GREAT HOSPITAL

England & Wales · Charity number 211953

Details

Status	Registered
Legal form	Other
Registered	1968-08-02
Register	View on the Charity Commission register

Contact

Address	Great Hospital Bishopgate Norwich NR1 4EL
Phone	01603 622022
Email	gina@greathospital.org
Website	www.greathospital.org.uk

Activities

Objects: THE PROVISION AND MAINTENANCE IN THE CITY OF NORWICH OF THE PARISH CHURCH OF ST HELEN AND OF THE ALMHOUSES KNOWN AS THE GREAT HOSPITAL FOUNDED IN ACCORDANCE WITH THE BENEVOLENT DESIGNS OF KING EDWARD THE SIXTH.

Activities: 1. To preserve the fabric of our heritage building stock2. To provide a home for life for our elderly and frail residents.3. To provide support and care principally on a domicillary basis.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Accommodation/housing
- **Who:** Elderly/old People

Geography

- **Area of benefit:** CITY OF NORWICH.
- Norfolk

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,220,010	£2,504,006	£36,846,538	36
2024-03-31	£2,318,598	£2,901,374	£34,343,867	50
2023-03-31	£2,157,108	£2,687,008	£34,191,372	53
2022-03-31	£2,147,386	£2,650,955	£36,024,823	53
2021-03-31	£2,010,956	£2,446,584	£34,654,025	53

Trustees

Name	Role	Appointed
James Arthur Banham	Chair	2016-04-01
Andrew James Yuill		2019-12-06
Catherine Jeffries		2005-04-01
Dr Clare Singh		2016-06-01
Dr Katharine Elspeth Toms		2025-06-23
Dr Timothy John Pestell		2024-02-28
Francis Norman Davey		2019-09-20
Gill Audrey Westwood		2019-02-15
Graham William Cresswell Jones		2025-09-18
Kevin John Revell		2021-06-09
Niul Dillon Hatcher		2024-02-28
Timothy John Statham		2025-08-05

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GREAT HOSPITAL

England & Wales - Charity number 211953

Accounts

ANNUAL REPORT AND GROUP ACCOUNTS

OF

GREAT HOSPITAL, NORWICH

FOR THE YEAR ENDED 31 MARCH 2025

REGISTERED CHARITY NUMBER: 211953
REGULATOR OF SOCIAL HOUSING NUMBER: A0846

GREAT HOSPITAL, NORWICH
ANNUAL REPORT AND STATEMENT OF ACCOUNTS
YEAR ENDED 31 MARCH 2025

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GREAT HOSPITAL, NORWICH
ANNUAL REPORT AND STATEMENT OF ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2025

The Trustees of the Great Hospital are:

Mr J A Banham FCA CF	Chairman
Dr C A Singh MB ChB MRCGP DRCOG DCH	Vice Chairman
Mr F N Davey	
Mrs C Jeffries	
Dr P J Moxon (resigned 01/04/2025)	
Mr K J Revell	
Mr J P Stanley MA (Oxon) FCA	
Mr W J Walker BSc FRICS	
Ms G A Westwood	
Mr A J Yuill	
Dr T J Pestell	
Mr N Dillon Hatcher	
Dr K E Toms (appointed 23 June 2025)	
Mr T J Statham (appointed 5 August 2025)	

The Officers, Senior Managers and principal external advisors are:

Master and Chief Executive	Mrs G K Dormer
Clerk & Company Secretary	Mr D Chapman
Executive Manager	Miss N S Tansley BA
Office Manager	Mrs C Vargas
Estate Manager	Mr G Crisp
Finance Manager	Mr I D Feltham MA (Oxon) ACA
Chaplain (acting)	The Rev'd Janet Wyer
Steward	Mr N Hodge MRICS

Principal Office	The Great Hospital Bishopgate Norwich NR1 4EL
Bankers	Barclays Bank Plc 5-7 Red Lion Street Norwich NR1 3QH
Solicitors	Leathes Prior 74 The Close Norwich NR1 4DR
Auditors	Larking Gowen LLP 1st Floor Prospect House Rouen Road Norwich NR1 1RE
Investment Managers	Rathbones (incorporating Investec Wealth and Investment) 30 Gresham Street London EC2V 7QN

GREAT HOSPITAL, NORWICH
REPORT OF THE TRUSTEES
YEAR ENDED 31 MARCH 2025

The Trustees have pleasure in presenting their report and the financial statements for the year ended 31 March 2025. The purpose of these is to discharge the Trustees' duty of public accountability and stewardship.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's Trust Deed (the Scheme of Charity), the Accounting Direction for Private Registered Providers of Social Housing in England 2019 and with the 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)).

Reference and administrative details of the Charity, its Trustees and Advisors
The Great Hospital, situated in Bishopgate in the City of Norwich, is an unincorporated association, founded in 1249 by Walter de Suffield, Bishop of Norwich.

The Great Hospital is a Registered Charity (number 211953), governed by a Scheme of the Charity Commissioners dated 12 January 1983 (as amended by Schemes dated 2nd July 1996 and 15th January 2001). It is a Registered Social Landlord with the Regulator of Social Housing (number A0846).

The Charity has significant endowments in the form of directly-owned property and financial instruments of various types which the Trustees and Master manage with the advice of professional advisors. The income is used for the purposes as specified in the Scheme of Charity.

The names of the Trustees who have served during 2024/25 are set out on page 1, together with the names of Officers and Senior Managers of the Charity and external advisors.

Structure, governance and management
A Board of Trustees is responsible for the governance of the Great Hospital. Each Trustee is appointed by the Board of Trustees for a term of office of five years, after which period they may put themselves forward for re-appointment. All Trustees must live within a radius of 25 miles of the Cathedral Church of Norwich when appointed.

The Board of Trustees elects new Trustees who have the knowledge and experience to ensure that there is an appropriate skill mix to meet the needs of the Charity. New Trustees are required to complete an induction course which enables them to understand fully the aims and ethos of the Great Hospital and to help them to identify the risks, benefits and opportunities that exist.

The full Board of Trustees meets quarterly. There are four other major Committees which each meet two to three times each year: the Policy Committee, the Finance Committee, the Care Committee and the Fabric Committee. These Committees oversee all policy and investment matters pertaining to the operation of the Charity. The Committees' meetings allow for effective input from Trustees in their particular area of expertise and for close working relationships with the senior management team. Each Committee Chairman reports to the full Trustee Board quarterly.

Trustee training sessions are held annually and also when needed for specific requirements. The Policy Committee keeps this under review on a regular basis. Strategic reviews are conducted annually by the Policy Committee.

Different aspects of the work of the Great Hospital are regulated by two external statutory bodies, the Charity Commission and the Regulator of Social Housing. Regulation by the Care Quality Commission ceased in June 2024 when the Great Hospital ceased providing regulated care. Historic England has formal oversight of the management of the heritage buildings which are of national and international significance and the Great Hospital is a member of the Almshouse Association.

The Master has the delegated authority to manage the Charity within the terms of the Scheme of Charity and in accordance with agreed policies and budgets, which are approved by the various Committees and ratified at the Trustees' plenary sessions.

Salaries for the senior management team are set by the Master who monitors similar executive positions in the charity sector both locally and nationally. The Master's (CEO's) salary is determined by the Trustees, taking into account the skill set needed for the position and remuneration packages offered for similar appointments both locally and nationally.

