



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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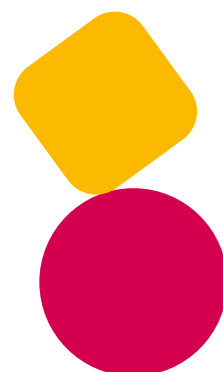
Strategic Report

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).

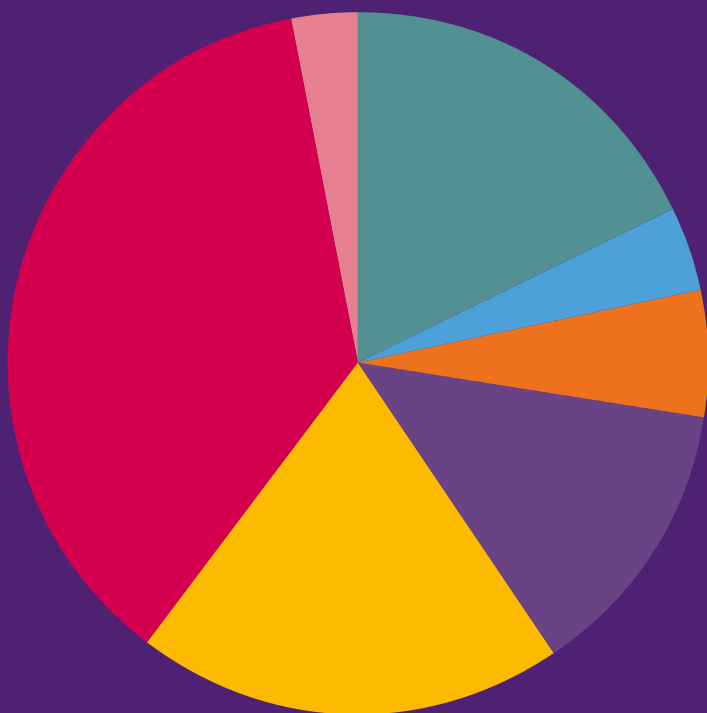
Total income for the year was £16.7m (2021: £14.3m). As a result of the impact of the pandemic, we saw significant variations in income when compared to the previous year, which included increases of £16k in donations, £12k in trust funds, £1m in legacy income and £4m in trading income. These increases 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.

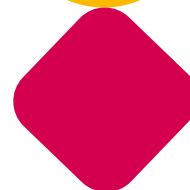
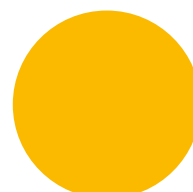
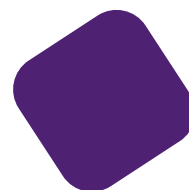
- Introduced hybrid working practises into contracts of employment, which has reduced our staff's private mileage.
- Continued to encourage the use of video conferencing.
- As our boilers come up for replacement, we are introducing energy efficient standards. In 2021-22 the replacement boiler at Milton 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
<p>All income from charitable activities in both the current and previous year relate to statutory income for provision of services as detailed above.</p> <p>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.</p> <p>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).</p>		
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) Gifts 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 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.

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

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