff	600	735

East Anglia's Children's Hospices has three wholly owned subsidiaries; Stable Trading Ltd, East Anglia's Children's Hospices (Trading) Limited (EACH (Trading) Ltd), and The Children's Hospice for the Eastern Region (CHER). CHER and Stable Trading Ltd are dormant companies with no assets or liabilities. EACH (Trading) Gits Aids its profits to EACH under a deed of covenant arrangement.

East Anglia's Children's Hospices is controlled by its directors.

24 Reconciliation of net income/expenditure to net cashflow from operating activities

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Net income for the reporting period (as per the Statement of Financial Activities)	2,685,743	2,537,395	2,685,742	2,537,395
Depreciation charges	809,905	815,402	809,905	815,402
(Losses)/(losses) on investments	(100,066)	(742,168)	(100,066)	(742,168)
Dividends, interest and rents from investments	(105,255)	(98,760)	(105,255)	(98,760)
(Profit)/(profit) on the sale of fixed assets	(3,976)	(114,642)	(3,975)	(114,642)
Decrease/(increase) in stocks	1,044	(12,084)	(3,185)	-
Decrease/(increase) in debtors	240,638	(335,681)	243,398	(356,976)
Increase/(decrease) in creditors	138,907	(156,569)	141,370	(151,349)
Net cash provided by/(used in) operating activities	3,666,941	1,892,893	3,667,935	1,888,902

25 Analysis of cash and cash equivalents

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Cash in hand	6,133,123	2,641,109	6,123,813	2,630,805
Cash held as part of the investment portfolio	38,208	55,870	38,208	55,870
Total cash and cash equivalents	6,171,331	2,696,979	6,162,021	2,686,675

26 Net debt reconciliation

	At 1/4/2021 £	Cash Movement £	At 1/4/2022 £
Group			
Cash in hand	2,641,109	6,123,813	6,133,123
Cash held as part of the investment portfolio	55,870	-	38,208
Total cash and cash equivalents	2,696,979	6,123,813	6,171,331
Charity			
Cash in hand	2,630,805	6,123,813	6,123,813
Cash held as part of the investment portfolio	55,870	-	38,208
Total cash and cash equivalents	2,686,675	6,123,813	6,162,021

27 Prior year consolidated statement of financial activities

Statement of financial activities (incorporating an income and expenditure account) for the financial year to 31st March 2021	General £	Designated £	Restricted £	2021 Total Funds £
Income:				
Donations and legacies:				
Donations	3,577,010	-	64,184	3,641,194
Trust income	763,353	-	179,532	942,885
Legacies	831,191	-	271,420	1,102,611
	5,171,554	-	515,136	5,686,690
Income from charitable activities	2,621,711	-	1,977,063	4,598,774
Income from retail and other trading activities	2,168,169	-	-	2,168,169
Investment income	100,582	-	-	100,582
Other income	1,782,057	-	-	1,781,057
Total Income	11,844,073	-	2,492,199	14,335,272
Expenditure:				
Cost of raising voluntary income:				
Fundraising	1,223,627	-	510	1,224,137
Costs of goods sold and retail costs	4,013,427	-	-	4,013,427
Investment management costs	20,275	-	-	20,275
	5,257,329	-	510	5,257,839
Expenditure on charitable activities	4,114,751	700,792	2,466,663	7,282,206
Total expenditure	9,372,080	700,792	2,467,173	12,540,045
Net income from operational activities for the year	2,470,993	(700,792)	25,026	1,795,227
Net gains/(losses) on investments	742,168	-	-	742,168
Net income for the year	3,213,161	(700,792)	25,026	2,537,395
Transfers between funds	(4,167,712)	4,117,712	50,000	-
Net movement in funds	(954,551)	3,416,920	75,026	2,537,395
Reconciliation of funds:				-
Total funds brought forward	1,523,023	21,631,576	-	23,154,599
Total funds carried forward	568,472	25,048,496	75,026	25,691,994

Accounting Policies

The principal accounting policies, adopted judgements, and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a. Basis of preparation

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

East Anglia's Children's Hospices meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b. Significant accounting estimates and assumptions

The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with judging when legacy income should be brought into the figures. Further details regarding the contingent asset for legacy is shown in note 16.

c. Legal status of the charity and subsidiaries

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. East Anglia's Children's Hospices (Trading) Limited is a trading company and wholly-owned by the charity. Stable Trading Limited is a company limited by guarantee under the control of the Trustees and also East Anglia's Children's Hospices.

d. Going concern

The Trustees consider that there are no material uncertainties about EACH's ability to continue as a going concern.

e. Group financial statements

The financial statements consolidate the results of the charity and its wholly-owned subsidiaries on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

f. Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements. Restricted funds are given to EACH for a variety of specific purposes which mostly relate to the care of children and families or the development of new facilities. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

g. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until those conditions will be fulfilled in the reporting period. Income from Gift Aid tax claims are processed for donations with relevant and appropriate Gift Aid declarations. Claims are made in the same period as the donation is received. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case-by-case basis, pecuniary bequests are recognised following probate and on receipt of notification. Residuary bequests are recognised at the earlier date of either when the charity is aware the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 16).

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio. Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Sponsorship from events, fundraising and events' registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

h. Donated goods and services

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the charity when received, based on the amount that the charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets.

Rent-free periods and landlord contributions to shop set-up costs are spread over the life of the lease.

i. Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Costs of raising funds comprise fundraising costs incurred in seeking donations, grants and legacies; investment management fees; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information of support of the charitable activities.
- Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Support costs are allocated to each of the activities on the basis of staffing costs.

j. Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Strategic report.

k. Fixed assets

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Depreciation is provided to write off the cost or revalued amount, less an estimated residual value, of all fixed assets evenly over their expected economic useful lives on a straight-line basis as follows:

- Motor vehicles 20% of cost
- Fixtures and equipment 20% - 33% of cost
- Freehold buildings 2% of cost
- Improvements to the leasehold property over lease period

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

l. Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. The charity does not acquire put options, derivatives or other complex financial instruments.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

m. Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

n. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable are included at the best estimate of the amounts receivable at the balance sheet date.

o. Cash at bank and in hand

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

p. Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

q. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value being closing bid value. All other assets and liabilities are recorded at cost which is their fair value.

r. Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme OR NHS scheme. Charity contributions are disclosed in note 5. There were no overdue contributions at the year- end. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The money purchase plan is managed by Aviva and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee's normal retirement age which is defined as when they are eligible for a state pension. Aviva charges employees directly for the management of the scheme at 0.55% and this is deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

s. Operating leases

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period of the lease.

t. Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Independent Auditor's Report to the Members of East Anglia's Children's Hospices for the year ended 31st March 2022

Opinion

We have audited the financial statements of East Anglia's Children's Hospices (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31st March 2022, which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31st March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' 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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 in the Trustees' Report, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the group and the parent charitable company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the group and the parent charitable company this included employment law, financial reporting and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified, these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We have reviewed any correspondence with the Charity Commission and reviewed the procedures in place for the reporting of incidents to the Trustee Board, including serious incident reporting of any such matters if necessary.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation as to what extent the audit was considered capable of detecting irregularities, including fraud.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of this 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, for our audit work, for this report, or for the opinions we have formed.

Richard Vass (Senior Statutory Auditor)

For and on behalf of

PRICE BAILEY LLP



Chartered Accountants Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge, CB4 0WZ.

Date: 4 November 2022

Company information

Trustees – in post at the point of the accounts being signed

Will Self (Chair)
Lily Bacon
Emma Deterding
Iain Jamie
Helen Langton
Annmarie Lloyd-Jones
Brad McLean
Ann Monks
Christopher Schwer
Caroline Steggles
Loyola Weeks

Royal Patron

HRH The Princess of Wales

Vice President

Sir Martyn Lewis CBE

Patrons

Mrs Julie Spence OBE QPM DL, HM Lord-Lieutenant of Cambridgeshire
The Lady Dannatt MBE, HM Lord-Lieutenant of Norfolk
The Countess of Euston, HM Lord-Lieutenant of Suffolk
Mrs Jennifer Tolhurst DL, HM Lord-Lieutenant of Essex
The Marchioness of Cholmondeley
The Countess of Leicester
Emma Deterding

Ambassadors

Christina and Humphrey Burton CBE
Frankie Dettori MBE
Frankel
Anthony Horowitz OBE
Lucy Loveheart
Ed Sheeran
Delia Smith CBE

Other Trustees in post during the year

John Pickering (Retired 29th July 2021)
Jasmine Bannon (Retired 22nd March 2022)
Sheila Childerhouse (Retired 16th December 2021)
Trevor Holden (Retired 15th October 2021)

Company Secretary

Ruth Kiani

Charities Number: 1069284

Registered Number: 03550187

VAT Number: 216 8793 76

Registered Office

Church Lane, Milton Cambridge, CB24 6AB

Statutory Auditors

Price Bailey LLP, Tennyson House, Cambridge Business Park, Cambridge, CB4 0WZ

Bankers

National Westminster Bank Plc., 5 Market Place, Wymondham, Norfolk, NR18 0AG

Barclays Bank Plc., 28 Chesterton Road, Cambridge, CB4 3AZ

Investment Managers

J M Finn, 4 Coleman Street, London, EC2R 5TA.



East Anglia's Children's Hospices

Milton (Cambs and West Essex)

The Nook (Norfolk)

The Treehouse (Suffolk and Mid & North East Essex)

Get in touch

Call: 01223 800 800

Email: supportercare@each.org.uk

Visit: www.each.org.uk

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Royal Patron: HRH The Princess of Wales

Registered Charity No. 1069284 • Company No. 03550187

Vat No. 216 8793 76



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Accounts

East Anglia's Children's Hospices

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East Anglia's
Children's Hospices



“

I'm really not sure where we would be today without EACH, from the phone calls checking in on us, to the day care for Libby and fun days for Jake.

They are a part of our life now.

”

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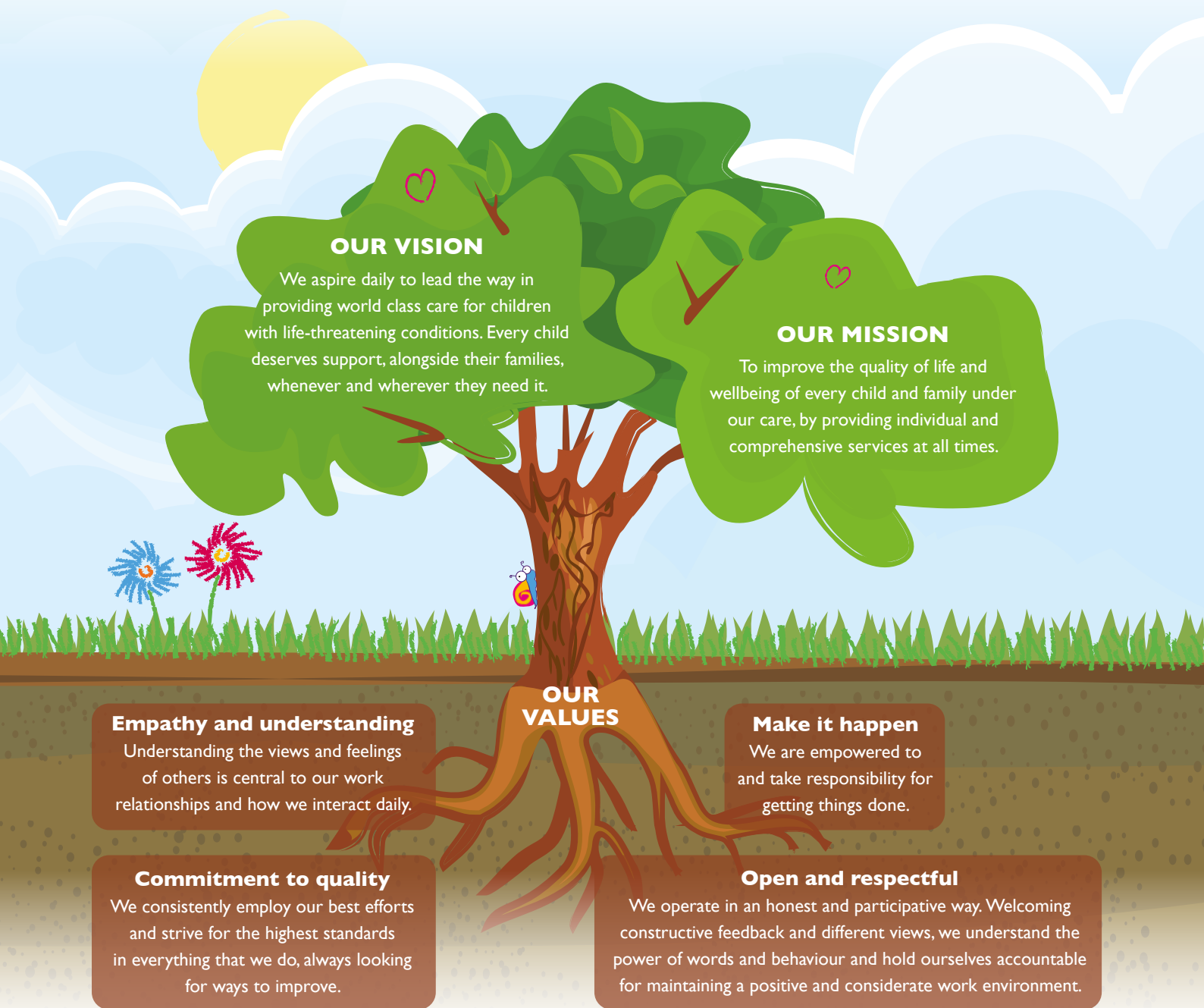
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Company Information

Trustees' Report

Our Vision, Mission and Values



The Difference We Make

EACH cares for babies, children and young people with life-threatening conditions and supports their families. Our family-centred approach includes end of life care, specialist symptom management, short breaks, wellbeing activities, mental health therapies, counselling and volunteer services in the family home, all meeting the individual needs of the child, young person and all the family. For families, including those who have been bereaved, we are able to give them the best in the worst possible situation.