Connected Charities
There are two connected Charities. They are Preachers' Charity (registered number 212127) and Sir Peter Seaman's Charity (registered number 311101). The Trustees of the Great Hospital are also Trustees of both of these Charities and both are managed by the Master of the Great Hospital in accordance with the various Schemes.

The objects of the Preachers' Charity are to distribute two-thirds of the Charity's net income for the religious and other charitable work of the Dean and Chapter of Norwich Cathedral and the remaining one third for the benefit of the inhabitants of the City of Norwich. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Charity distributed £19,907 for the benefit of the inhabitants of the City of Norwich during the year ended 31 March 2025.

The objects of the Sir Peter Seaman's Charity are to promote the education, including social and physical training, of young persons under the age of 21 living in the City of Norwich who, in the opinion of the Trustees, are in need of financial assistance. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Trustees distributed £4,945 in the year ended 31 March 2025.

Risk assessment and management
The Trustees have a formal risk management process to assess strategic, financial and operational risks and implement risk management strategies. This involves identifying the types of risks the Charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying appropriate means of managing the risks. The risk register is reviewed at least annually but more often if other risks to the organisation emerge.

Key risks considered include the ongoing financial viability of the Great Hospital and operational risks relating to health and safety. The Great Hospital relies on a combination of resident contributions mostly funded from state benefits and returns from its investment portfolio in order to provide accommodation and services for its residents and preserve the fabric of its heritage buildings. A regular programme of refurbishment is carried out to ensure accommodation remains of an appropriate standard and provides value for money. Flexibility is maintained by the Great Hospital in the generation of investment returns from its adoption of a "total return" approach to investments allowing the portfolio of investments to be constructed to maximise returns within an acceptable level of risk. As a part medieval site with numerous steps and uneven surfaces accessed both by older residents and visitors, the Trustees and Managers are very conscious of potential health and safety hazards. Residents also have cooking facilities within their accommodation. The Great Hospital has therefore developed a comprehensive health and safety framework and culture led by the Master, supported by the Health and Safety Committee, with regular training for all employees as fire marshals and first aiders and regular risk assessments, safety checks and inspections.

Statement of responsibilities of the Board of Trustees
Charity and registered social housing legislation requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Charity and of the surplus or deficit for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable it to ensure that the financial statements comply with the Trust Deed (the Scheme of Charity), the Charities Act 2011, Schedule 1 to the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing in England 2019. They are also responsible for safeguarding the assets of the Charity and for taking appropriate measures to ensure the prevention and detection of fraud and other irregularities.

Public Benefit
In setting the objectives for the year, the Trustees have once again given careful consideration to the Charity Commission's general guidance on public benefit and continue to be mindful of their responsibilities in this regard. The Great Hospital was originally founded to provide relief for the poor and needy of the City of Norwich through the provision of shelter and sustenance and the wellbeing and interests of the residents remain the primary focus. Further, the Trustees are fully committed to maintaining the unique and important set of medieval and other heritage buildings and continue to fund a significant programme of maintenance and refurbishment.

Charity's Fundraising Work
The Trustees, the Master and the senior management team are clear about "who we are", "what we do" and how donations are used. They respect the rights, dignities and privacy of the Great Hospital's supporters and beneficiaries, and those of the connected Charities of Preachers' Charity and Sir Peter Seaman's Charity, and do not put undue pressure on a prospective donor to make a gift. If a prospective donor does not want to give, or wishes to cease giving, the decision will be respected entirely.

Professional telephone or street fundraisers, or commercial participators, are not employed or otherwise engaged to carry out fundraising activities and nor does the Great Hospital, Preachers' Charity or Sir Peter Seaman's Charity directly approach members of the public.

The Great Hospital, Preachers' Charity and Sir Peter Seaman's Charity comply with all relevant statutory regulations, including the Charities Act 2011, Data Protection Act 2018, the General Data Protection Regulation 2016/679 and the Privacy and Electronic Communications Regulations 2003. The Trustees, the Master and staff always seek to act in ways that are legal, open, honest and respectful. All complaints are managed in accordance with the Housing Ombudsman's Complaint Monitoring Code.

Objects and activities
The 'objects' of the Great Hospital as set out in the Scheme of Charity are:

'The provision and maintenance in the City of Norwich of the Parish Church of St Helen and of the almshouses known as the Great Hospital founded in accordance with the benevolent designs of King Edward the Sixth'.

Eligibility for residency at the Great Hospital is in accordance with the Scheme of Charity and as detailed in the Admissions Policy. Applicants who satisfy the age criteria must be resident in the greater Norwich area (as defined in the Scheme), must be in need and would, in the view of the Trustees as advised by the Master, benefit from being a resident. Persons who are resident elsewhere but who have lived or worked in Norwich will also be considered.

The 'aims' of the Charity are:

1. To preserve the fabric of the heritage building stock
2. Whenever possible, to provide a home for life for the residents in a secure and safe community
3. To continue to grow future investment income by investing endowment funds in appreciating assets as market conditions permit
4. To use the heritage assets to generate revenue and to be accessible to the public at large while acknowledging the sensitivity of the site and the wishes of the residents who live on it

Each year the Trustees review the objectives and activities to ensure they continue to reflect the aims.

As noted earlier, in carrying out this review the Trustees have considered the Charity Commission's general guidance on public benefit and have also assessed the outcomes in terms of value for money.

To help achieve a long-term financially viable future for the charity, the Great Hospital ceased the provision of regulated care from June 2024. All residents receiving care from the charity were supported to access care on the site from third party care providers. While the care team members were made redundant, the Great Hospital established a small resident engagement team to continue to support our residents' welfare needs.

A full programme of resident events took place in 2024/25 including:

- The bowls match between residents and trustees
- The summer tea party
- Remembrance Day service
- The Christmas carol service
- The residents Christmas lunch

In March 2025, the Great Hospital ceased the provision of a catering service to residents to further reduce its operating costs to a sustainable level. While the catering team were made redundant, the Great Hospital established a small resident run shop to give residents easy access to everyday provisions at supermarket prices on site. Relationships have been built with external caterers to ensure that the Great Hospital can continue to provide catering for resident and external events.

The Great Hospital continued to invest in new equipment and building improvements during 2024/25 and subsequently to ensure the security and fire safety of our residents and to maintain our many heritage buildings.

Work has continued on the redevelopment of Elaine Herbert House. A main contractor has been appointed and a contract for the construction has been signed. The initial construction work is well progressed with most of the external structure complete and work is now underway on the interior of the building. Grant funding toward the cost of the building was secured with Homes England, a grant agreement signed and the first tranche of grant funding received. Construction work will continue through 2025 and 2026. This exciting development will create a further 25 units of accommodation available for occupancy in Spring 2026.

Overview of the accounts

Summary
The Great Hospital achieved an occupancy level of 93.9% in the financial year against a target of 95% and received a grant of £1.9m towards the costs of Elaine Herbert House and this has resulted in net income before gains and losses for the year of £1,718,722 (2024: net expenditure of £582,776) with an 82% increase in income to £4,220,010 and a 14% reduction in expenditure to £2,504,006. The Charity's actual performance is being measured against the budget on a monthly basis and any variances against the budget are investigated to improve efficiency and performance.

In accordance with its charitable and strategic objectives, the Great Hospital maintains, repairs and improves the buildings on its site and seeks to provide enhanced accommodation for the benefit of its residents. It has achieved savings and greater value for money from procuring services from alternative suppliers and in reviewing its working practices. It has introduced regular tendering procedures for procurement where they did not exist and is implementing a long-term plan for investment in more efficient energy provision to realise cost savings, environmental benefits and increased comfort for residents, including heating installations and improvements in thermal efficiency.

