



each

East Anglia's
Children's Hospices

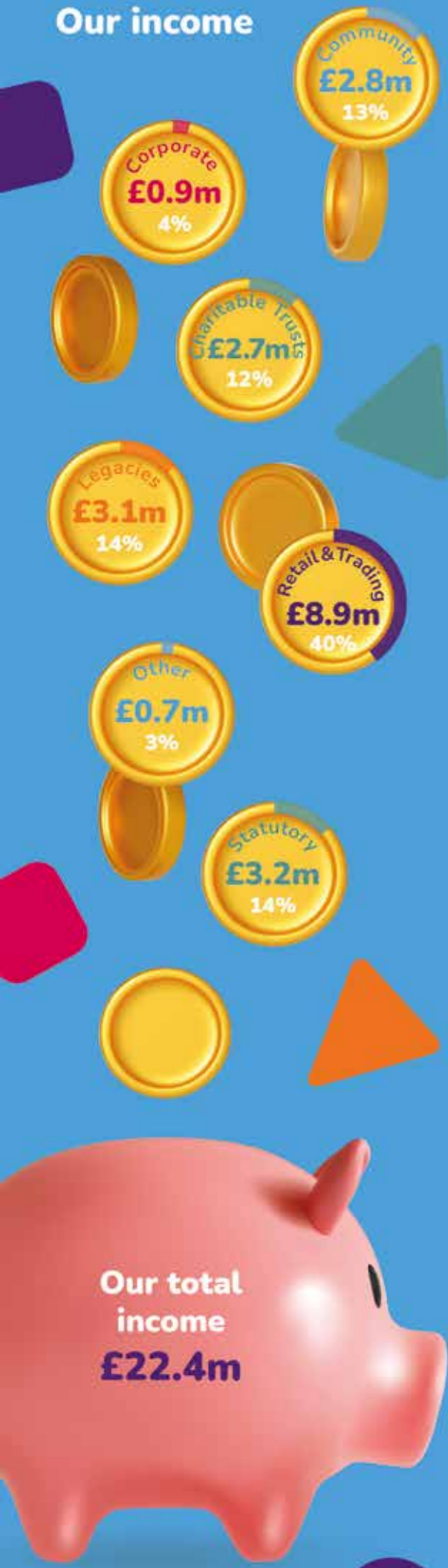


East Anglia's Children's Hospices (EACH)

Report and Accounts 2024-25

www.each.org.uk

Our income



Our expenditure



Our total expenditure - £19.8m

Our reserves for strategic service development



Welcome to our Annual Report and Accounts for 2024-25

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

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

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

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

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

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

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

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

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



Brad McLean –
Chair of Trustees



Kevin Clements –
Chief Executive

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EACH in numbers

574

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

89,054

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

197

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

185

new family referrals were received.

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

109

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

165

family members each month.

548

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

FINANCIAL

In 2025-26 we need your help to raise

£8m

from fundraising activities and donations, including legacies.

£9.8m

in retail income.

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

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



Our Vision, Mission and Values

Our Vision

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

Our Mission

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

Our Values

Empathy, understanding and inclusion

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

Make it happen

We are empowered to take responsibility for getting things done.

Open, respectful and accountable

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

Commitment to quality

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



Strategic Report

Our Strategic Commitments

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

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

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

Our key activities and what we achieved in 2024-25

Our Care

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

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

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

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



What we achieved in 2024-25 - Care

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

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

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

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

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

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

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

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

2. Develop our long-term ventilation service.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6. Implement a new wellbeing strategic plan.

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

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

Milton

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

The Treehouse

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

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

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

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

We successfully recruited into a new Research Nurse post.

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

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

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

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

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



Our Fundraising

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

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

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

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

What we achieved in 2024-25 - Fundraising

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

Charitable Trusts and Foundations

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

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

Complaints and concerns in relation to our fundraising activities

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

Our Retail

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

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

What we achieved in 2024-25 - Retail

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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





Our People

Our employees

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

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

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

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

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

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

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

Our Volunteers

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

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

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

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



What we achieved in 2024-25 - People

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

What we achieved in 2024-25 - People

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

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

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

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

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

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

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

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

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

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

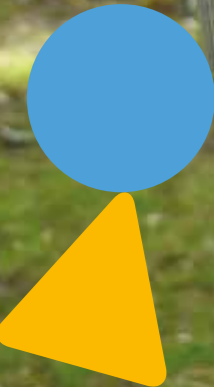
Volunteer activity increased and headcount grew by 7% during the year (from 1,880 to 2,010).

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

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

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





Our Financial Performance

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

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

Income and Expenditure in 2024-25

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

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

Strong revenue performance was generated in all areas:

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

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

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

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

Funds and Reserves

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

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

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

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

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

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

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

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

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

Investment Policy and Performance

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

Key Risks and Uncertainties

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

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

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

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

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

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



What we achieved in 2024-25 - Financial

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

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

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

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

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

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

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

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

Information Systems

What we achieved in 2024-25 - Information Systems

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

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

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

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

Environmental

What we achieved in 2024-25 - Environmental

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

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

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

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

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

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

What we want to achieve in 2025-26



Care

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

Fundraising

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

Retail

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

People

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

Financial

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

Information Systems

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

Environmental

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

Environmental, Social and Governance

Environmental

Statement of Carbon Emissions

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

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

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

Carbon and energy efficiency actions

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

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

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

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

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

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

Methodology used in the calculation of disclosures

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

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

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

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



Social

Public Benefit Statement

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

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

The Difference We Make

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

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

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

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

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

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

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

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



The Nook



Amaya’s story...

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

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

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

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

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

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

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

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

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

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

Milton



Poppi's story...