The Difference We Make

Joshua's story...

Joshua Howlett sadly died on Friday 24th April 2015. He had only been born on the Monday of that week, but complications cut parents Philip and Rebekah's time with him to days.

Rebekah said: *"From Josh's birth on the Monday to his death on Friday, I think we were really in shock the whole time. Although completely devastated, it took us a long time to process what had happened. EACH helped us on our journey."*

On the Thursday, EACH Counsellor Michelle joined the family and helped putting Josh's handprints, as well as those of brother Ben, two at the time, on a plate. They also created memory items such as handprints on a plant pot, footprints on a ceramic heart, footprints on a canvas, and hand and foot casts, without which Rebekah would never have discovered Josh had the same wonky toe as hers. The parents now have a handprint in clay for each of their three children, including youngest son James, on display alongside a photo.

Rebekah went on to have counselling sessions for over a year and the family started attending our monthly bereavement group, too.

When lockdown began EACH started speaking to bereaved parents and relatives by phone. Rebekah received calls every two weeks to start with as the anniversary of Josh's birthday and death came around. She would usually talk this through in her support group but said: *"Being able to talk on the phone has given me the support I've needed. I think I have more anxiety as a bereaved parent, but the calls make me feel more confident as a parent."*

Rebekah's mum, Susan, Josh's grandmother, attends a grandparents' bereavement support group at EACH. She added: *"Although we're a small group we do offer and receive support from each other. It's a little bit of 'me' time with like-minded people. It helps me to open up about the loss of Josh. I've received phone calls from EACH, which was quite unexpected at first, but very welcome during lockdown. It was nice to chat with someone from outside the household, lovely to know help is on the end of the phone if needed."*



The Difference We Make

Libby's story...

Three year old Libby Carlin lives with **Bohring-Opitz syndrome**, a rare genetic condition that affects the development of many parts of the body.

Libby needs 24/7 care and is unable to sit, crawl or walk. She is severely delayed, having to have someone watch her at all times to check she is safe. She also needs postural care, is being treated for seizures and is fed through a feeding tube 16 hours a day.

Before the pandemic Libby and her family would attend EACH for hydrotherapy sessions, music groups and overnight stays. Libby's brother, Jake, also enjoyed EACH sibling days.

Mum Kirsty said: "Every part is so important to us, but I feel the day care and overnight stays are the most beneficial for us as a family. It took me a long time to leave Libby in the care of EACH's amazing team, but once we got to know each other and I could see they knew Libby, and Libby was happy, I was able to relax. I had some time for me again, which took a long while to realise I needed. It also gives us time to spend with Jake doing fun activities or just watching a film. A lot of time

has been taken away from him to care for Libby and it's nice to be able to have that one-on-one time with him. Knowing Libby is in safe hands is a weight off my mind.

"I'm really not sure where we would be today without EACH, from the phone calls checking in on us to the day care for Libby and fun days for Jake. They are a part of our life now."

On the last year, Kirsty said shielding Libby for weeks had been "tiring, stressful and emotional", but that phone calls from EACH Care Assistant Anna had made a positive difference.

"Anna has called us a few times and if we've been unable to answer she's always left us a message. She just checks to see how we are, what's been happening and if there's anything she can help us with in any way. Just hearing a familiar voice makes everything seem that little bit better and lets us know we haven't been forgotten."



The Difference We Make

Xanthe's story...

Fourteen year old Xanthe Carter contracted pneumococcal meningitis, a life-threatening infectious disease that causes inflammation of the layers that surround the brain and spinal cord, and affects only one in 6.5 million children, when she was just nine months old. She had a major stroke as a result.

Parents Hugo and Jessie were told Xanthe would not survive, however, she defied the odds. Xanthe has complex medical needs, including chronic epilepsy, and requires 24/7 supervision. She can speak a few words but is mainly non-verbal.

Xanthe has accessed EACH care since she was three years old. Music therapy sessions have been integral in her having a form of communication and connection she can be in charge of, whilst she has also enjoyed short breaks at EACH. As a family, the Carters attend various Christmas events put on by EACH and enjoy Treefest, an annual music festival in the grounds of the hospice, too.

Xanthe's brothers, Milo, 15, and Otto, nine, have both attended EACH sibling days.

Otto said: "When Xanthe goes to the hospice it gives us some time on our own and we can do things my brother and I want with my mum and dad that sometimes Xanthe wouldn't enjoy or want to do. It gives everyone a chance to do their own things as well. Without the hospice things wouldn't be easy because Xanthe wouldn't have her own time to have one-to-one care and do the things she likes."

"I really like the siblings days when we make things to take home. They always have really fun activities. I remember the Easter day when we made lambs from marshmallows, which was really fun. I like to be with my friends who have brothers and sisters like mine. No-one else at school has, so it's good to have friends who understand what it's like sometimes. It's nice to have a special day just for the brothers and sisters, and I feel proud to be a carer for my sister."

Public Benefit Statement

In setting its objectives and planning its activities and services, the Board has given careful consideration to the Charity Commission's guidance on the Public Benefit Requirement under the Charities Act 2011. Access to services is based solely on need and no charges are made to families for any services provided.

The Board considers that the charity meets the two important principles of the public benefit requirement. Pages 4 to 6 detail activities carried out by the charity to further its purpose for public benefit and also provide feedback from families demonstrating the difference the charity's activities made.



Strategic Report

Our Strategic Objectives

Our key strategic objectives, which were revised this year, are to:

- Implement flexible strategies and contingencies, with clearly defined plans for service delivery, people, organisation design, resources and income generation.
- Re-establish all operational delivery embedding, where relevant, learning from the pandemic.
- Re-establish supporter activity, engaging new and lapsed supporters through excellent stewardship and developing innovative fundraising initiatives to grow income.
- Re-establish our retail operations, recover our trading margin and continue to accelerate the growth of e-commerce.
- Maintain a strong public profile, including building awareness around the need for increased statutory funding for children's hospices.
- Develop the Board ensuring all members receive relevant training to carry out their roles and build on their personal leadership skills, and to create a cohesive and effective strategic leadership body to take the charity forward. This will include recruiting a new Chair for the Board.

Our Key Activities

Our Care

In response to the wide-ranging COVID-19 lockdown initiated on 23rd March 2020, the delivery of our care services changed rapidly to ensure the safety of vulnerable children and their families, and to comply with the mandatory stay-at-home guidance.

Whilst emergency and end of life care continued at families' homes and in the hospices, all other face-to-face care and support activities paused. We then effectively relaunched as a 'virtual hospice', delivering wellbeing groups & activities and counselling & therapies using video online platforms, by phone and through activity films shared via the EACH website.

To support the NHS hospital bed capacity and help keep very vulnerable children safe, a small number of children were transferred to the hospices or received their treatment with us at one of our hospices. In addition, the work of the specialist symptom management nursing service meant that 178 hospital admissions and 215 calls to GP services were prevented. This was critical to both families and the NHS at a time when it was at its busiest.

Staff and families adapted incredibly well to the situation we found ourselves in. However, for families, as weeks became months, the toll of the pandemic and resulting lockdowns became more evident. Families talked about

their concerns about who would care for their child if they became ill. They also shared their frustration at not being able to access Personal Protection Equipment (PPE) for their local external community care staff, which meant they were left on their own caring for their child 24 hours a day. Newly bereaved families struggled with not having the funeral they wanted for their child and not being able to be with family and friends at a time they needed them most. Families were feeling isolated and alone.

Whilst we were able to provide support online it was clear we needed to provide more planned short breaks as well as emergency care as soon as it was safe to do so. During the autumn, we were able to start offering this vital element of our service in the hospices and at home, for both day and overnight care.

We also learned that, for some families, having access to online support suits them better than having sessions at the hospice or in their home, and we will be continuing to offer this choice moving forwards.

The events of the past year have not only reminded us of the importance of the services we provide to children and their families, but also how they can easily be forgotten in a system designed to care for the 'many' rather than the 'few', and yet these 'few' children are some of the most vulnerable and have the most complex healthcare needs.

The number of individuals we supported	
Lead child or young person	458
Number of attendees at universal wellbeing groups and activities	756
Children, young people and families who received care at end of life	35
<i>Location of death: home 14; hospice 7; hospital 14</i>	
The sessions of care and support we delivered	
End of life care, short breaks and nursing care:	
• in the community	101
• in hospices overnight	889
• day care sessions in the hospices	200
Number of universal wellbeing groups and events	88
Symptom Management Nursing Service (SMNS) preventables	393
<i>(no. of occasions a GP visit or admission to hospital were avoided for a family due to an SMNS intervention)</i>	

Clinical Training Education and Research

Because of the pandemic's lockdown restrictions, our training programme was adapted significantly. Wherever possible training was delivered online and via e-learning programmes. Face-to-face education and training critical to clinical and non-clinical health and safety was delivered within COVID-secure working guidelines.

The following mandatory training was provided for all care staff:

Resuscitation and Anaphylaxis; Moving and Handling; Infection Control; Safeguarding Children; Safeguarding Adults; Preventing Radicalisation Level 3; Management of Oxygen; Fire Safety; Food Hygiene; Data Security Awareness e-learning.

Over the past 12 months we supported 13 applications from care staff to undertake training at one-day, extended study learning and development activities, and attendance at virtual conferences.

A total of 216 external professionals benefitted from training and education events provided by The East of England Managed Clinical Network (MCN), hosted by EACH.

Care staff had academic work accepted for journals and presentation at national meetings as follows:

- End of Life Discussions. How to do this well. Talking parents through death. C Norman presented at the Northern Ireland ECHO Knowledge Network Meeting.
- Emergency Response End of Life Care Symptom Control Guidance for use in the COVID-19 MCN (April 2020). L Maynard and P Sartori.
- Neonatal Palliative Care and Symptom Management. National Neonatal Network. L Maynard.

Over the past 12 months EACH has participated in the following research:

- Children's Palliative Care Outcome Scale (CPOS) Delphi Study. Kings College, London and Cicely Saunders Institute of Palliative Care.
- The SHARE STUDY: How to Support children with a life-limiting condition and their parents during the COVID-19 outbreak: understanding Experiences, information and support needs, and decision-making - University of Southampton, York University, the Martin House Research Centre, Together for Short Lives, Southampton University Hospital NHS Trust and Leeds Teaching Hospitals NHS Trust.

- Feasibility of a randomised clinical trial of transmucosal diamorphine versus oral morphine for breakthrough pain in children and young people with life-limiting conditions (DIPPER study). Looking at the best needle-free pain medicine for young patients (short title). University College London (UCL).
- Crisis Prevention rather than Crisis Management; the Health of Mothers of Children with a Life-Limiting Condition. York University and the Martin House Research Centre.

Our Income Generation

Over the last year our income generation activities came under severe pressure. Our shops were closed for 30 weeks of the calendar year due to national lockdowns, and the impact on our supporter activity has been dramatic; our events were cancelled for over a year and income, particularly from corporate and community supporters, was significantly impacted.

In the face of these pressures we adapted our ways of fundraising, including online, and had overwhelming public fundraising support. Our thanks go to our loyal supporters who supported EACH throughout a very difficult year. Particular highlights included:

£469,066 was received in voluntary donations in response to our COVID emergency fundraising appeal.

£146,466 was raised from our Celebrity Bottom Drawer Auction with the incredible support of Griff Rhys Jones and many other celebrities across the country.