The total net assets of the Charity increased by 5.9% to £36,374,062.

Investment policy
The Trustees have the power to administer and manage the assets of the Charity. The Trustees have delegated the management of its investment portfolio of stocks and shares to Rathbones (incorporating Investec Wealth and Investment), a firm of independent investment managers.

Investment returns are a critical source of funding both in respect of the provision of services to residents and in terms of the maintenance of the heritage buildings. Trustees agree a target real rate of return (over and above the return required to maintain the inflation adjusted value of the Endowment Fund) with Rathbones Investment Managers (incorporating Investec Wealth and Investment) based on their expert view of potential future returns. The benchmark portfolio recognises the Great Hospital's long-term investment horizon and risk appetite. In the year to 31 March 2025 the financial investments portfolio achieved a total return of 4.07% before investment management fees compared to a benchmark return of 6.24%.

The Trustees have also delegated the day to day management of its property portfolio to Brown & Co – Property and Business Consultants LLP, a firm of independent Chartered Surveyors. Brown & Co have been instructed to maximise the rental income from properties, reporting to the Master and Trustees as necessary, and also to advise the Trustees of any new investment opportunities.

Total Return policy
The Trustees continue to take advice from their investment advisors on expected long term real rates of return from the investment portfolio. The advice takes into consideration a number of factors including the construction of the Charity's investment portfolio, the position in the investment cycle and the outlook for inflation.

The total return approach enables the Trustees to decide each year how much of the unapplied total return is transferred to income funds and is available for expenditure.

To determine the transfer each year the Trustees review the balance of the unapplied total return, the latest view from Investec Wealth and Investment Limited on sustainable real returns and the operational requirements of the Charity. Further information is disclosed in note 24.

Following this review a provisional allocation to income funds is set for budgeting purposes and performance is monitored on a quarterly basis during the financial year. The actual allocation to income funds for the year is confirmed at the final Finance Committee meeting each financial year. During the year ended 31 March 2025 the Trustees reviewed the performance of the investment portfolio in order to satisfy themselves that the current levels of transfer remained sustainable.

Reserves policy
The Great Hospital aims to hold around £500,000 in cash at bank as working capital, representing 3 months worth of expenditure. The balance at 31 March 2025 was £1,000,464 (2024: £508,970).

It is not considered necessary to hold cash at a higher level as the Total Return Approach to investment management means additional funds can be transferred from the Endowment Fund as and when required.

The Endowment Fund stood at £25,207,010 at 31 March 2025. Under the Total Return Approach, the entirety of the Endowment Fund can be utilised for the benefit of current and future beneficiaries other than an amount of £5,091,310 known as the Investment Fund, representing the value of original donations.

Assets
The overall value of the Charity's net assets on 31 March 2025 was £36,632,030. Fixed and current assets are as set out in the balance sheet.

The value of the Charity's non-property investments other than those held as cash deposits was £18,292,027.

The investment property portfolio, which comprises residential, commercial and agricultural land and buildings, was formally valued as at 31 March 2025 at £5,857,500 by the Great Hospital's investment property advisers Brown & Co Property and Business Consultants LLP (note 15).

In view of the Charity's substantial investments and assets the Trustees consider there is no material uncertainty in relation to the going concern assessments.

Value for money
In accordance with the Great Hospital's charitable purpose, in particular its obligation to maintain the accommodation occupied by residents and the other buildings on its site, the Charity's operational expenses are subsidised from the return on its capital funds and investments.

The value of that subsidy in the current financial year amounts to £820,883 (2024: £1,131,801) (operating deficit from Social Housing operation), which is 32.8% (2024: 39.0%) of the total expenditure incurred.

The Trustees intend to benefit the residents in future years by increasing the value of the services they receive, achieved through continued monitoring and scrutiny of operational expenses across the Charity.

In April 2018, the Regulator introduced a new Value for Money Standard in order to measure economy, efficiency and effectiveness.

Due to the unique nature of the Charity's operations, and the way housing activities are financed, it is not possible to make meaningful comparisons with an appropriate peer group.

The Value for Money metrics set out below show how the Great Hospital had performed since the introduction of the standard.

Metrics and Basis

	2025	2024
1. Reinvestment The metrics looks at the Investment in properties both new and existing as a percentage of the value of total properties held.	32%	6%
2. New Supply Delivered	-	-
3. Gearing This metric assesses how much of the assets are made up of debt and the degree of dependence on debt finance.	-12%	-5%
4. Earnings before interest, tax, depreciation, amortisation, major repairs included (EBITDA MRI) Interest Cover This is a key indicator for liquidity and investment capacity.	**6982%**	**3,456%**
5. Headline Social Housing cost per unit This metric assesses the headline social housing cost per unit as defined by the Regulator.	£20,643	£25,442
6. Operating Margin This metric measures profitability, and is a way of measuring the financial efficiency of a business.		
Operating Margin (A)	-54%	-71%
Operating Margin (B)	-9%	-25%
7. Return on Capital Employed This metric measures the efficiency of investment of capital resources.	1.5%	0.4%

Future plans

The key priorities for the coming year are:

- The completion of the construction of the new Elaine Herbert House building creating 25 additional units of accommodation.
- Focus on the works required to maintain our many heritage buildings.
- Continue to support the welfare of our residents and staff to make the Great Hospital a wonderful place to live and work.

Thanks

The Trustees and Master would like to express their sincere thanks to the Great Hospital staff who continue to demonstrate flexibility and commitment in supporting the charity's objectives.

On behalf of the Trustees

Mr J A Banham
Chairman

Date: 18 September 2025

Opinion

We have audited the financial statements of The Great Hospital (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Report of the Trustees, Consolidated Statements of Financial Activities, Consolidated and Parent Charity Balances Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2025, and of the group's incoming resources and application of resources 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 Charities Act 2011, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 3, the trustees are responsible for the preparation of financial statements which 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 charity'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 charity 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 as auditor under section 144 of the Charities Act 2011 and section 136 of the Housing and Regeneration Act 2008 and report in accordance with regulations made under section 154 of the Charities Act 2011 and section 137 of the Housing and Regeneration Act 2008

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.

Our approach was as follows:

- We enquired of the Trustees about their own identification and assessment of the risks of irregularities.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- We made enquiries of the Trustees and staff in the finance function of the charity concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations;
- We read minutes of Trustee meetings and reviewed any correspondence with regulators.
- Auditing the risk of management override of controls, including through journal entries and other adjustments for appropriateness.

Because of the field in with the charity operates, we identified the following areas as most likely to have a material impact on the financial statements: Health and Safety; employment law; GDPR, CQC and compliance with the Charities Act 2011, the Housing and Regeneration Act 2008 and Financial Reporting Standard (FRS)102.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls we test the appropriateness of journal entries and other adjustments; we assess whether the judgements made in making accounting estimates are indicative of a potential bias; and we evaluate the business rationale of any significant transactions that are unusual or outside the normal course of business for the Scheme.