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

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

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

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

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

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

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

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

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

The Treehouse



Henry's story...

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

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

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

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

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

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

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

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

Engagement with Stakeholders and Business Conduct

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

Children, young people and families

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

Supporters

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

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

Our Fundraising Standards

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

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

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

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

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

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

We regularly evaluate our policies and procedures.

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

For full details of our supporter standards, visit:

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

Suppliers

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

Employees

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

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

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

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

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

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

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

Governance

Constitution

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

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

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

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

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

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

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

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

Trustees serving during the year, appointment and induction

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

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

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

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

EACH Management Executive (MEX)

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

Executive Directors in post:

Chief Executive

Kevin Clements

Director of People and Deputy Chief Executive

Nicky Kendrick

Director of Care

Helen Finlinson

Director of Finance

Ruth Kiani

Interim Director of Fundraising

Laura Savory

Director of Retail

Ian Nicolson

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

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

Umbrella groups

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

Partnership working

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

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

EACH staff participate in the following external groups:

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

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

East of England Managed Clinical Network for Paediatric Palliative Care.

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

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

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

Quality Account

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

Other disclosures

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

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

Trustees' Responsibility Statement – Group and Charitable Company

Statement of Directors' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the group and charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the group and charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

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

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

Auditors

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

BY ORDER OF THE BOARD

Brad McLean

Chair

Date: 14th July 2025

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

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

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

Consolidated and Charity Balance Sheet as at 31st March 2025

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

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

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

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

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

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

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

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors’ Report.

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

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

Responsibilities of Trustees

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

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

Auditor’s responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

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

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

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

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

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

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

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

Use of this Report

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

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

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

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

1 Income

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

2 Analysis of expenditure

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

3 Charitable funding requirement

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

4 Analysis of support costs

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

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

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

5 Analysis of staff costs

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

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

6 Staff

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

Key management personnel and higher paid employees

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

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

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

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

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

7 Pension cost

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

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

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

8 Net income

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

9 Intangible assets

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

10 Tangible assets

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

11 Investments: Group and Charity

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

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

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

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

12 Financial performance of the charity

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

13 Financial performance of the trading subsidiary

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

14 Trading Subsidiary - Stable Trading Limited

(company no. 02593818, UK registered)

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

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

(company no. 02776381, UK registered)

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

16 Debtors and contingent assets

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

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

17 Creditors: amounts falling due within one year

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

18 Financial commitments under non-cancellable operating leases

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

19 Capital Commitments

| | 2025 £ | 2024 £ |
|--------------------------|-----------|-----------|
| Capital orders committed | - | 22,789 |

20 Statement of funds

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

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

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

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

21 Statement of funds prior year

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

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

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

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

22 Net assets by funds

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

23 Related party transactions

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

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

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

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

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

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

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

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

25 Analysis of cash and cash equivalents

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

26 Net debt reconciliation

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

27 Prior year consolidated statement of financial activities

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

Accounting Policies

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

a. *Basis of preparation*

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

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

b. *Significant accounting estimates and assumptions*

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

c. *Legal status of the charity and subsidiaries*

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

d. *Going concern*

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

e. *Group financial statements*

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

f. *Fund accounting*

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

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

g. *Income*

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

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

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

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

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

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

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

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

h. *Donated goods and services*

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

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

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

i. *Expenditure and irrecoverable VAT*

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

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

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

j. *Volunteers*

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

k. *Fixed & Intangible Assets*

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

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

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

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

l. *Investments*

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

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

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

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

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

m. Stock

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

n. Debtors

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

o. Cash at bank and in hand

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

p. Creditors

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

q. Financial instruments

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

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

r. Pensions

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

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

s. Operating leases

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

t. Taxation

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

Company information

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

Brad McLean (Chair)

Anna Katherine Lipp

Annmarie Jones

Caroline Steggles

Christopher Peter Schwer

Dr Mark Peter Dyke

Emma Sophia Deterding

Henry Joseph Wright

Iain David Jamie

Joanna Venskunas (Appointed: 1st May 2025)

Nicola Richardson (Appointed: 1st September 2024)

Shaun Savory (Appointed: 1st May 2024)

Royal Patron

HRH The Princess of Wales

President

Sir Martyn Lewis CBE

Patrons

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

The Lady Dannatt MBE, HM Lord-Lieutenant of Norfolk

The Countess of Euston, HM Lord-Lieutenant of Suffolk

Mrs Jennifer Tolhurst DL, HM Lord-Lieutenant of Essex

The Marchioness of Cholmondeley

The Countess of Leicester

Emma Deterding

Griff Rhys Jones OBE

Ambassadors

Anthony Horowitz OBE

Lucy Loveheart

Ed Sheeran MBE

Edward and Sophie Tollemache

Frankel

Other Trustees in post during the year

David Woolnough (Resigned: 14th May 2024)

Krishna Sethia (Resigned: 25th May 2024)

Loyola Weeks (Resigned: 23rd September 2024)

Company Secretary

Ruth Kiani

Charities Number: 1069284

Registered Number: 03550187

VAT Number: 216 8793 76

Registered Office

Church Lane, Milton, Cambridge, CB24 6AB

Statutory Auditors

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

Bankers

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

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

Investment Managers

Brewin Dolphin, 12 Smithfield Street,
London EC1A 9LA



East Anglia's Children's Hospices (EACH)

Milton (Cambridgeshire and West Essex)

The Nook (Norfolk)

The Treehouse (Suffolk and Mid & North East Essex)

Get in touch

Call: 01223 800 800

Email: supportercare@each.org.uk

Visit: www.each.org.uk

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