£61,700 was raised from a fine art auction with the wonderful support of Davina Barber and a wealth of art donations.

£311,131 was raised from our eBay shop which despite the closures within our high street shops still achieved growth of 28% on the previous year.



Charitable Trusts

Every year we receive incredible support from many charitable trusts and foundations, and we really appreciate all those who make the decision to donate to EACH. For our financial year 2020-21, we are especially grateful to the following:

Ben and Jane Du Brow, Cambridgeshire Community Foundation, Colchester Catalyst Charity, Essex Community Foundation, Harry-Krish Mootoosamy Foundation, Harwich and District Fellowship for the Sick, Jessie's Fund, Rugby Group Benevolent Fund, ShareGift, St Lawrence Parish Hall Trust, Tesco Bags of Help, The Alan Boswell Group Charitable Trust, The Albert Hunt Trust, The Company of Actuaries Charitable Trust Fund, The Dudley and Geoffrey Cox Charitable Trust, The Earle & Stuart Charitable Trust, The Ellerdale Trust, The February Foundation, The Fence Club Trust Fund, The John Coates Charitable Trust, The Lady Hind Trust, The Lord Belstead Charitable Trust, The Music Sales Charitable Trust, The Northwick Trust, The Peter Dixon Charitable Trust, The Sir Jules Thorn Charitable Trust, The Spurrell Charitable Trust, The Thompson Family Charitable Trust, The True Colours Trust.

Complaints and concerns in relation to our fundraising activities

Throughout 2020-21, we received a total of 10 complaints relating to fundraising activities. While we take these complaints seriously and are always looking for ways to improve, the number of complaints as a percentage of our activity is exceptionally low.



Our Fundraising Standards

We are registered with the Fundraising Regulator and we are committed to our Fundraising Promise.

The Board of Trustees, our Management Executive and staff are focused and committed to ensuring we build the best possible relationships with our donors, relationships built on trust and respectful fundraising practices.

We strive to ensure giving to charity is the great experience we believe it should be.

We take our responsibilities to our supporters very seriously. With the help of our valued fundraising volunteers, we undertake a diverse range of income generation activities and our fundraising programme includes: Trust fundraising, corporate fundraising with businesses and organisations, community fundraising with individuals and groups, and direct marketing through letter, telephone, face-to-face lottery and direct debit programmes, where we engage the services of partner agencies to gain the best value for money and to ensure reliable high-quality delivery.

We inform our fundraising partners of their obligations to ensure fundraising in our name is conducted to the highest possible standards.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH, including supporter feedback, complaints ratios and regular activity reviews.

We regularly evaluate our policies and procedures.

Our overarching corporate policy and processes based on best practice identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity.

Guidance for fundraising on protecting vulnerable supporters is followed across all our fundraising activities and our fundraising agencies are trained on protecting vulnerable people. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

For full details of our supporter standards, including a link to our Fundraising Promise, visit www.each.org.uk/supporterstandards.

Our People and Volunteers

Our People

EACH has a diverse workforce of 330 employees and 50 bank staff employed across predominantly three hospice locations, 44 retail outlets and a central services team based at Milton, Cambridgeshire.

Staff profiles are a mix of professional care roles; nurses, care assistants, clinical nurse specialists, counsellors, therapists and play specialists. Retail roles include retail store managers, retail assistants and online retail specialists. Professional services roles include finance, human resources, marketing and communications, fundraising and facilities. Career progression across the organisation is encouraged.

Employees work collaboratively and are inspired to be involved and empowered. Feedback is shared via twice-yearly formal appraisal meetings and informally on a regular basis. Employees have been working from home successfully during the pandemic, where possible, and hybrid working will continue as the lockdown restrictions come to an end. In 2021, EACH is working to achieve Investors in People Accreditation.

Our Volunteers

Volunteers are a hugely valuable and integral part of EACH's workforce and complement the work of our employees. EACH benefits from the time donated by over 1,600 volunteers undertaking many varied roles and key activities. This includes practical support in the family home, sibling support, fundraising, events, housekeeping, gardening, maintenance, reception, friends groups, administration and across the EACH shops and our Retail Distribution Centre. We are very fortunate to benefit from the vast experience across our large volunteer base and the experience is very fulfilling for our volunteers.

Our Financial Performance

To provide high quality services for children, young people and families it is essential the charity has sufficient resources to achieve this. No charges are made to those using our services and we are dependent on raising funds through individual giving, fundraising, retail, legacies, charitable trusts and government funding.

Income and Expenditure in 2020-21

Against a backdrop of significant financial uncertainty throughout the year, the charity's accounts are in a positive position at 31st March 2021, with a gain in net income from operational activities of £1,795,227.

As the year began and the pandemic took hold, the charity's financial forecasts suggested there would be a significant deficit by the end of the year. This position changed as the charity reacted to the constantly changing environment and put in place measures to replace lost income, reduce expenditure and take advantage of emergency funding.

Lost income, primarily from closed shops and cancelled fundraising events and activities, were initially replaced with an emergency fundraising appeal. A significant proportion of the retail and fundraising teams were placed on furlough, along with some administration and support roles.

Government grants became available throughout the year to support closed shops and further funding was provided by NHS England, through Hospice UK, to provide additional bed capacity during the pandemic and to provide community support for people with complex healthcare needs.

Total income for the year was £14.3m. Compared to the previous year we saw a decrease of £550k in donations, a decrease in charitable trust income of £292k and a reduction in legacy income of £588k. Legacy income was significantly reduced in 2020-21, however, the pipeline for this income remains robust. As a result of the pandemic, executors have taken longer to convert estates to cash which has impacted the charity's income and cash flow.

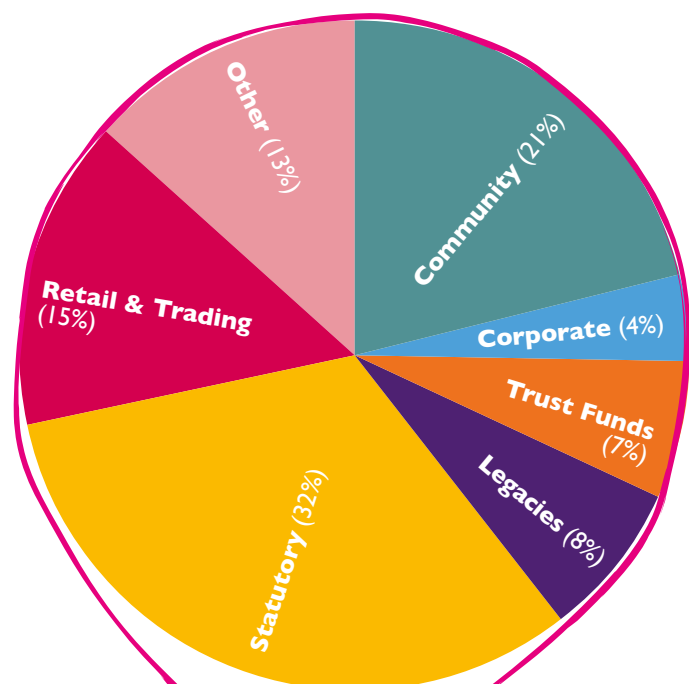
Total expenditure was £12.5m compared to £13.4m in 2019-20. This was due to lower fundraising expenditure of £514k, mainly due to the cancellation of events because of the pandemic, lower retail and trading costs of £251k, resulting from savings made while shops were closed during lockdown, and lower expenditure on charitable activities due mostly to holding vacancies and implementing cost saving measures.

Following a dip in investment income at the end of the previous year, investments have performed well under the management of our investment advisers, with an increase of 23% over the year.

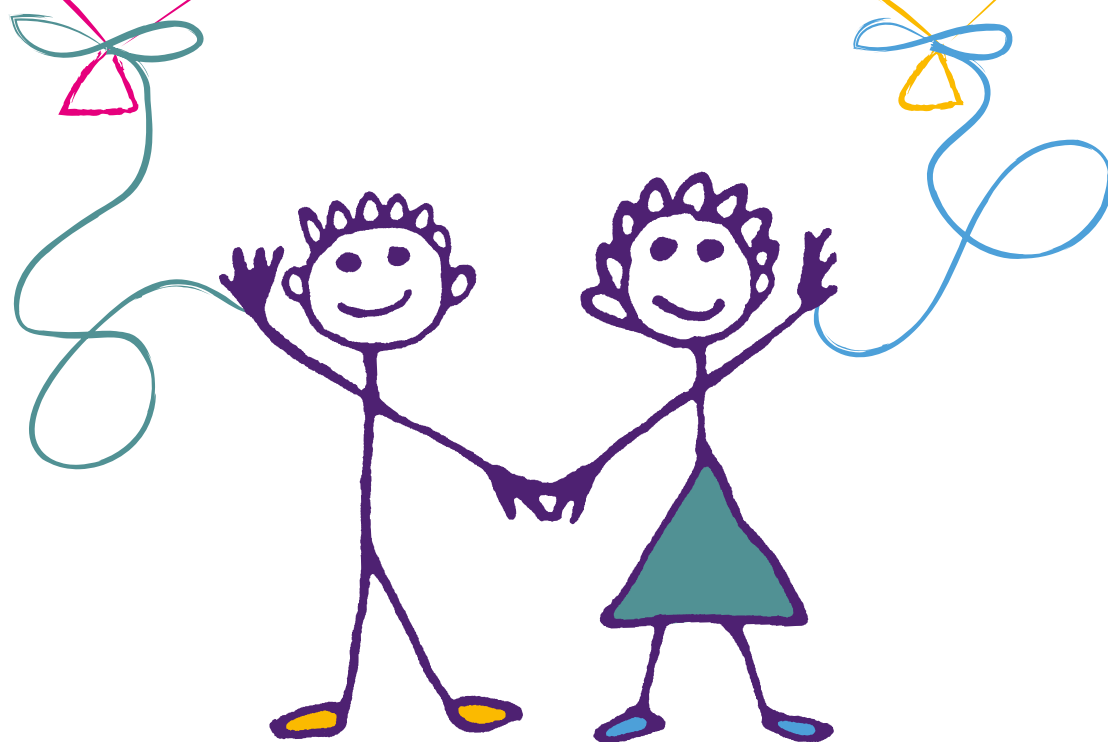
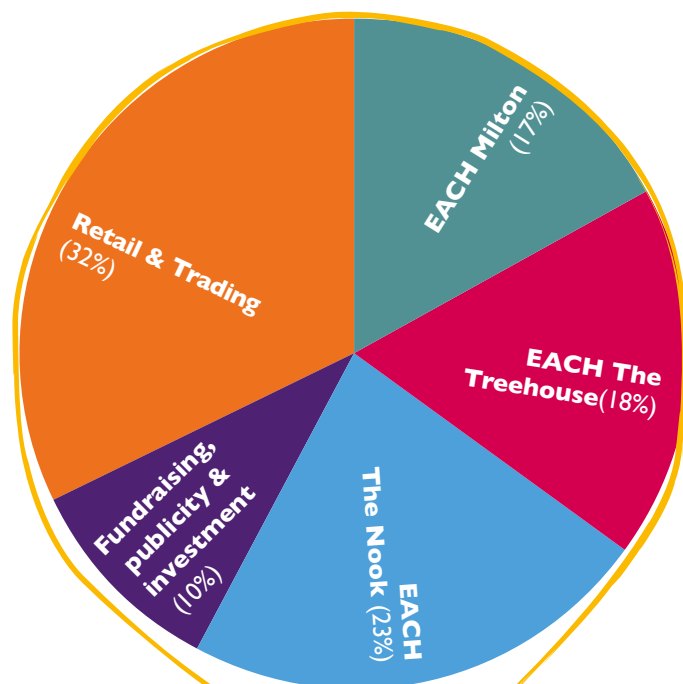
The surplus made in 2020-21 has been transferred into a COVID Recovery Reserve.



Where we receive our income



Where we spend it



Where we receive our income		Where we spend it	
Community	£3,045,805	EACH Milton	£2,131,094
Corporate	£595,389	EACH The Treehouse	£2,278,546
Trusts	£942,885	EACH The Nook	£2,872,566
Legacies	£1,102,611	Fundraising, publicity & investment	£1,244,412
Statutory	£4,598,774	Retail & Trading	£4,013,427
Retail & Trading	£2,168,169	Total	£12,540,045
Other	£1,881,639		
Total	£14,335,272		

Funds and Reserves

In accordance with Charity Commission guidance, EACH Trustees have determined a policy for reserves. The EACH policy requires that:

Restricted Funds must be used for the purpose for which they were intended under the direction of the donor. At the year end the value of Restricted funds was £75k (2020: £0).