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Larking Gowen LLP

Larking Gowen LLP
Chartered Accountants and Statutory Auditors
NORWICH

Date: 18 September 2025

GREAT HOSPITAL, NORWICH

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Fund £	Restricted Fund £	Endowment Fund £	**2025 Total £**	2024 Total £
Income and endowments from:						
Donations, legacies and grants						
Donations	2	17,507	-	-	**17,507**	1,838
Grants	2	-	1,923,750	-	**1,923,750**	-
Income from charitable activities:						
Contributions from residents	3	1,511,641	-	-	**1,511,641**	1,593,913
Other trading activities:						
Functions		3,840	-	-	**3,840**	3,073
Investments:						
Property Income	4	-	-	262,404	**262,404**	207,538
Interest and investment income	10	-	-	486,655	**486,655**	495,401
Other income	11	14,213	-	-	**14,213**	16,835
Total income and endowments		1,547,201	1,923,750	749,059	**4,220,010**	2,318,598
Expenditure on:						
Cost of raising funds:						
Investment management costs	5	-	-	105,600	**105,600**	115,145
Expenditure on charitable activities:						
Services	6	1,472,721	-	-	**1,472,721**	1,862,404
Management	7	290,419	-	-	**290,419**	314,351
Maintenance	8	296,248	-	-	**296,248**	312,063
Depreciation	9	316,983	17,104	-	**334,087**	292,907
Other expenditure		4,931	-	-	**4,931**	4,504
Total expenditure		2,381,302	17,104	105,600	**2,504,006**	2,901,374
Net income / (expenditure) before gains and losses on investments		(834,101)	1,906,646	643,459	**1,716,004**	(582,776)
Net gains on investments	15&16	-	-	786,667	**786,667**	735,271
Net income / (expenditure)		(834,101)	1,906,646	1,430,126	**2,502,671**	152,495
Transfers between funds	24&25	792,000	-	(792,000)	-	-
Net movement in funds		(42,101)	1,906,646	638,126	**2,502,671**	152,495
Reconciliation of funds:						
Total funds brought forward		8,857,804	444,703	25,041,360	**34,343,867**	34,191,372
Total funds carried forward		8,815,703	2,351,349	25,679,486	**36,846,538**	34,343,867

GREAT HOSPITAL, NORWICH
BALANCE SHEET
AS AT 31 MARCH 2025

	Notes	Consolidated 2025	2024	Parent Charity 2025	2024
		£	£	£	£
Fixed assets					
Housing Association Scheme properties	14a&b	**635,378**	660,793	**635,378**	660,793
Equipment	14a&b	**952,296**	616,163	**952,296**	616,163
Improvements to Great Hospital buildings	14a&b	**6,586,604**	6,803,666	**6,586,604**	6,803,666
Property in the course of construction	14a&b	**3,456,216**	1,238,008	**3,341,152**	7,343
Investment properties	15	**5,857,500**	5,385,024	**5,857,500**	5,385,024
Investments	16&22	**18,292,026**	19,475,826	**18,292,027**	19,475,827
Programme related investment	17	-	-	-	1,099,000
		35,780,020	34,179,480	**35,664,957**	34,047,816
Current assets					
Stock	18	**1,349**	8,779	**1,349**	8,779
Debtors and prepayments	19	**445,565**	219,982	**375,943**	206,804
Cash at bank and in hand		**1,000,464**	508,970	**932,713**	492,004
Cash held by investment brokers		**467,730**	44,902	**467,729**	44,902
		1,915,108	782,633	**1,777,734**	752,489
Less:					
Creditors:					
Amounts falling due within one year	20	**(760,727)**	(527,680)	**(349,536)**	(354,199)
Net current assets		**1,154,381**	254,953	**1,428,198**	398,290
Total assets less current liabilities		**36,934,401**	34,434,433	**37,093,155**	34,446,106
Less:					
Creditors:					
Amounts falling due after one year	21	**(87,863)**	(90,566)	**(87,863)**	(90,566)
Total net assets		**36,846,538**	34,343,867	**37,005,292**	34,355,540
Represented by:					
The funds of the charity:					
Endowment fund	24	**25,679,486**	25,041,360	**25,679,486**	25,041,360
Restricted fund	25	**2,351,349**	444,703	**2,351,349**	444,703
Income fund (unrestricted)	25	**8,815,703**	8,857,804	**8,974,457**	8,869,477
		36,846,538	34,343,867	**37,005,292**	34,355,540

The financial statements on pages 11 to 32 were approved by the Board of Trustees and were signed on their behalf by:

Mr J A Banham

Mr A J Yuill

Date: 18 September 2025

The notes on pages 14 to 32 form part of these financial statements

GREAT HOSPITAL, NORWICH
CONSOLIDATED CASHFLOW STATEMENT,
AS AT 31 MARCH 2025

	2025 £	2024 £
Net cash inflow/(outflow) from operating activities (see below)	1,311,090	(863,413)
Cash Flows from investing activities		
Interest, dividends and rents received	749,059	702,939
Purchase of fixed assets	(2,645,952)	(567,077)
Investment property transactions	-	-
Proceeds from sale of investments	3,123,433	5,392,730
Purchase of investments	(1,621,956)	(4,956,674)
Net cash (utilised in)/provided by investing activities	(395,416)	571,918
Cash flows from financing activities		
Repayment of borrowing	(1,352)	(770)
Net cash provided by financing activities	(1,352)	(770)
Change in cash and cash equivalents in the year	914,322	(292,265)
Cash and cash equivalents brought forward	553,872	846,137
Cash and cash equivalents carried forward	1,468,194	553,872

Reconciliation of net income to net cash inflow/(outflow) from operating activities

	2025 £	2024 £
Net income	2,502,671	152,495
Interest, dividends and rents received	(749,059)	(702,939)
(Gains) on investments	(790,153)	(725,689)
Depreciation	334,088	292,907
(Increase) / decrease in debtors	(225,583)	58,316
(Increase) / decrease in stock	7,430	(1,248)
Increase in creditors / (decrease)	231,696	62,745
Net cash inflow/(outflow) from operating activities	1,311,090	(863,413)

Analysis of changes in cash and cash equivalents:	**1 April 2024** £	Cash flows £	**31 March 2025** £
Cash at bank and in hand	508,970	491,494	1,000,464
Cash held by investment brokers	44,902	422,828	467,730
Total	553,872	914,322	1,468,194

The notes on pages 14 to 32 form part of these financial statements

1. Accounting Policies

a) Basis of accounting

The accounts are prepared under the historical cost convention, modified to include the revaluation of certain fixed assets. The Housing SORP 2014 requires any almshouse that is not governed by the Landlord and Tenant Act 1985, and operates predominantly for charitable purposes, to adopt the Charities SORP when preparing its financial statements. The Great Hospital is a registered almshouse (membership number 333), and meets the other listed conditions and has therefore prepared the financial statements is accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014, the accounting requirements of the Accounting Direction for Private Registered Providers of Social Housing 2019 and with charity law.

The Great Hospital meets the definition of a public benefit entity under FRS 102.

Preparation of the financial statements require management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include: useful economic lives of tangible assets - the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of assets. The useful economic lives and residual values are reassessed annually. See note 14 for the carrying amount of property, plant and equipment and note 1 (f) and (i) for the useful economic lives for each class of assets; investment property valuations - the treatment of investment property is explained in note 1 (g) and the carrying value can be found in note 15.

The most significant area of uncertainty that affects the future value of the charity's assets is the performance of the property and listed investment market.

b) Consolidation

Under statute group financial statements are required. These consolidate the Charity and its subsidiary TGH (Commercial) Limited.

c) Income and Expenditure

All income is recognised once the group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Expenditure is recognised once there is a legal or constructive obligation to make 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. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

d) Grants

Grants, donations and gifts are included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

e) Fixed assets - Housing Association scheme properties

Properties included under Housing Association scheme properties are stated at cost less depreciation which includes the following:

i Cost of acquiring land and buildings
ii Development expenditure
iii Interest charged on the mortgage loans raised to finance the scheme, including notional interest.

Interest on the mortgage loan financing the development is capitalised up to the relevant date of interim SHG payment, (see note 1j). Interest on the residual mortgage loan after this date is charged to the Statement of Financial Activity.

f) Fixed assets - Great Hospital buildings

Buildings and improvements to buildings are shown at cost and depreciated over the estimated useful life of the asset, as follows:

Improvements to buildings - 50 years (2% straight line) - other than for additions below:
Housing Association properties - 50 years (2% straight line)
Assets in the course of construction are not depreciated

The Trustees have considered the application of component accounting and have depreciated improvements to building additions on the following basis:

Main fabric - 100 years
Roof - 75 years
Mechanical installations - 50 years
Electrical installations - 30 - 40 years
Windows and Doors - 30 years
Kitchen installation - 15 years
Lift installation - 20 years
Shower installation - 15 years
Fittings and furnishings - 15 years

g) Fixed assets - investment properties

A triennial valuation of investment properties at open market value is provided by Brown & Co - Property and Business Consultants LLP. In the intervening periods, investment property valuations are updated based on professional advice provided to the Trustees by Brown & Co – Property and Business Consultants LLP. The review conducted by the Great Hospital's advisors on behalf of the Trustees for the purpose of the interim valuation does not give rise to a formal valuation.

h) Heritage assets - Historical Bishopgate property

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249, and have no historic cost.

The Trustees feel that owing to the incomparable nature of the buildings, conventional valuation lacks sufficient reliability and that, even if valuations could be obtained, the costs would be onerous compared with the additional benefits derived by the Charity and users of the accounts. As a result, no value is reported for these assets in the Charity's accounts.

The cost of associated major maintenance and refurbishment is reported in the Statement of Financial Activity in the year it is incurred.

Further information is given in Note 14c to the accounts.

i) Fixed assets - Other assets

Other assets are depreciated over a period of 3-10 years on a straight-line basis.

j) Investments - Other 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. The statement of financial activity includes the net gains and losses arising on revaluation and disposals throughout the year.

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 within particular sectors or sub sectors.

Programme related investments are carried at the amount invested less any impairments.

k) Social Housing Grants

Social Housing Grants (SHG) are made by the Housing Association and are utilised to reduce the amount of mortgage loan in respect of an approved scheme to the amount which it is estimated can be serviced by the net annual income of the scheme. The amount of SHG is calculated on the qualifying costs of the scheme in accordance with instructions issued from time to time by the Regulator of Social Housing.

Where developments have been financed wholly or partly by SHG, the SHG is recognised in income when the charity has entitlement to it.

SHG are repayable under certain circumstances, primarily following the sale of a property. Provision for repayment is made in the balance sheet when properties, which have SHG funding, are sold.

l) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Restricted funds are those funds that can only be used for particular restricted purposes. Restrictions arise when specified by the donor or when funds are raised for particular restrictive purposes.

Following an application to the Charity Commission the Great Hospital moved to a total return approach to accounting for investments from 1 April 2013.

m) Pension scheme

The Great Hospital operates defined contribution pension schemes for members of staff of the Charity. The pension costs charged to the Statement of Financial Activity represents the employer's contributions payable under the rules of the schemes.

n) Stock

Stocks are carried at the lower of cost and net realisable value.

o) Going concern

The charity has generated sufficient financial resources from its activities to allow the Trustees to believe that the charity is well placed to manage its operational risks successfully in the current economic climate. Accordingly, the Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

p) 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.

q) Creditors

Creditors and provisions 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.

Short term creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Other financial liabilities are measured at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

r) 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. Other receivables are measured initially at fair value, net of transaction costs, and are measured subsequently as amortised cost using the effective interest method, less any impairment. If settlement of debt is deferred, the consideration is discounted at an appropriate interest reflecting the financing transaction involved.

2. Income from Donations, Legacies and Grants

	Regulated Social Housing Activities	Unregulated Activities	Total 2025	Total 2024
	£	£	£	£
Donations	-	17,507	**17,507**	1,838
Grant funding	-	1,923,750	**1,923,750**	-
	-	1,941,257	**1,941,257**	1,838

3. Social Housing Income and Expenditure

Accommodation charge	1,084,040	-	**1,084,040**	1,033,241
Service charges (see below)	427,601	-	**427,601**	560,672
Contribution from Residents	1,511,641	-	**1,511,641**	1,593,913
Social housing operating costs	(2,332,524)	-	**(2,332,524)**	(2,725,714)
Operating deficit	(820,883)	-	**(820,883)**	(1,131,801)
Void losses	(84,543)	-	**(84,543)**	(54,284)
Service Charges				
Gas and Electricity	199,163	-	**199,163**	177,590
Care service	19,224	-	**19,224**	164,692
Catering	120,044	-	**120,044**	123,355
Cleaning	89,170	-	**89,170**	95,035
	427,601	-	**427,601**	560,672

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2025 £	Total 2024 £
4.	**Property income**				
	Investment properties	-	262,404	**262,404**	207,538
	Expenses				
	Agent's commission	-	(10,747)	**(10,747)**	(9,236)
	Professional fees	-	(11,787)	**(11,787)**	(12,729)
	Repairs etc	-	(3,927)	**(3,927)**	(15,242)
	Net income from investment properties	-	235,943	**235,943**	170,331
5.	**Cost of managing investments**				
	Property agent's commission	-	10,747	**10,747**	9,236
	Professional fees	-	11,787	**11,787**	12,729
	Repairs etc	-	3,927	**3,927**	15,242
	Investment managers fees	-	67,884	**67,884**	66,582
	Irrecoverable VAT	-	11,255	**11,255**	11,356
		-	105,600	**105,600**	115,145
6.	**Services**				
	Staff costs	1,083,617	-	**1,083,617**	1,408,999
	Food	57,380	-	**57,380**	68,848
	Energy	193,365	-	**193,365**	221,915
	Laundry and cleaning	15,408	-	**15,408**	21,534
	Water and council tax	21,954	-	**21,954**	27,402
	Amenities	6,899	-	**6,899**	3,267
	Care consumables	4,629	-	**4,629**	393
	Irrecoverable VAT	89,469	-	**89,469**	110,046
		1,472,721	-	**1,472,721**	1,862,404
7.	**Management**				
	Administration	145,387	-	**145,387**	165,377
	Staff costs	2,538	152	**2,690**	17,414
	Insurance	81,541	60,801	**142,342**	131,560
		229,466	60,953	**290,419**	314,351

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2025 £	Total 2024 £
8.	**Maintenance**				
	Building maintenance	296,248	-	**296,248**	312,063
9.	**Depreciation**				
	Housing Association scheme properties	25,415	-	**25,415**	25,415
	Equipment	91,611	-	**91,611**	47,628
	Improvements to Great Hospital buildings	217,061	-	**217,061**	219,864
		334,087	-	**334,087**	292,907
10.	**Interest and investment income receivable**				
	Securities interest	-	480,174	**480,174**	493,964
	Deposit interest receivable	-	6,481	**6,481**	1,437
		-	486,655	**486,655**	495,401
11.	**Other income**				
	Sundry income	-	14,013	**14,013**	16,570
	Booklet sales	-	200	**200**	265
		-	14,213	**14,213**	16,835

12. Taxation

The Great Hospital is a registered Charity within the meaning of the Taxes Act and is, therefore, eligible to claim certain exemptions to income tax and capital gains tax. As a consequence no charge to taxation arises for the year.