Designated Funds should include a capital reserve, funds to cover planned capital expenditure, development projects or other costs and sufficient funds to provide working capital. In addition, Trustees have allocated funds to a designated COVID Recovery Reserve.

- The capital reserve, or funds represented by assets at 31st March 2021 representing the net book value of fixed assets owned by the charity amounted to £17.1m (2020: £17.2m).
- Designated funds for planned capital expenditure at 31st March 2021 were £600k (2020: £400k).
- A COVID Recovery Reserve of £2.5m (2020: £0) has been set aside this year to cover the expected cost of achieving to a balanced budget over the next three years.

Contingency Reserves should be in place to protect the charity from fluctuations in income and expenditure, and ensure sufficient funds are available to deliver high quality services. EACH Trustees have reviewed the charity's requirement for contingency reserves by considering the potential financial impact of:

- Fluctuations in income generation by considering historic trends and projections, and looking at the risks associated with variations in different income streams.
- Reviewing the operational requirement for cash to meet expenditure obligations and considering the minimum level of cover required to ensure that operations are not interrupted.
- Reviewing current risks, particularly those associated with the pandemic.
- Considering the impact of a sudden crisis which might require the charity to close, including calculations for potential redundancy payments, contractual commitments, liabilities and dilapidation costs offset by a prudent estimate for the market value of assets owned.

As a result of this review, EACH Trustees determined that for ongoing operational security the charity should aim to set aside the greater of £4m or four months planned expenditure for the forthcoming year as a contingency reserve.

The contingency reserve at 31st March 2021 was £4.8m (2020: £4m). This is equivalent to four months expenditure planned in 2021-22. The reserves policy is therefore fully funded.

Free Reserves at the year-end amounted to £568k (2020: £1.5m). This is sufficient to cover working capital requirements only.

EACH Funds as at 31st March 2021	Designated	Restricted	Free reserves	Total
Funds represented by assets	17,112,567	-	-	17,112,567
Contingency Reserves	4,835,929	-	-	4,835,929
Planned capital expenditure	600,000	-	-	600,000
Covid Recovery Fund	2,500,000	-	-	2,500,000
Restricted Funds	-	75,026	-	75,026
Free reserves (working capital)	-	-	568,472	568,472
	25,048,496	75,026	568,472	25,691,994

Investment Policy and Performance

The charity's investment policy requires the charity to invest funds in such a manner that the risk profile reflects planned expenditure and future plans. Investment managers are appointed by the Board following a selection procedure. J M Finn currently manages the charity's investments.

The performance benchmark is monitored against a 70% equity : 30% gilts ratio. For the year ending 31st March 2021 the portfolio appreciated by 23.2% against a benchmark return of 17%.

Key Risks and Uncertainties

The Board undertakes continual assessment of the principal risks facing the charity and they are satisfied that adequate controls and procedures are in place to mitigate these risks. The Audit Risk and Compliance Committee is responsible for overseeing the approach to risk across the whole of the charity's activities.

The charity uses a risk management system to assess and report risk at both an operational and strategic level. All risks identified are logged and assessed as raw risks; mitigation and controls are then applied with the aim of reducing risk to an acceptable level.

Risks are scored based on impact and likelihood, and any risk scoring a red RAG rating is reported to the Board through the Board Assurance Framework (BAF). Operational risks are managed by the relevant manager or clinician. The Management Executive reviews the BAF every month and the Board Committees review the strategic risks relevant to them at their quarterly meetings. Trustees also carry out a full review of strategic risks annually.

The key risk areas identified by the Board are:

- The impact of COVID-19 on service delivery, our financial position and the welfare of staff, volunteers and all those connected to the charity.
- The risk of failure to provide care of the required quality resulting in potentially unsafe, ineffective care and/or poor families' experience.
- The risk that EACH cannot fund its charitable objectives and strategic plan.
- The risk that financial resources are adversely affected by external factors.
- The risk of a significant adverse event which could damage reputation, including the potential for social media or online platforms to accelerate adverse publicity.
- The risk of failing to fulfil statutory obligations or failure to comply with applicable legislation.
- The risk that the Board does not have a strategy to deliver the charitable objectives.
- The risk of failure to recruit or retain appropriate staff or that staff motivation is adversely affected.

All the above risks have been reviewed by the Trustees who have accepted the risks and consider that the controls and mitigation in place for each risk area are appropriate.



What we achieved in 2020-21

Our primary objective for 2020-21 was to re-establish our operations and ensure organisational sustainability in the short and longer term and respond to the impact of COVID-19. This was specifically aimed at addressing sustainability of service provision, our workforce and the financial position.

To do this, the following areas of focus were implemented:

1. Re-establish the delivery of our range of services for all families, as soon as it safe to do so, including new and innovative ways of working.

All service elements, except for hydrotherapy, were made available to families albeit it in a different way because of the pandemic. Emergency and end of life care continued throughout. Short breaks were re-established in the hospices and family homes. In line with government guidance, wellbeing support continued to be offered virtually via online video platforms, by phone and through the EACH website

As for many other healthcare and hospice organisations, the recruitment of nurses remained a key challenge. This impacted on our ability to deliver the volume of short breaks we needed to. A priority for the coming year is to implement a range of measures to attract and retain nurses, and to upskill our care assistant workforce to increase the amount of care we can offer.

2. Support our staff to work as effectively as they can through changed ways of working, and by promoting their wellbeing.

Shortly after the first lockdown, a new home working policy was implemented together with the tools and technology required to make it highly effective for employees to work from home.

We issued a weekly communication to all-staff that included an up-to-date COVID-19 information and Q&A document. This continued throughout the year and also included a COVID wellbeing bulletin. We received extremely positive feedback from staff who were grateful to be kept fully informed during such a challenging time.

All EACH workplaces were regularly COVID-19 risk assessed and appropriate PPE and COVID-testing measures implemented.

We enhanced the Employee Assistance Programme offering so rather than just having a signposting service, employees could gain emotional, practical and legal advice and support via the service, as well as virtual face-to-face counselling if needed.

During the year, we furloughed a total of 184 members of staff, 86 of whom were placed on a flexi-furlough basis at different times. All furloughed employees' salaries were topped up to 100% of earnings throughout and they received a weekly staff communication with information and wellbeing documents.

3. Re-establish and support our volunteers as they all return to their valuable roles.

During periods of national lockdown, the vast majority of our volunteers were stood down from their duties. This included hospice-based, Help at Home, fundraising and retail volunteers. The only exception was a small number who were deemed essential to business need.

Regular 'keep-in-touch' postal and email communications were sent to volunteers throughout the year, to let them know we were thinking of them, update them with key EACH news and to offer reassurance. We also took this opportunity to administer annual mandatory training.

As we emerged out of each period of lockdown we carefully returned volunteers to their roles, if they were happy to do so. All members of staff supporting volunteers were provided with a returning checklist, and volunteers were provided with a summary of our COVID-19 measures and refresher training, as required. We also introduced regular testing for hospice-based and Help at Home volunteers.

Although not all volunteers had been able to return to their roles by the end of the year, volunteer numbers were sustained (April 2021: 1,672 (April 2020: 1,660)).

4. To continually evaluate the changing financial landscape, anticipate trends and respond to external influences as they occur, whilst working towards re-establishing financial stability through a balanced budget and restoration of reserves in line with the EACH reserves policy.

Due to the pandemic the necessity to monitor the changing financial landscape was heightened. Multiple forecasts and re-forecasts were carried out and plans put in place to protect resources. An emergency

fundraising appeal was launched and cost reduction measures put in place. The number of fleet cars was reduced, some of our suppliers responded to requests for reductions in costs and many of our landlords kindly suspended rent for all or part of the periods of lockdown.

A budget for 2021-22 has been approved by EACH Trustees which forecasts a deficit of approximately £1m for the coming year. It is anticipated this will be a more difficult year given no additional emergency funding is expected.

Reserves have been designated to cover the deficit without impacting on the charity's contingency reserves, which remains fully funded. It is anticipated it will take more than one year to return to a balanced budget following the impact of the pandemic.

5. Re-establish our retail operation and support our fundraising team to optimise income generation, including in new and different ways.

Due to national lockdowns our shops were closed for a period of 30 weeks during the financial year. Following the first national lockdown all 43 of our shops reopened in July/August 2020, in a phased approach, as we developed new safety measures to ensure a safe but enjoyable shopping experience for our customers.

Against a backdrop of limited customer numbers permissible in our shops and low consumer confidence in high street shopping, we traded at -5.7% like-for-like sales during the open period. Following the lessons learned in our return to trading, we were able to reopen all 43 shops on day one following the second national lockdown and put in place plans to do likewise following the third lockdown.

Due to continued difficult trading levels (pre-COVID), we closed our Stowmarket shop during the year, but prepared to open a new shop in Royston, Hertfordshire.

We continued to grow our eCommerce during the financial period, with our eBay shop growing by 28% on the previous year. We also established a new Amazon shop and launched 'Style with EACH' on the Asos Marketplace platform.

Our fundraising was equally challenged during the financial year; our EACH events were all postponed to 2021 and the majority of our supporter events and activities were cancelled or curtailed.

To compensate for the lost income, we launched a large variety of alternative events and activity including virtual quiz nights, auctions, balloon races, and challenges such as 2.6, EACH Mile Counts and Captain Tom 100.

We were overwhelmed with public support in response to our COVID emergency appeal that raised £469,066 in voluntary donations and our subsequent appeals also performed significantly better than in previous years.

In addition to this public support, the response to emergency grant applications and the generosity and uplift from some of our regular charitable foundations saw our Trust fundraising increase substantially on the previous year. This helped compensate further for the loss in fundraised income.

6. Maintain a strong public profile including an awareness of our care services.

We continued to benefit from a significant amount of media coverage, taking in local, regional and national print, online and broadcast media. Our relationships with all existing and new media contacts strengthened further during the year.

We benefitted from a wealth of coverage from the point of lockdown, with reactive and proactive media engagement around the organisation's response to the pandemic. Notably how we were adapting our service for the benefit of children and families, our ongoing support for staff and volunteers, telling the stories of families using our services, and the financial uncertainty arising from the pandemic and need for continued public support. This contributed significantly towards the awareness of our care services and the need for voluntary income generation.

We were able to positively promote many fundraising and retail campaigns, showcase examples of innovative care delivery and build on the opportunity to raise awareness regionally, nationally and globally (through our Royal Patronage).

In addition to the media, our social media channels were used effectively on a daily basis throughout, gaining increased following across all platforms and maintaining high levels of reach and positive public engagement.



What we want to achieve in 2021-22

- Engage with families, staff, trustees and our external partners to redefine our 3-year strategy.
- Increase the provision of nursing care short breaks for families.
- Develop online delivery of elements of the care model, providing families greater choice and increased access to the support they need.
- Develop and deliver a new EACH website and relevant social media presence.
- Deliver a new People strategy to develop our workforce and achieve Investors in People accreditation.
- Deliver a new Fundraising strategy to develop sustainable income streams.
- Proactively prioritise and engage active and lapsed supporters.
- Leverage our mission and compelling charitable cause to acquire new supporters and uplift existing ones.
- Accelerate the development of new products and fundraising initiatives that are resilient to COVID restrictions.
- Support staff to re-open our retail operation, improve volunteer recruitment, open four new shops, develop the e-commerce champion programmes and reduce costs.
- Monitor and evaluate the charity's financial position and respond flexibly.
- Support Trustees to develop their knowledge of children's palliative care and charity governance through training and close working with the Management Executive.
- Put in place a robust process to recruit a new Chair to the Board of Trustees.

Engagement with Stakeholders and Business Conduct

The Trustees consider they have complied with their duties in section 172 of the Companies Act (2006), by acting in good faith and focusing on the organisation's charitable purpose in the short and long term regarding all stakeholders who interact with the charity. Activities have included:

Children, young people and families

Continued engagement with and seeking feedback on the development of our services from the children, young people and families we provide care and support to. This includes via Family Forums, by e-newsletter, with digital resources, a dedicated Family Zone section on the EACH website, and through face-to-face interaction, text messaging, surveys and printed materials.

Supporters

We are committed to ensuring we build the best possible relationships with our supporters, relationships built on trust and respectful fundraising practices. We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH, including supporter feedback, complaints ratios and regular activity reviews. Our policy and processes identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

Suppliers

We have strict policies and standard operating procedures in place to ensure we maintain fair and professional relationships with all our suppliers, including to allow and control fair tender process and supplier selection.

Employees

Engagement with staff included responding proactively to employee survey data, and valuing and promoting high quality internal communications. We responded promptly to the safe working requirements and communications required as a result of the pandemic. This included ensuring all employees and volunteers had access to support from colleagues and were regularly communicated with on a one-to-one basis and/or via print and digital communications. Equipment, including PPE, was provided where needed.

High standards of business conduct

Trustees receive high quality management information and are supported in their decision-making processes to enable them to lead on developing the organisation's long-term strategy. Our activities are highly regulated, and we maintain the highest levels of business conduct with effective internal controls. All three of our hospices are rated as 'Outstanding' by the Care Quality Commission (CQC). During the year, the CQC also carried out their transitional monitoring arrangements assessment and there were no concerns raised. There is effective monitoring of income and expenditure, with regular reporting at all levels up to and including the Board. Clear terms of reference exist for our Board and its various committees, with reviews of Board effectiveness and a policy on Board rotation. All our work is underpinned by our organisational values of Empathy and Understanding, Open and Respectful, Make it Happen and Commitment to Quality.



Our Royal Patron, HRH The Duchess of Cambridge, visiting The Nook as part of Children's Hospice Week 2020.

The Duchess helped families plant a patio garden, including a special sunflower in memory of nine-year-old Fraser Delf.

Impact on the environment

Trustees consider the impact on the local community in which the charity operates, and the environmental impact of activities. This has included further developing our work on reducing the environmental impact of the charity and putting in place energy saving measures at many locations.

Energy efficiency actions

We are committed to responsible energy management and will practise energy efficiency throughout our organisation, wherever it is cost effective. We recognise that climate change is one of the most serious environmental challenges currently threatening the global community and we understand we have a role to play in reducing greenhouse gas emissions.

We implemented the following policies which increased energy efficiency in the financial year.

- Site rationalisation:
 - Closure of the Milton office; staff relocated to a hospice site.

- Closure of the Ipswich fundraising office; staff relocated to a hospice site.
- Hydrotherapy pools turned off during periods of low utilisation.
- Hybrid working practises adopted; combination of home and office working.
- Travel minimised by extensive use of video conferencing for meetings.
- Some care services delivered virtually thereby significantly reducing travel.

Methodology used in the calculation of disclosures

SECR methodology as specified in 'Environmental reporting guidelines: including Streamlined Energy and Carbon Reporting and greenhouse gas reporting' used in conjunction with Government GHG reporting conversion factors.

Statement of Carbon Emissions in Compliance with Streamlined Energy and Carbon Reporting (SECR)	April 19 – March 20	April 20 – March 21	% difference
Total energy use covering electricity, gas, other fuels and transport (kWh)	2,886,596	2,048,631	-29.03%
Total emissions generated through combustion of gas (tCO ₂ e)	188.67	73.52	-8.03%
Total emissions generated through use of purchased electricity (tCO ₂ e)	287.97	201.58	-30.00%
Total emissions generated through use of other fuels (tCO ₂ e)	-	-	-
Total emissions generated through business travel (tCO ₂ e)	204.15	64.93	-68.19%
Total gross emissions (tCO ₂ e)	680.79	440.03	-35.36%
Intensity ratio - total gross emissions (kgCO ₂ per sqft)	3.98	2.96	-25.63%
Intensity ratio - transport emissions (kgCO ₂ per mile)	0.30	0.32	+6.67%

Covering energy use and associated greenhouse gas emissions relating to gas, electricity and transport, intensity ratios and information relating to energy efficiency actions.

Small increase in transport intensity ratio was due to increased proportion of miles travelled by transit van type vehicles.

Trustees' responsibilities statement – charitable company

Statement of Directors' Responsibilities

The Trustees (who are also directors of East Anglia's Children's Hospices for the purposes of company law) are responsible for preparing the Trustees' Annual Report [(including the Strategic Report)] and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that 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.

Auditors

The Board recommends to the AGM that Price Bailey LLP should continue to be engaged as auditors for the forthcoming financial year.

BY ORDER OF THE BOARD

Ruth Kiani

Secretary

Date: 29th July 2021

Consolidated Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31st March 2021

	Note	General £	Designated £	Restricted £	2021 Total Funds £	2020 Total Funds £
Income:						
Donations and legacies:						
Donations		3,577,010	-	64,184	3,641,194	4,191,026
Trust Income		763,353	-	179,532	942,885	1,235,301
Legacies		831,191	-	271,420	1,102,611	1,690,689
Income from charitable activities	1	5,171,554	-	515,136	5,686,690	7,117,016
Income from retail and other trading activities	1	2,621,711	-	1,977,063	4,598,774	2,370,660
Investment income	10	2,168,169	-	-	2,168,169	4,896,877
Other income	1	100,582	-	-	100,582	129,120
	1	1,781,057	-	-	1,781,057	753,623
Total Income		11,843,073	-	2,492,199	14,335,272	15,267,296
Expenditure:						
Cost of raising voluntary income						
Fundraising	2	1,223,627	-	510	1,224,137	1,738,110
Costs of goods sold and retail costs	2	4,013,427	-	-	4,013,427	4,263,969
Investment management costs	2	20,275	-	-	20,275	19,641
		5,257,329	-	510	5,257,839	6,021,720
Expenditure on charitable activities	2	4,114,751	700,792	2,466,663	7,282,206	7,409,472
Total expenditure	2	9,372,080	700,792	2,467,173	12,540,045	13,431,192
Net income from operational activities for the year		2,470,993	(700,792)	25,026	1,795,227	1,836,104
Net gains/(losses) on investments		742,168	-	-	742,168	(299,989)
Net income for the year		3,213,161	(700,792)	25,026	2,537,395	1,536,115
Transfers between funds	19	(4,167,712)	4,117,712	50,000	-	-
Net movement in funds		(954,551)	3,416,920	75,026	2,537,395	1,536,115
Reconciliation of funds:						
Total funds brought forward		1,523,023	21,631,576	-	23,154,599	21,618,484
Total funds carried forward		568,472	25,048,496	75,026	25,691,994	23,154,599

All amounts relate to continuing activities of the group.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes to the accounts are shown on pages **25 - 43**

Consolidated and Charity Balance Sheet as at 31st March 2021

	Notes	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
Fixed assets					
Tangible assets	9	17,112,567	17,231,576	17,112,567	17,231,576
Investments	10	4,321,649	3,505,028	4,321,649	3,505,028
		21,434,216	20,736,604	21,434,216	20,736,604
Current assets					
Stock		18,909	6,825	-	-
Debtors	15	2,990,740	2,655,059	3,009,257	2,652,281
Cash		2,641,109	1,305,660	2,630,805	1,299,347
		5,650,758	3,967,544	5,640,062	3,951,628
Liabilities					
Creditors due within one year	16	(1,392,980)	(1,549,549)	(1,382,285)	(1,533,634)
Net current assets		4,257,778	2,417,995	4,257,777	2,417,994
Total net assets		25,691,994	23,154,599	25,691,993	23,154,598
The funds of the charity:					
Restricted income funds	19	75,026	-	75,026	-
Designated funds	19	7,935,929	4,400,000	7,935,929	4,400,000
General funds	19	568,472	1,523,023	568,471	1,523,022
Capital Reserve	19	17,112,567	17,231,576	17,112,567	17,231,576
Total unrestricted		25,616,968	23,154,599	25,616,967	23,154,598
Total funds	19	25,691,994	23,154,599	25,691,993	23,154,598

Approved by the Board of Directors and signed and authorised for issue on their behalf by:

John Pickering

Chair

29th July 2021

East Anglia's Children's Hospices

Charity Number: 1069284, Company Number 03550187

Registered in England & Wales in the United Kingdom

The notes to the accounts are shown on pages **25 - 43**

Consolidated Cash Flow statement for the year ended 31st March 2021

	Notes	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
Cash flows from operating activities:	23	1,892,893	546,388	1,888,902	574,553
Cash flows from investing activities:					
Dividends, interest and rents from investments		98,760	124,313	98,760	124,313
Proceeds from sale of property, plant and equipment		154,038	66,056	154,038	66,056
Purchase of property, plant and equipment	9	(735,790)	(2,688,812)	(735,790)	(2,688,812)
Proceeds from sale of investments		808,999	560,494	808,999	560,494
Purchase of investments	10	(1,139,214)	(424,248)	(1,139,214)	(424,248)
Net cash used investing activities		(813,207)	(2,362,197)	(813,207)	(2,362,197)
Change in cash and cash equivalents in the reporting period		1,079,686	(1,815,809)	1,075,695	(1,787,644)
Cash and cash equivalents at the beginning of the reporting period	24/25	1,617,293	3,433,102	1,610,980	3,398,624
Cash and cash equivalents at the end of the reporting period	24/25	2,696,979	1,617,293	2,686,675	1,610,980

The notes to the accounts are shown on pages **25 - 43**

Notes to the Financial Statements for the year ended 31st March 2021

1. Income

Income from Charitable Activities	2021 £	2020 £
Community and hospice-based service delivered from EACH Milton	1,463,608	736,500
Community and hospice-based service delivered from EACH The Nook	1,878,267	1,108,604
Community and hospice-based service delivered from EACH The Treehouse	1,256,899	525,556
	4,598,774	2,370,660
Statutory Funds Received for Charitable Activities	2021 £	2020 £
NHS England Children's Palliative Care Grant	967,798	837,871
NHSE Covid Funding	1,977,063	-
Block funding from Clinical Commissioning Groups and County Councils	1,319,703	1,157,978
Continuing Care Funding	334,210	374,811
	4,598,774	2,370,660
All income from charitable activities in both the current and previous year relate to statutory income for provision of services as detailed above. During the year the charity received a children's palliative care grant directly from NHS England. The total awarded amounted to £967,798 (2020 £837,871). The full amount of the grant was spent during the year. NHS England also awarded funding to allow the hospice to make bed capacity and community support available from April 2020 to July 2020, to provide support for 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. This amounted to £1,977,063 (2020: £0)		
Income from retail and other trading activities	2021 £	2020 £
Charity Shop Sales	2,066,195	4,764,613
Other Income (includes grants received from the Coronavirus Job Support Scheme)	101,974	132,264
	2,168,169	4,896,877

2. Analysis of expenditure

	2021			2020		
	Direct costs £	Support costs £	Total costs £	Direct costs £	Support costs £	Total costs £
Raising funds						
Fundraising and publicity	1,058,215	165,922	1,224,137	1,555,290	182,820	1,738,110
Retail and trading	3,561,386	452,041	4,013,427	3,799,602	464,367	4,263,969
Investment management	20,275	-	20,275	19,641	-	19,641
	4,639,876	617,963	5,257,839	5,374,533	647,187	6,021,720
Charitable activities						
Community and hospice-based service delivered from:						
EACH Milton	1,918,081	213,013	2,131,094	2,296,744	297,162	2,593,906
EACH The Nook	2,573,479	299,087	2,872,566	2,164,215	182,238	2,346,453
EACH The Treehouse	2,049,370	229,176	2,278,546	2,189,476	279,637	2,469,113
	6,540,930	741,276	7,282,206	6,650,435	759,037	7,409,472
Total	11,180,806	1,359,239	12,540,045	12,024,968	1,406,224	13,431,192

3. Analysis of support costs

Support costs 2021	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	90,644	7,256	64,518	1,811	1,693	165,922
Trading: costs of goods sold and other costs	290,791	19,699	116,696	19,838	5,017	452,041
	381,435	26,955	181,214	21,649	6,710	617,963
Milton service	135,003	10,489	62,478	2,384	2,659	213,013
The Nook service	194,816	15,204	76,715	8,505	3,847	299,087
The Treehouse service	156,051	12,045	55,244	2,759	3,077	229,176
Charitable activities	485,870	37,738	194,437	13,648	9,583	741,276
Total support costs	867,305	64,693	375,651	35,297	16,293	1,359,239

Support costs are apportioned on the basis of staff costs.

Governance costs comprise of audit fees and accountancy fees £16,293 (2020: £17,456)

Support costs 2020	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	104,653	11,772	60,561	3,779	2,055	182,820
Trading: costs of goods sold and other costs	281,379	29,681	102,276	35,532	5,499	454,367
	386,032	41,453	162,837	39,311	7,554	637,187
Milton service	198,014	20,164	68,012	7,108	3,864	297,162
The Nook service	117,563	14,405	40,469	7,517	2,284	182,238
The Treehouse service	192,463	21,428	55,085	6,907	3,754	279,637
Charitable activities	508,040	55,997	163,566	21,532	9,902	759,037
Total support costs	894,072	97,450	326,403	60,843	17,456	1,396,224

4. Analysis of staff costs

Staff costs	2021 £	2020 £
Wages and salaries	7,483,477	7,925,912
National Insurance	651,368	693,083
Pension costs	536,347	564,684
Total staff costs	8,671,192	9,183,679

The charity Trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiaries in the year. Expenses paid to Trustees is detailed in note **22**

During the year a termination payment was made to one member of staff at a cost of £9,684 (2020: seven members of staff at £79,349). This was approved by the Board of Trustees.