13. Surplus after interest	**2025 £**	**2024 £**
The net income before gains and losses is stated after charging / (crediting):		
Interest payable	13,076	12,887
Depreciation	334,088	292,907
Auditors remuneration – audit	23,745	23,370
Auditors remuneration – non audit services	420	375

14a. Fixed Assets - Group

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2024	1,270,755	9,489,232	1,076,884	1,238,008	13,074,879
Additions	-	-	427,744	2,218,208	2,645,952
At 31 March 2025	1,270,755	9,489,232	1,504,628	3,456,216	15,720,831
Depreciation					
At 1 April 2024	609,962	2,685,566	460,721	-	3,756,249
Charge for the year	25,415	217,062	91,611	-	334,088
At 31 March 2025	635,377	2,902,628	552,332	-	4,090,337
Net book value					
At 31 March 2025	635,378	6,586,604	952,296	3,456,216	11,630,494
At 31 March 2024	660,793	6,803,666	616,163	1,238,008	9,318,630

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in a previous financial year, this project is reflected as an asset in the course of construction.

14b. Fixed Assets – Parent Charity

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2024	1,270,755	9,489,232	1,076,884	7,343	11,844,214
Additions	-	-	427,744	3,333,809	3,761,553
At 31 March 2025	1,270,755	9,489,232	1,504,628	3,341,152	15,605,767
Depreciation					
At 1 April 2024	609,962	2,685,566	460,721	-	3,756,249
Charge for the year	25,415	217,062	91,611	-	334,088
At 31 March 2025	635,377	2,902,628	552,332	-	4,090,337
Net book value					
At 31 March 2025	635,378	6,586,604	952,296	3,341,152	11,515,430
At 31 March 2024	660,793	6,803,666	616,163	7,343	8,087,965

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in a previous financial year, this project is reflected as an asset in the course of construction.

14c. Heritage assets not recognised in the balance sheet

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249 and have no historic cost.

There have been no acquisitions or disposals of heritage assets.

The Charity is committed to maintaining these unique and important buildings and continues to fund a significant programme of maintenance and refurbishment.

15. Investment properties - Group and Charity

	2025 £	2024 £
Valuation		
1 April 2024	**5,385,024**	5,776,524
Gain/ (deficit) on revaluation	**472,476**	(391,500)
31 March 2025	**5,857,500**	5,385,024
Classification of properties		
Residential Estate	**934,000**	736,500
Commercial holdings	**4,325,000**	3,985,000
Agricultural holdings	**598,500**	663,524
	5,857,500	5,385,024

A formal valuation of investment properties was carried out at 31 March 2025 on behalf of the Trustees, in accordance the accounting policy set out in note 1g. The valuation was conducted by Brown & Co Property and Business Consultants LLP, a firm of independent chartered surveyors.

16. Investments

	2025 Cost £	2025 Market value £	2024 Cost £	2024 Market value £
Government stock	**1,193,397**	**1,137,112**	1,022,927	1,006,142
Ordinary shares	**8,920,681**	**12,237,199**	9,769,136	13,261,853
Fixed interest	**2,119,234**	**2,125,172**	2,318,024	2,306,352
Other assets	**2,715,046**	**2,792,543**	2,967,620	2,901,479
Total	**14,948,358**	**18,292,026**	16,077,707	19,475,826
Un-quoted investments				
Shares in TGH (Commercial) Ltd	**1**	**1**	1	1
Grand total - Charity	**14,948,359**	**18,292,027**	16,077,708	19,475,827

TGH (Commercial) Limited is a 100% subsidiary and a property construction company. TGH (Commercial) Limited has been engaged by the Great Hospital to design and build new accommodation for residents. The results of the subsidiary company to 31 March 2025 are set out in note 30.

Movements in quoted investments	2025 £	2024 £
Market value 1 April 2024	**19,475,826**	18,794,691
Additions	**1,621,956**	4,956,674
Disposals	**(3,123,433)**	(5,392,730)
Net investment gains	**317,678**	1,117,191
Market value 31 March 2025	**18,292,027**	19,475,826

All investments are included within the accounts at their current market value, in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)

Net investment gains / (losses) comprise realised losses of £23,874 (2024: losses of £10,707) and unrealised gains of £345,174 (2024: gains of £1,127,898)

17. Programme related investment

Loan to TGH (Commercial) Limited	Charity 2025 £	2024 £
Balance at 1 April 2024	**1,099,000**	749,000
Additional loan	2,200,000	350,000
Loan repayments	(3,299,000)	-
Balance as at 31 March 2025	**-**	1,099,000

A loan was made to TGH (Commercial) Limited, the Charity's subsidiary. TGH (Commercial) Limited has been engaged by the Charity to design and build new accommodation for its residents.

18. Stock

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Food and beverages	**440**	7,816	**440**	7,816
Booklets	**909**	963	**909**	963
	1,349	8,779	**1,349**	8,779

19. Debtors

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Prepayments and accrued income	**135,746**	35,977	**135,746**	35,977
Other debtors	**287,924**	148,310	**108,748**	135,132
Amounts owed by group undertakings	-	-	**109,554**	-
Residents' contributions receivable	**21,895**	35,695	**21,895**	35,695
	445,565	219,982	**375,943**	206,804

20. Creditors: amounts falling due within one year

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	**352,854**	159,256	**217,330**	146,417
Taxation and social security	**23,131**	31,196	**23,131**	31,196
Accruals and deferred income	**368,652**	331,384	**92,985**	170,742
Other creditors	**16,090**	5,844	**16,090**	5,844
	759,376	527,680	**348,185**	354,199

21. Creditors: amounts falling due after more than one year - Group and Charity

	2025 £	2024 £
Housing Association schemes (see below)	87,863	90,566
	87,863	90,566

Housing Association Schemes

	Prior Court £	Youngs Green £	Total £
Balances at beginning of year	44,388	46,178	**90,566**
Less capital due within one year	(776)	(576)	**(1,352)**
Balances at end of year	43,612	45,602	**89,214**
Balance included above repayable by instalments in more than five years	39,732	42,722	**82,454**
Rate of interest payable	15%	14%	

All the schemes have been completed. The loan relating to Prior Court is repayable over 60 years from 1 February 1980. The loan relating to Youngs Green is repayable over 60 years from 1 January 1983. Interest payable on the loans during the year ended 31 March 2025 amounted to £13,076 (2024: £12,887).