5. Staff

Staff full-time equivalents and headcount	2021		2020	
	Headcount	Full-Time Equivalent	Headcount	Full-Time Equivalent
The average number of staff employed in the year were:				
Direct charitable services	178	154	169	142
Fundraising services	25	24	28	27
Retail	123	87	104	79
Support services	36	30	36	29
Total staff	362	295	337	277

6. Key management personnel and higher paid employees

The key management personnel comprise of the trustees and the management executive who are the; Chief Executive, and the Directors of; Care, Retail, People, Fundraising and Finance.

Key management personnel	2021 £	2020 £
Employee benefits of key management personnel		
Salary	312,539	289,460
Employers Pension Contribution	16,294	25,560
Employers National Insurance payments	38,698	35,183

The number of employees whose total employee benefits excluding pension contributions earning over £60,000, classified within bands of £10,000 is as follows:

Higher paid employee salary bands and pension	2021 £	2020 £
£60,000-£69,999	1	-
£70,000-£79,999	2	2
£80,000-£89,999	2	2
£90,000-£99,999	-	1
Pension contribution of higher paid employees	53,582	24,780

7. Pension cost

The charity operates a 'group personal pension plan'. The assets of the scheme are held separately from those of the charity in an independently administered fund. In addition, the charity made contribution to the NHS pension scheme in respect of certain employees. Whilst the NHS scheme is a defined benefit scheme, it is a multi-employer scheme for which the charity's share of the underlying assets and liabilities cannot be identified; it is therefore accounted for as a defined contribution scheme in accordance with FRS102. The charity's contribution to these schemes are therefore charged to the statement of financial activity when due.

At 31st March 2021 £76,449 (2020: £83,564) in pension contributions was due to be paid to pension providers.

Pension scheme contributions	2021 £	2020 £
Total pension scheme contributions:	536,347	564,684
Pension contribution included in creditors:	76,449	83,565

8. Net income

Net income	2021 £	2020 £
Net income is stated after charging:		
Depreciation	815,402	682,634
Auditors' remuneration:		
- for audit services	16,250	15,750
- for other services	750	1,706
(Loss) on disposal of fixed assets	(17,946)	(6,645)
Operating lease rentals	26,480	35,640
Operating leases for property	756,455	931,934

9. Tangible Fixed Assets, Group and Charity

Group and charity fixed assets	Leasehold Property £	Freehold Property £	Property held for Investment £	Equipment & Vehicles £	Total £
Cost					
At start of year	3,398,084	13,947,783	-	3,945,001	21,290,868
Additions	23,415	112,285	375,000	225,090	735,790
Disposals	(21,450)	-		(114,642)	(136,092)
At end of year	3,400,049	14,060,068	375,000	4,055,449	21,890,566
Depreciation					
At start of year	184,709	1,482,923	-	2,391,661	4,059,293
Charge for the year	77,107	276,056	-	462,239	815,402
Eliminated on disposal	(17,914)	-	-	(78,782)	(96,696)
At end of year	243,902	1,758,979	-	2,775,118	4,777,999
Net book value at the end of the year	3,156,147	12,301,089	375,000	1,280,331	17,112,567
Net book value at the start of the year	3,213,375	12,464,860	-	1,553,340	17,231,575

Property held for investment includes:

- A bungalow in Needham Market donated as a gift in kind valued by Hamilton Smith at £375,000 confirmed by S119 report by M J Sargeantson of Fenn Wright.

10. Investments, Group and Charity

Investment movements	2021 Market Value £	2020 Market Value £
Market value at beginning of year	3,193,395	3,629,631
Additions at cost	1,139,214	424,247
Disposals at opening book value	(752,103)	(539,831)
Unrealised gains/(losses) on revaluation	685,273	(320,652)
Market value at end of year	4,265,779	3,193,395
Cash held on investments portfolio	55,870	311,633
Total portfolio market value including cash	4,321,649	3,505,028

Investment categories	2021		2020	
	Cost £	Market Value £	Cost £	Market Value £
Equity Funds and Overseas Equities	949,538	1,677,946	613,723	889,423
UK Equities	885,241	1,156,151	939,050	1,019,997
Alternatives	751,874	850,210	706,831	762,796
Fixed Income	575,984	581,472	570,093	521,179
Cash held on investments portfolio	55,870	55,870	311,633	311,633
	3,218,507	4,321,649	3,141,330	3,505,028

Investment income	2021 £	2020 £
Investment income from listed investments	98,760	124,313
Bank interest for the year	1,822	4,807

11. Financial Performance of the Charity

The consolidated statement of financial activities includes the results of the charity's wholly-owned trading subsidiaries EACH (Trading) Limited and Stable Trading Ltd. The summary performance of the charity alone is as follows:

East Anglia's Children's Hospices Charity No. 1069284, Company No. 03550187 Registered in UK	2021 £	2020 £
Income	14,268,567	15,197,949
Gift Aid from trading subsidiary	66,704	70,845
Total expenditure	(12,540,044)	(13,432,690)
Investment gain/(loss)	742,168	(299,989)
Net income	2,537,395	1,536,115
Total funds brought forward	23,154,598	21,618,483
Total funds carried forward	25,691,983	23,154,598
Represented by:		
Restricted funds	75,026	-
Unrestricted funds:		
Designated funds	7,935,929	4,400,000
General funds	568,471	1,523,022
Capital reserve	17,112,567	17,231,576
	25,691,993	23,154,598

12. Financial Performance of the Trading Subsidiary

East Anglia's Children's Hospices (Trading) Ltd is wholly-owned by East Anglia's Children's Hospices. The subsidiary's main purpose is to sell goods to raise funds for the charity. Profits are gift aided to the charity under a deed of covenant. The charity holds 1 share of £1 in its wholly-owned trading subsidiary company East Anglia's Children's Hospices (Trading) Ltd which is incorporated in the United Kingdom. These are the only shares allotted, called up and fully paid. The activities and results of this company are summarised as follows:

East Anglia's Children's Hospices (Trading) Ltd Company No. 09155768, Registered in UK	2021 £	2020 £
Turnover	101,409	105,069
Cost of sales	(34,535)	(34,054)
Gross profit	66,874	71,015
Operating expenses	(170)	(170)
Profit on ordinary activities	66,704	70,845
Gift Aid donated to the charity	(66,704)	(70,845)
Profit for the financial year being the retained profit for the year	-	-
Balance Sheet		
Assets	43,616	34,846
Liabilities	(43,615)	(34,845)
Net Assets	1	1
Represented by:		
Reserves	1	1
	1	1

13. Trading Subsidiary - Stable Trading Limited

(company no 02593818 UK registered)

Stable Trading Limited is a company limited by guarantee which is under the control of the directors of East Anglia's Children's Hospices. The subsidiary's main purpose was to sell goods to raise funds for the charity. In 2014 the subsidiary's activities were transferred to the charity. There are no results or activities to report for this company. The company is dormant.

14. Subsidiary - Children's Hospice for the Eastern Region (CHER)

(company no 02776381, UK registered)

The Children's Hospice for the Eastern Region is a dormant company wholly-owned by East Anglia's Children's Hospices. There are no results or activities to report for this company. The company is dormant.

15. Debtors and contingent assets

Debtors	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	462,835	123,680	450,232	103,772
Amount owed by group companies	-	-	31,120	17,130
Taxation recoverable	198,095	228,993	198,095	228,993
Prepayments	403,957	425,378	403,957	425,378
Accrued income	1,832,214	1,854,112	1,832,214	1,854,112
Other debtors	93,639	22,896	93,639	22,896
	2,990,740	2,655,059	3,009,257	2,652,281

Accrued income includes the value of land bequeathed to EACH in Needham Market which has been valued by M J Sargeantson of Fenn Wright at £278,500

Contingent Assets	2021 £	2020 £
Legacies, estimate of value of legacies being held by executors	1,457,773	1,293,546
Insurance claim in negotiation	300,000	-

Notified legacies are recognised as accrued income when their value is known with a degree of certainty. Where legacies have been notified but their value remains uncertain they are treated as contingent assets. At the balance sheet date contingent legacy assets are estimated to be as below.

An insurance claim was made during the year under Business Interruption Cover relating to the Pandemic lockdown. An interim payment was received for £250k which was recognised in the year. Negotiations are still in progress with insurers regarding a further £300k claimed but not paid.

16. Creditors: amounts falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	157,599	505,607	159,399	507,187
Taxation and social security	164,871	171,308	164,871	171,308
Other creditors	153,490	98,767	150,996	96,273
Accruals	584,704	447,593	584,704	447,593
Deferred income	239,415	132,666	229,414	117,665
Provisions	92,901	193,608	92,901	193,608
	1,392,980	1,549,549	1,382,285	1,533,634

17. Financial commitments under non-cancellable operating leases

	2021		2020	
	Land & Buildings £	Other £	Land & Buildings £	Other £
Leases expiring:				
Within 1 year	739,691	26,043	775,416	33,346
In 2-5 years	1,015,075	84,853	1,498,887	100,560
Over 5 years	-	24,388	-	43,684
	1,754,766	135,284	2,274,303	177,590

18. Capital commitments

	2021 £	2020 £
At 31st March 2021 the charity had no capital commitments (2020: there was £139,011 of capital commitments contracted for but not provided for in these financial statements).	-	139,011
	-	139,011

19. Statement of Funds

Statement of funds 2021	Balance at 31/3/2020 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2021 £
General funds	1,523,023	11,843,073	(8,611,998)	(4,185,626)	568,472
Designated funds - revenue					
Covid recovery fund	-	-	-	2,500,000	2,500,000
Reserves policy	4,000,000	-	-	835,929	4,835,929
Capital expenditure	400,000	-	-	200,000	600,000
	4,400,000	-	-	3,535,929	7,935,929
Designated funds - capital					
Land and buildings	15,678,235	-	(335,249)	489,250	15,832,236
Other fixed assets	1,553,341	-	(383,457)	110,447	1,280,331
	17,231,576	-	(718,706)	599,697	17,112,567
Total Designated Funds	21,631,576	-	(718,706)	4,135,626	25,048,496
Restricted funds					
Art and Play	-	1,470	(1,470)	-	-
Care	-	98,563	(98,563)	-	-
Complementary therapy	-	377	-	-	377
Computer equipment	-	6,500	(6,500)	-	-
Fundraising	-	510	(510)	-	-
Milton hub equipment	-	8,442	-	-	8,442
Milton service	-	74,807	(74,732)	-	75
Music therapy	-	5,600	(5,600)	-	-
NHSE Covid funding via HUK	-	1,977,063	(1,977,063)	-	-
The Nook build	-	1,000	(1,000)	-	-
The Nook grounds	-	2,000	-	50,000	52,000
The Nook service	-	136,145	(136,120)	-	25
Nursing kits	-	3,257	-	-	3,257
Protective equipment	-	5,062	(5,062)	-	-
Sound cradle	-	2,100	(2,100)	-	-
Staff fund	-	100	(50)	-	50
Syringe drivers	-	10,800	-	-	10,800
The Treehouse service	-	158,403	(158,403)	-	-
	-	2,492,199	(2,467,173)	50,000	75,026
Total funds	23,154,599	14,335,272	(11,797,877)	-	25,691,994

Restricted Funds

Revenue restricted funds are allocated against expenditure as it is incurred.

Designated Funds

Designated funds comprise of capital and other designated funds, the capital fund is a designated fund set aside by directors and represents the net book value of fixed assets. EACH Trustees consider it to be prudent to set aside designated funds to cover all fixed assets.

General Funds

The general fund includes £1 (2020 £1) retained in the reserves of the subsidiary company.

20. Statement of Funds Prior Year

Statement of funds 2020	Balance at 31/3/2019 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2020 £
General funds	9,055	13,071,262	(12,959,260)	1,401,966	1,523,023
Designated funds general					
Development fund	1,400,000	-	-	(1,400,000)	-
Reserves policy	3,580,000	-	-	420,000	4,000,000
Planned capital expenditure	540,180	-	-	(140,180)	400,000
Building maintenance	-	-	-	-	-
The Nook fund designated	843,734	-	-	(843,734)	-
	6,363,914	-	-	(1,963,914)	4,400,000
Designated funds - capital					
Land and buildings	14,231,298	-	-	1,446,937	15,678,235
Other fixed assets	1,000,745	-	-	552,596	1,553,341
	15,232,043	-	-	1,999,533	17,231,576
Restricted funds					
The Nook	13,472	1,558,572	(146,459)	(1,425,585)	-
Fundraising costs	-	30,055	(30,055)	-	-
Norfolk care	-	335,210	(335,210)	-	-
Colchester care	-	6,500	(6,500)	-	-
Cambridgeshire care	-	33,541	(33,541)	-	-
Treefest	-	700	(700)	-	-
Wheelchair vehicle	-	12,000	-	(12,000)	-
Hospice care	-	3,500	(3,500)	-	-
Nurse equipment	-	1,000	(1,000)	-	-
Research	-	-	-	-	-
Milton hospice	-	28,000	(28,000)	-	-
Pantomime	-	1,900	(1,900)	-	-
Suffolk care	-	165,082	(165,082)	-	-
Art therapy	-	7,385	(7,385)	-	-
Counselling	-	170	(170)	-	-
Music therapy	-	9,419	(9,419)	-	-
Help at home	-	3,000	(3,000)	-	-
	13,472	2,196,034	(771,921)	(1,437,585)	-
Total funds	21,618,484	15,267,296	(13,731,181)	-	23,154,599

21. Net Assets by Funds

Net Assets 2021	General funds £	Designated funds £	Capital Reserve £	Restricted funds £	Total funds £
Tangible fixed assets	-	-	17,112,567	-	17,112,567
Investments	-	4,321,649	-	-	4,321,649
Current assets	1,961,452	3,614,280	-	75,026	5,650,758
Creditors falling due in less than one year	(1,392,980)	-	-	-	(1,392,980)
	568,472	7,935,929	17,112,567	75,026	25,691,994
Net Assets 2020	General funds £	Designated funds £	Capital Reserve £	Restricted funds £	Total funds £
Tangible fixed assets	-	-	17,231,576	-	17,231,576
Investments	-	3,505,028	-	-	3,505,028
Current assets	3,072,572	894,972	-	-	3,967,544
Creditors falling due in less than one year	(1,549,549)	-	-	-	(1,549,549)
	1,523,023	4,400,000	17,231,576	-	23,154,599

22. Related party transactions

	2021 £	2020 £
Balance due at 31st March from EACH (Trading) Ltd to EACH	31,120	17,130
Donations made by Directors and Key Staff	6,125	49,964
Travel expenses waived by Directors and Key Staff	735	2,656

East Anglia's Children's Hospices has three wholly-owned subsidiaries; Stable Trading Ltd, East Anglia's Children's Hospices (Trading) Limited (EACH (Trading) Ltd), and The Children's Hospice for the Eastern Region (CHER). CHER and Stable Trading Ltd are dormant companies with no assets or liabilities. EACH (Trading) Gift Aids its profits to EACH under a deed of covenant arrangement.

East Anglia's Children's Hospices is controlled by its directors.

23. Reconciliation of net income/expenditure to net cashflow from operating activities

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Net income for the reporting period (as per the Statement of Financial Activities)	2,537,395	1,536,115	2,537,395	1,536,115
Depreciation charges	815,402	682,634	815,402	682,634
(Losses)/gains on investments	(742,168)	299,989	(742,168)	299,989
Dividends, interest and rents from investments	(98,760)	(124,313)	(98,760)	(124,313)
(Profit) on the sale of fixed assets	(114,642)	(59,410)	(114,642)	(59,410)
(Increase)/decrease in stocks	(12,084)	5,530	-	-
Decrease/(increase) in debtors	(335,681)	(1,009,761)	(356,976)	(982,787)
(Decrease) in creditors	(156,569)	(784,396)	(151,349)	(777,675)
Net cash provided by operating activities	1,892,893	546,388	1,888,902	574,553

24. Analysis of cash and cash equivalents

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Cash in hand	2,641,109	1,305,660	2,630,805	1,299,347
Cash held as part of the investment portfolio	55,870	311,633	55,870	311,633
Total cash and cash equivalents	2,696,979	1,617,293	2,686,675	1,610,980

25. Net debt reconciliation

	At 1/4/2020 £	Cash movement £	At 31/3/2021 £
Group			
Cash at bank and in hand	1,305,660	1,335,450	2,641,109
Cash held as part of investment portfolio	311,633	(255,763)	55,870
	1,617,293	1,079,687	2,696,979
Charity			
Cash at bank and in hand	1,299,347	1,331,458	2,630,805
Cash held as part of investment portfolio	311,633	(255,763)	55,870
	1,610,980	1,075,695	2,686,675

26. Prior Year Consolidated Statement of Financial Activities

Statement of Financial Activities (incorporating an income and expenditure account) for the financial year to 31st March 2020	General £	Designated £	Restricted £	2020 Total Funds £
Income:				
Donations and legacies				
Donations	1,994,992	-	2,196,034	4,191,026
Trust income	1,235,301	-	-	1,235,301
Legacies	1,690,689	-	-	1,690,689
	4,920,982	-	2,196,034	7,117,016
Income from charitable activities	2,370,660	-	-	2,370,660
Income from retail and other trading activities	4,896,877	-	-	4,896,877
Investment income	129,120	-	-	129,120
Other income	753,623	-	-	753,623
Total Income	13,071,262	-	2,196,034	15,267,296
Expenditure:				
Cost of raising voluntary income				
Fundraising	1,708,055	-	30,055	1,738,110
Costs of goods sold and retail costs	4,263,969	-	-	4,263,969
Investment management costs	(722,225)	-	741,866	19,641
	5,249,799	-	771,921	6,021,720
Expenditure on charitable activities	7,409,472	-	-	7,409,472
Total expenditure	12,659,271	-	771,921	13,431,192
Net income from operational activities for the year	411,991	-	1,424,113	1,836,104
Net gains/(losses) on investments	(299,989)	-	-	(299,989)
Net income for the year	112,002	-	1,424,113	1,536,115
Transfers between funds	1,401,966	35,619	(1,437,585)	-
Net movement in funds	1,513,968	35,619	(13,472)	1,536,115
Reconciliation of funds:				-
Total funds brought forward	9,055	21,595,957	13,472	21,618,484
Total funds carried forward	1,523,023	21,631,576	-	23,154,599

Accounting Policies

The principal accounting policies, adopted judgements, and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a. Basis of preparation

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

East Anglia's Children's Hospices meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b. Significant accounting estimates and assumptions

The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with judging when legacy income should be brought into the figures. Further details regarding the contingent asset for legacy is shown in note 16.

c. Legal status of the charity and subsidiaries

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. East Anglia's Children's Hospices (Trading) Limited is a trading company and wholly-owned by the charity. Stable Trading Limited is a company limited by guarantee under the control of the Trustees and also East Anglia's Children's Hospices.

d. Going concern

The Trustees consider that there are no material uncertainties about EACH's ability to continue as a going concern.

e. Group financial statements

The financial statements consolidate the results of the charity and its wholly-owned subsidiaries on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

f. Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity.

Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements. Restricted funds are given to EACH for a variety of specific purposes which mostly relate to the care of children and families or the development of new facilities. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

g. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until those conditions will be fulfilled in the reporting period. Income from Gift Aid tax claims are processed for donations with relevant and appropriate Gift Aid declarations. Claims are made in the same period as the donation is received. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case-by-case basis, pecuniary bequests are recognised following probate and on receipt of notification. Residuary bequests are recognised at the earlier date of either when the charity is aware the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 16).

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio. Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Sponsorship from events, fundraising and events' registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

h. Donated goods and services

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the charity when received, based on the amount that the charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets.

Rent-free periods and landlord contributions to shop set-up costs are spread over the life of the lease.

i. Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Costs of raising funds comprise fundraising costs incurred in seeking donations, grants and legacies; investment management fees; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information of support of the charitable activities.
- Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Support costs are allocated to each of the activities on the basis of staffing costs.

j. Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Strategic report.

k. Fixed assets

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Depreciation is provided to write off the cost or revaluated amount, less an estimated residual value, of all fixed assets evenly over their expected economic useful lives on a straight-line basis as follows:

- Motor vehicles 20% of cost
- Fixtures and equipment 20% - 33% of cost
- Freehold buildings 2% of cost
- Improvements to the leasehold property over lease period

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

l. Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. The charity does not acquire put options, derivatives or other complex financial instruments.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

m. Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

n. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable are included at the best estimate of the amounts receivable at the balance sheet date.

o. Cash at bank and in hand

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

p. Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

q. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value being closing bid value. All other assets and liabilities are recorded at cost which is their fair value.

r. Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme OR NHS scheme. Charity contributions are disclosed in note 5. There were no overdue contributions at the year-end. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The money purchase plan is managed by Aviva and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee's normal retirement age which is defined as when they are eligible for a state pension. Aviva charges employees directly for the management of the scheme at 0.55% and this is deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

s. Operating leases

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period of the lease.

t. Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

u. Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction. Exchange gains and losses are recognised in the Statement of Financial Activities.

v. Significant Accounting Estimates

A dilapidation provision is made for leased property where there is a reinstatement on termination requirement in the lease.

Independent Auditor's Report to the Members of East Anglia's Children's Hospices

Opinion

We have audited the financial statements of East Anglia's Children's Hospices (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated Statement of Financial Activities, the consolidated Balance Sheet, the charity Balance Sheet, the consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

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' report (incorporating the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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 21), the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charity and how it operates and considered the risk of the charity not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the charity this included employment law, financial reporting, health & safety and safeguarding.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness and evaluated the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision-making processes for any unusual or one-off transactions.
- We reviewed minutes of Trustee Board meetings, any correspondence with the Charity Commission and reviewed the procedures in place for the reporting of any incidents to the Trustee Board, including serious incident reporting of these matters as necessary with the Charity Commission.
- We agreed the financial statement disclosures to underlying supporting documentation, made enquiries of management and officers of the charitable company regarding laws and regulations applicable to the organisation and discussed whether there had been any known breaches of laws and regulations in order to consider any possible further considerations or impact upon the charity.
- We reviewed the risk management processes and procedures in place, including a review of the risk register maintained by the charitable company and reports reviewed by the board.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. 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.

Richard Vass (Senior Statutory Auditor)
For and on behalf of
Price Bailey LLP

Chartered Accountants and Statutory Auditors
Tennyson House, Cambridge Business Park
Cambridge, CB4 0WZ

Date: 4th August 2021

Structure, Governance and Management

Constitution

EACH was incorporated as a private limited company by guarantee without share capital and is governed by the Memorandum and Articles of Association dated 16th April 1998 as amended. The charity has three wholly-owned subsidiaries:

- East Anglia's Children's Hospices (Trading) Limited, a private limited company governed by the Memorandum and Articles of Association dated 31st July 2014 as amended.
- Stable Trading Limited, a private limited company by guarantee and without share capital governed by the Memorandum and Articles of Association dated 1st February 1991 as amended. This company is currently dormant.
- Children's Hospice for the Eastern Region, a private limited company without share capital governed by the Memorandum and Articles of Association dated 24th December 1992 as amended. This company is currently dormant.

EACH is governed by the Board of Trustees who are drawn from a variety of backgrounds and meet quarterly. The Board is responsible for setting the strategic direction of the charity. There is an approved scheme of delegation which enables decisions and actions to be taken by committees and the Management Executive. The Board Committees are:

- Clinical Governance Committee
- Finance and Income Generation Committee (which includes an investment sub-committee)
- Audit and Compliance Committee
- Human Resources Committee.

The Board has determined that the following powers are reserved to itself:

- Approval of reserved and delegated powers.
- Approval of the structure of arrangements for dealing with complaints.
- Approval of the corporate, organisational, management and control structure.
- Approval of the terms of reference of committees of the Board and the setting and variation of levels of delegation to the Chief Executive and Executive Directors.
- The appointment and role descriptions of the Chair, other officers of the charity and Trustees.

- The appointment of members of the committees of the Board.
- The appointment of EACH representatives to outside bodies.
- The appointment of and the terms of service and remuneration policy applying to the Chief Executive and other Executive Directors.
- The appointment of investment and pension advisors, auditors, bankers, solicitors, insurers and other professional advisors.
- The approval of certain policies.
- Approval of the strategic objectives of the charity and of the key issues arising therefrom.
- Approval of the annual and five-year business plans.
- Approval of the operational budget for the forthcoming financial year, including any capital expenditure and any variations.
- Oversight of the charity's operations and review of performance in the light of the strategic objectives, business plans and budgets.
- Acquisition, disposal or change of use of land or buildings.
- The introduction, extension or discontinuance of any significant activity or operation and the entering into of any transaction that is material strategically or by reason of size.
- Approval of contracts (capital or revenue) outside the budget likely to amount to over £20,000 during the period of the contract.
- Approval of action on legal and arbitration proceedings (including tribunal or alternative dispute resolutions involving the charity).
- Approval of investment strategy.
- The entering into of any indemnities or guarantees or any banking facilities and the creation of any charge or other encumbrance over assets of the charity.
- Approval of the charity's annual report and accounts in compliance with current legislation.
- Approval of any significant changes in accounting policies or practices and of any alteration of the charity's accounting reference date.
- Delegation to committees of the Board and to the Chief Executive.