22. Financial Instruments

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Financial assets at fair value through statement of financial activities				
Investments	**18,292,026**	19,475,826	**18,292,027**	19,475,827
	18,292,026	19,475,826	**18,292,027**	19,475,827
Financial assets measured at amortised cost				
Trade debtors	**21,895**	35,695	**21,895**	35,695
Other debtors	**287,924**	148,310	**108,748**	135,132
Amounts owed by group undertakings	-	-	**109,554**	1,099,000
	309,819	184,005	**240,197**	1,269,827
Financial liabilities measured at amortised cost				
Trade creditors	**352,854**	159,256	**217,330**	146,417
Accruals	**350,660**	310,017	**74,993**	149,375
Other creditors	**3,387**	5,844	**3,387**	5,844
Provisions	**10,000**	-	**10,000**	-
Loans – Amounts due within one year	**1,352**	770	**1,352**	770
Loans – Amounts due after one year	**89,214**	90,566	**89,214**	90,566
	807,467	566,453	**396,276**	392,972

23. Movement in Permanent Endowment – Total Return Approach

	Investment Fund £	Unapplied Total Return £	Total Permanent Endowment £
At beginning of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	**5,091,310**
Unapplied total return	-	19,950,050	**19,950,050**
Total	5,091,310	19,950,050	**25,041,360**
Movements in the reporting period:			
Investment return: Income, dividends and interest	-	749,059	**749,059**
Investment return: realised and unrealised losses	-	786,667	**786,667**
Less: Investment management costs	-	(105,600)	**(105,600)**
Net unapplied total return	-	1,430,126	**1,430,126**
Unapplied total return allocated to income in the reporting period	-	(792,000)	**(792,000)**
Net movement in the reporting period	-	638,126	**638,126**
At end of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	**5,091,310**
Unapplied total return	-	20,588,176	**20,588,176**
Total	5,091,310	20,588,176	**25,678,486**

The Great Hospital has adopted a total return approach to investments pursuant to an order of the Charity Commission for England and Wales under section 105 of the Charities Act 2011 dated 14 March 2011.

The Great Hospital has benefited from returns on investments since its foundation in 1249. By agreement with the Charity Commission, the initial Investment Fund was set based on total assets held at January 1983 when a Scheme of the Charity Commissioners for the Great Hospital was established. This sum was increased to account for inflation between 1983 and the commencement of the Total Return Approach in April 2013.

24. Summary of Parent Charity fund movements:

	Total £	Income Fund £	Restricted Fund £	Endowment Fund £
Charity Funds as at 31 March 2024	34,355,540	8,869,477	444,703	25,041,360
Income	4,364,373	1,691,564	1,923,750	749,059
Expenditure	(2,501,288)	(2,378,584)	(17,104)	(105,600)
Transfers between funds	-	792,000	-	(792,000)
Gains and losses on investments	786,667	-	-	786,667
Charity Funds as at 31 March 2025	37,005,292	8,974,457	2,351,349	25,679,486

The restricted fund represents £427,599 (2024 - £444,703) in relation to Social Housing grants applied to Housing Association Scheme property developments and £1,923,750 (2024 - £Nil) in relation to grants received from Homes England in relation to the Elaine Herbert development. These funds are reduced by a proportion of the associated properties annual depreciation charge.

A transfer was made during the year of £792,000 (2024 - £1,088,000) releasing endowment funds to income funds for the benefit of current and future beneficiaries. The 2024 fund movements are disclosed in note 31.

25. Staff costs

The average number of employees expressed as a headcount during the year to 31 March 2025 was 36. The corresponding number of employees for the year to 31 March 2024 was 50.

Total staff costs during the year were:

	2025 £	2024 £
Remuneration	919,499	1,151,133
Social security costs	84,681	97,716
Pension cost	37,510	44,662
	1,041,690	1,293,511

Emoluments (including employers' national insurance) paid to members of the senior management team totalled £389,661 (2024: £402,231).

During the year the highest paid member of the senior management team was the Master whose remuneration was £104,835 (2024: £100,491) and employer pension of £4,990 (2024: £4,752).

One other staff member had emoluments in the disclosable salary range of £60,000 - £70,000 during the year (2024: one).

Redundancy obligations in the year totalled £9,907 (2024: £82,010).

The Charity operates a group personal pension plan for members of staff. The pension charge represents contribution premiums payable by The Great Hospital to this plan under the rules of the scheme.

26. Trustees' remuneration and expenses

No Trustees received any remuneration (2024: £ nil).

No Trustees were reimbursed for expenses (2024: £nil).

27. Residents contributions for accommodation

The Great Hospital provides almshouse accommodation and does not grant tenancies of dwellings occupied for the purpose of the Charity. At 31 March 2025 there were 101 (2024: 101) units available for residents under the 'Housing for older people' scheme.

28. Summary of net assets by fund

	Total 2025 £	Income Fund 2025 £	Restricted Fund 2025 £	Endowment Fund 2025 £
Investments (at Market Value)	18,292,026	-	-	18,292,026
Cash	1,468,194	46,818	-	1,421,376
Stock	1,349	1,349	-	-
Debtors	445,565	336,981	-	108,584
Creditors	(749,376)	(749,376)	-	-
Provisions	(10,000)	(10,000)	-	-
Free reserves	19,447,758	(374,228)	-	19,821,986
Housing Association loans	(89,214)	(89,214)	-	-
Investment property	5,857,500	-	-	5,857,500
Property in the course of construction	3,456,216	1,532,466	1,923,750	-
Housing Association Scheme property	635,378	207,779	427,599	-
Equipment	952,296	952,296	-	-
Building improvements	6,586,604	6,586,604	-	-
	36,846,538	8,815,703	2,351,349	25,679,486
Investment Fund				5,091,310
Unapplied Total Return				20,588,176
Total Endowment Fund				25,679,486

29. Summary of net assets by fund (continued)

	Total 2024 £	Income Fund 2024 £	Restricted Fund 2024 £	Endowment Fund 2024 £
Investments (at Market Value)	19,475,826	-	-	19,475,826
Cash	553,872	505,341	-	48,531
Stock	8,779	8,779	-	-
Debtors	219,982	88,003	-	131,979
Creditors	(537,680)	(537,680)	-	-
Free reserves	19,720,779	64,443	-	19,656,336
Housing Association loans	(90,566)	(90,566)	-	-
Investment property	5,385,024	-	-	5,385,024
Property in the course of construction	1,238,008	1,238,008	-	-
Housing Association Scheme property	660,793	216,090	444,703	-
Equipment	616,163	616,163	-	-
Building improvements	6,803,666	6,803,666	-	-
	34,343,867	8,857,804	444,703	25,041,360
Investment Fund				5,091,310
Unapplied Total Return				19,950,050
Total Endowment Fund				25,041,360

30. Subsidiary company results

The Charity has a wholly owned subsidiary company, TGH (Commercial) Limited.

The subsidiary company is a property construction and hospitality company and has been engaged by the Great Hospital to design and build new accommodation for residents. The subsidiary is not registered with the social housing regulator. The results of the subsidiary company to 31 March 2025 are set out below.

	2025 £	2024 £
Turnover	**3,333,809**	-
Cost of sales and administration	**(3,177,774)**	(3,640)
Deed of covenant distribution	**(144,363)**	-
Net profit/(loss)	**11,672**	(3,640)

The aggregate of assets, liabilities and reserves was:

	2025 £	2024 £
Current assets	555,554	1,260,810
Current liabilities	(555,553)	(1,272,481)
	1	(11,671)

31. Related Party Transactions

TGH (Commercial) Limited is committed to distribute its taxable profits to the Great Hospital by way of covenanted gift aid. At 31 March 2025 £144,363 (2024: £Nil) was due to the Great Hospital from TGH (Commercial) Limited.

Organisations connected to the Charity occasionally hire the halls with all transactions being carried out on the same terms as they are offered to the general public.