Trustees serving during the year, appointment and induction

New Trustees undergo an induction programme which involves visiting the various parts of the organisation, meeting with managers and staff, and observing at first hand the business of the charity. Trustees' training requirements are reviewed on an annual basis.

During the year Trustee attendance at Board meetings was 95% (2020: 81%).

The Board has self-assessed against the requirements of the good governance code, identifying a review of the diversity of the Board as a key area of development.

In accordance with the Articles of Association a third of all Trustees in office are required to retire each year.

The Trustees who are required to retire by rotation are those who have been longest in office since their appointment or reappointment. The Trustees take into account the Charity Commission's recommendation that the total length of office should not normally exceed nine years, however, the total period of appointment may be varied in any particular case if the other Trustees then serving determine that it would be in the interests of the charity to do so. Having carried out a review of the composition of the Board and taking into account the need for progressive refreshing, four Trustees retired during the year and five new Trustees were appointed. The Trustees noted that John Pickering has served a period in excess of nine years. The Board agreed that John Pickering would remain in post as Chair while plans are developed to recruit a new Chair. Periodically, the Board is assessed on skills, qualifications and experience to identify areas of Board strengths and weaknesses.

EACH Management Executive (MEX)

Executive Directors in post:

Chief Executive

Phil Gormley

Director of Care and Deputy Chief Executive

Tracy Rennie

Director of Finance

Ruth Kiani

Director of Fundraising

Kevin Clements

Director of People

Nicky Kendrick

Director of Retail

Ian Nicolson

The Management Executive (MEX) is headed by a Chief Executive who is supported by the Director of Care, Director of Finance, Director of Fundraising, Director of Retail and Director of People.

The Executive Directors are not directors within the meaning of the Companies Act, except for Phil Gormley, Ruth Kiani and Ian Nicolson who are directors within the meaning of the Companies Act for the subsidiary company East Anglia's Children's Hospices (Trading) Ltd. Ruth Kiani also acts as Company Secretary for East Anglia's Children's Hospices.

The Board last undertook a review of the salaries of the Executive Directors in 2020 drawing upon benchmarking of similar organisations. The Board further agreed that the salaries of Executive Directors salaries would be reviewed through a similar benchmarking exercise on a biennial basis.

Umbrella groups

The charity is a member of both Hospice UK and Together for Short Lives, who act as umbrella organisations providing advice and support to member bodies in the field of palliative care. Together for Short Lives also operates a national fundraising scheme, of which EACH is a participant.

Partnership working

EACH works in partnership with a variety of statutory and voluntary organisations engaged in providing care and support to children with life-threatening illnesses. Key partnership organisations are:

- The East of England Managed Clinical Network (MCN). EACH hosts this service which provides out-of-hours access to specialist medical support and advice, provides education, and develops and promotes good practice guidance. It comprises one tertiary centre and nine district general hospitals:
 - Cambridge University Hospital Foundation Trust
 - Norfolk & Norwich University Hospital NHS Trust
 - West Suffolk Hospital, Bury St Edmunds, Suffolk
 - Ipswich Hospital, Suffolk
 - Colchester Hospital, Essex
 - Princess Alexandra Hospital, Harlow, Essex
 - James Paget Hospital, Gorleston, Norfolk
 - Queen Elizabeth Hospital, King's Lynn, Norfolk
 - Hinchingbrooke Hospital, Huntingdon, Cambridgeshire
 - Peterborough Hospital, Cambridgeshire.

- Community NHS Trusts including Norfolk Community Health and Care NHS Trust, Cambridge and Peterborough Foundation Trust, North and Mid and West Essex NHS Community Services.
- NHS England and County Council Commissioners, including NHS North East Essex Clinical Commissioning Group (CCG), NHS Mid Essex CCG, NHS West Essex CCG, NHS Norfolk and Waveney CCG, NHS Cambridgeshire and Peterborough CCG, NHS Ipswich and East Suffolk CCG, NHS West Suffolk CCG and Norfolk County Council.
- Other children's hospices, including Keech Hospice Care in Bedfordshire, Haven House Hospice in West Essex and Little Havens Children's Hospice, South Essex.
- Adult hospices, including St Elizabeth Hospice (Ipswich), Tapping House (Norfolk), Sue Ryder (Peterborough) and Arthur Rank Hospice (Cambridge).

EACH staff participate in the following external groups:

Together for Short Lives Advisory Council.

The Director of Care is a member of this.

The East of England Managed Clinical Network

(Norfolk, Suffolk, Cambridgeshire and North and West Essex). This is chaired by the EACH Medical Director and is attended by the Nurse Consultant Children's Palliative Care and EACH Matrons.

East of England Children's Palliative Care Forum and county-based palliative care networks.

These are responsible for developing and implementing the priorities of the Managed Clinical Network (MCN). The regional forum is chaired by the Director of Care and attended by the Medical Director and Nurse Consultant Children's Palliative Care. The county-based networks are attended by the Nurse Consultant, Matrons and Service Managers.

East of England Palliative & End of Life Care Strategic Clinical Network.

The Director of Care and the EACH Medical Director attend this in their capacity as chairs of the CYP Palliative Care Forum and MCN respectively.

East of England Regional Action Group for Young People. This regional forum is chaired by an adult hospice clinician and information shared via the Palliative Care Forum.

Royal College of Nursing: Children & Young People Palliative Care Community. The EACH Nurse Consultant is vice-chair of this group.

Together for Short Lives/Association of Paediatric Palliative Medicine National Research Group. This is attended by Nurse Consultant Children's Palliative Care.

The Library and Information Service Manager and Nurse Consultant are members of the **editorial team for the Together for Short Lives publication: Synopsis**. This includes summaries of current research and evidence-based practice articles.

National Children and Young People Hospice LTV Forum. This group is chaired by the EACH Respiratory Nurse Specialist and attended by EACH Long-Term Ventilation Nurses.

Quality Account

Under the Health Act 2009 and the NHS (Quality Accounts) Regulations 2010, there is a requirement for EACH to submit a Quality Account to the Secretary of State for Health. Quality Accounts are an annual statement from healthcare providers designed to demonstrate an organisation's approach to ongoing quality improvement. The report is available to view on the NHS Choices website.

Other disclosures

The charity makes no grants to other organisations, has no social investment programme, holds no assets as a custodian Trustee and does not have powers to invest on a total return basis. No charity funds are in deficit. There are no uncertainties regarding the charity's going concern basis. Pension commitments are described in note 8 to the financial statements

Company information

Trustees – in post at the point of the accounts being signed

John Pickering (Chair)
Lily Bacon
Jasmine Bannon (Appointed 28th January 2021)
Sheila Childerhouse
Emma Deterding
Trevor Holden (Appointed 18th November 2020)
Iain Jamie (Appointed 18th November 2020)
Helen Langton
Annmarie Lloyd Jones
Brad McLean
Ann Monks
Christopher Schwer (Appointed 18th November 2020)
William Self
Caroline Steggles (Appointed 18th November 2020)
Loyola Weeks (Appointed 28th January 2021)

Royal Patron

HRH The Duchess of Cambridge

Vice President

Sir Martyn Lewis CBE

Patrons

Mrs Julie Spence OBE QPM, HM Lord-Lieutenant of Cambridgeshire
The Lady Dannatt MBE, HM Lord-Lieutenant of Norfolk
The Countess of Euston, HM Lord-Lieutenant of Suffolk
Mrs Jennifer Tolhurst, HM Lord-Lieutenant of Essex
The Marchioness of Cholmondeley
The Countess of Leicester
Emma Deterding

Ambassadors

Christina and Humphrey Burton CBE
Frankie Dettori MBE
Anthony Horowitz OBE
Frankel
Ed Sheeran
Delia Smith CBE

Other Trustees in post during the year

Robert Dawson (Resigned 28th January 2021)
Roger Coble (Resigned 18th November 2020)
Paul Green (Resigned 18th November 2020)
Judith Ingram (Resigned 18th November 2020)

Company Secretary

Ruth Kiani

Charities Number: 1069284

Registered Number: 03550187

VAT Number: 216 8793 76

Registered Office

Church Lane, Milton Cambridge, CB24 6AB

Statutory Auditors

Price Bailey LLP, Tennyson House, Cambridge
Business Park, Cambridge, CB4 0WZ

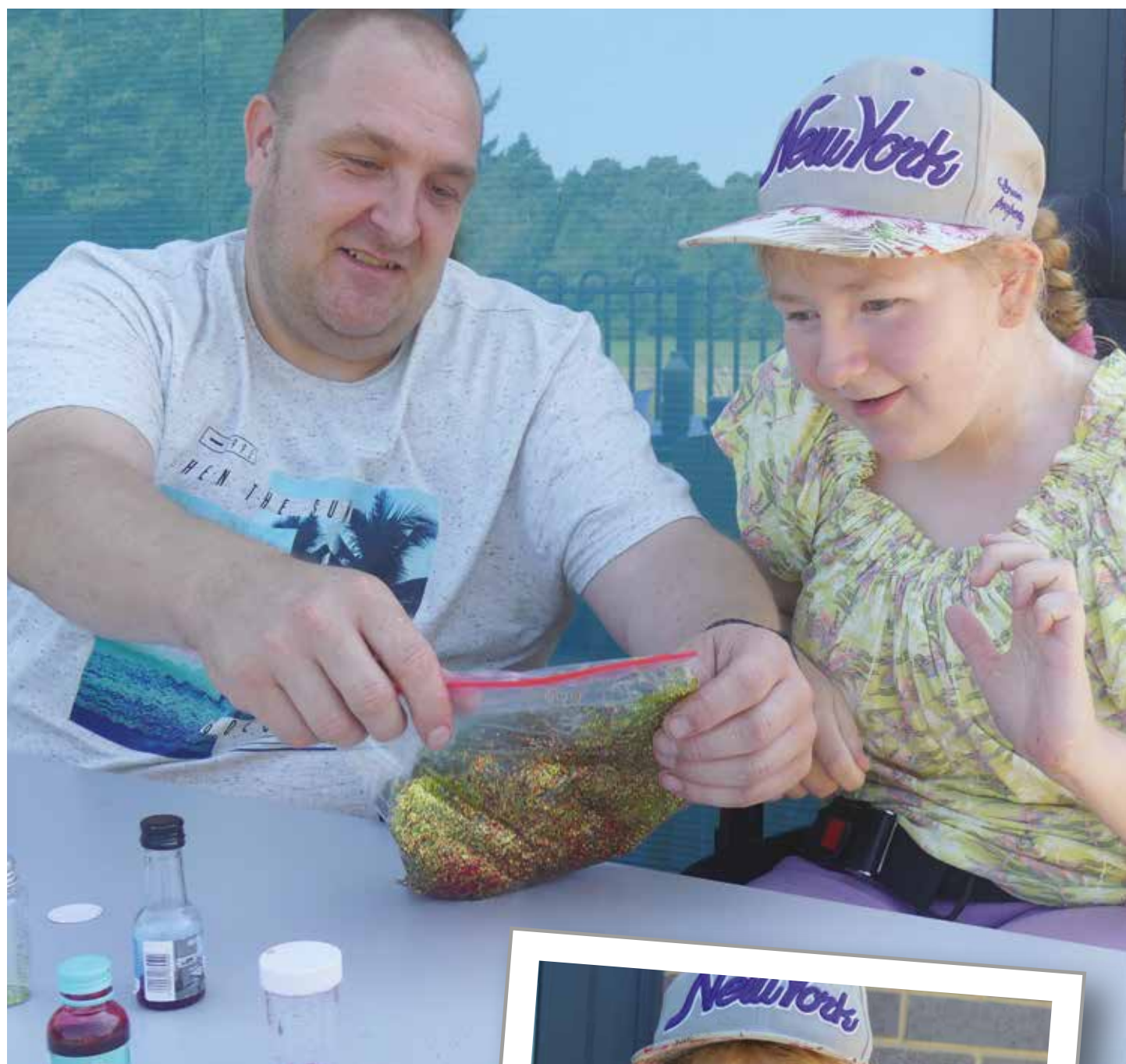
Bankers

National Westminster Bank Plc., 5 Market Place,
Wymondham, Norfolk, NR18 0AG

Barclays Bank Plc., 28 Chesterton Road,
Cambridge, CB4 3AZ

Investment Managers

J M Finn, 4 Coleman Street, London, EC2R 5TA





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MEMBER

East Anglia's Children's Hospices

Milton (Cambs and West Essex) • **The Nook** (Norfolk) • **The Treehouse** (Suffolk and East Essex)

Get in touch

Call: 01223 800 800

Visit: www.each.org.uk

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