32. Post Balance Sheet Event and Contingent Liability

Following the appointment of a main contractor, work has continued on the redevelopment of Elaine Herbert House and this is scheduled to continue throughout 2025. Grant funding towards the cost of the development totalling £1.9m has been received from Homes England. As part of Homes England's internal monitoring procedures, the funding was selected for additional compliance audit procedures. These additional procedures have been completed however the report submitted is not due to be assessed by Homes England for some months. The report submitted identifies that the land being developed is not registered at Land Registry, as is the case for the land interests of many ancient charities. The application to register the charity's land with Land Registry is in progress however as the registration was not complete prior to the advancement of funding by Homes England, there is a possibility that once the compliance report is considered by Homes England that the theoretical uncertainty over title to the land could potentially give rise to an issue over entitlement to the grant funding received by the Great Hospital.

Since the charity has occupied the land, without any issues arising over the validity to the charity's ownership and good title since 1249 and as the application to register all the charity's land interests at Land Registry is already pending, the Trustees consider the possibility of any potential clawback of grant funding by Homes England to be extremely remote. In view of this, the Trustees consider it is inappropriate to provide for any contingent liability.

33. Statement of Financial Activities 31 March 2024

	Income Fund £	Restricted Fund £	Endowment Fund £	2024 Total £
Income and endowments from:				
Donations and legacies	1,838	-	-	1,838
Income from charitable activities:				
Net contributions from residents	1,593,913	-	-	1,593,913
Other trading activities				
Functions	3,073	-	-	3,073
Investments				
Property income	-	-	207,538	207,538
Interest and investment income receivable	-	-	495,401	495,401
Other income	16,835	-	-	16,835
Total income and endowments	1,615,659	-	702,939	2,318,598
Expenditure on:				
Cost of raising funds				
Investment management costs	-	-	115,145	115,145
Expenditure on charitable activities:				
Services	1,862,404	-	-	1,862,404
Management	314,351	-	-	314,351
Maintenance	312,063	-	-	312,063
Depreciation	275,803	17,104	-	292,907
Other expenditure	4,504	-	-	4,504
Total expenditure	2,769,125	17,104	115,145	2,901,374
Net income / (expenditure) before gains and losses on investments	(1,153,466)	(17,104)	587,794	(582,776)
Net gains / (losses) on investments	-	-	735,271	735,271
Net income / (expenditure)	(1,153,466)	(17,104)	1,323,065	1,323,065
Transfers between funds	1,088,000	-	(1,088,000)	-
Net movement in funds	(65,466)	(17,104)	235,065	152,495
Reconciliation of funds				
Total funds brought forward	8,923,270	461,807	24,806,295	34,191,372
Total funds carried forward	8,857,804	444,703	25,041,360	34,343,867

GREAT HOSPITAL

England & Wales - Charity number 211953

Accounts

ANNUAL REPORT AND GROUP ACCOUNTS

OF

GREAT HOSPITAL, NORWICH

FOR THE YEAR ENDED 31 MARCH 2024

REGISTERED CHARITY NUMBER: 211953
REGULATOR OF SOCIAL HOUSING NUMBER: A0846

GREAT HOSPITAL, NORWICH
ANNUAL REPORT AND STATEMENT OF ACCOUNTS
YEAR ENDED 31 MARCH 2024

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The Trustees of the Great Hospital are:

Mr J A Banham FCA CF	Chairman
Dr C A Singh MB ChB MRCGP DRCOG DCH	Vice Chairman
Mr F N Davey	
Mrs C Jeffries	
Dr P J Moxon	
Mr K J Revell	
Mr J P Stanley MA (Oxon) FCA	
Mr W J Walker BSc FRICS	
Ms G A Westwood	
Mr A J Yuill	
Dr T J Pestell (appointed 28 February 2024)	
Mr N Dillon Hatcher (appointed 28 February 2024)	

The Officers, Senior Managers and principal external advisors are:

Master and Chief Executive	Mrs G K Dormer
Clerk & Company Secretary	Mr D Chapman
Executive Manager	Miss N S Tansley BA
Office Manager	Mrs C Vargas (appointed 1 October 2022)
Care Manager	Ms A M Johnson (resigned 14 June 2024)
Estate Manager	Mr G Crisp
Finance Manager	Mr I D Feltham MA (Oxon) ACA
Chaplain	The Rev'd Canon E Langan
Steward	Mr N F Saffell FRICS

Principal Office	The Great Hospital Bishopgate Norwich NR1 4EL
Bankers	Barclays Bank Plc 5-7 Red Lion Street Norwich NR1 3QH
Solicitors	Leathes Prior 74 The Close Norwich NR1 4DR
Auditors	Larking Gowen LLP 1st Floor Prospect House Rouen Road Norwich NR1 1RE
Investment Managers	Rathbones (incorporating Investec Wealth and Investment) 30 Gresham Street London EC2V 7QN

The Trustees have pleasure in presenting their report and the financial statements for the year ended 31 March 2024. The purpose of these is to discharge the Trustees' duty of public accountability and stewardship.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's Trust Deed (the Scheme of Charity), the Accounting Direction for Private Registered Providers of Social Housing in England 2019 and with the 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)).

Reference and administrative details of the Charity, its Trustees and Advisors
The Great Hospital, situated in Bishopgate in the City of Norwich, is an unincorporated association, founded in 1249 by Walter de Suffield, Bishop of Norwich.

The Great Hospital is a Registered Charity (number 211953), governed by a Scheme of the Charity Commissioners dated 12 January 1983 (as amended by Schemes dated 2nd July 1996 and 15th January 2001). It is a Registered Social Landlord with the Regulator of Social Housing (number A0846) and also registered by the Care Quality Commission as a provider of Domiciliary Care.

The Charity has significant endowments in the form of directly-owned property and financial instruments of various types which the Trustees and Master manage with the advice of professional advisors. The income is used for the purposes as specified in the Scheme of Charity.

The names of the Trustees who have served during 2023/24 are set out on page 1, together with the names of Officers and Senior Managers of the Charity and external advisors.

Structure, governance and management
A Board of Trustees is responsible for the governance of the Great Hospital. Each Trustee is appointed by the Board of Trustees for a term of office of five years, after which period they may put themselves forward for re-appointment. All Trustees must live within a radius of 25 miles of the Cathedral Church of Norwich when appointed.

The Board of Trustees elects new Trustees who have the knowledge and experience to ensure that there is an appropriate skill mix to meet the needs of the Charity. New Trustees are required to complete an induction course which enables them to understand fully the aims and ethos of the Great Hospital and to help them to identify the risks, benefits and opportunities that exist.

The full Board of Trustees meets quarterly. There are four other major Committees which meet quarterly: the Policy Committee, the Finance Committee, the Care Committee and the newly formed Fabric Committee. These Committees oversee all policy and investment matters pertaining to the operation of the Charity. The Committees' meetings allow for effective input from Trustees in their particular area of expertise and for close working relationships with the senior management team. Each Committee Chairman reports to the full Trustee Board quarterly.

Trustee training sessions are held annually and also when needed for specific requirements. The Policy Committee keeps this under review on a regular basis. Strategic reviews are conducted annually by the Policy Committee.

Different aspects of the work of the Great Hospital are regulated by three external statutory bodies, the Charity Commission, the Regulator of Social Housing and the Care Quality Commission. Regulation by the Care Quality Commission ceased in June 2024 when the Great Hospital ceased providing regulated care. Historic England has formal oversight of the management of the heritage buildings which are of national and international significance and the Great Hospital is a member of the Almshouse Association.

The Master has the delegated authority to manage the Charity within the terms of the Scheme of Charity and in accordance with agreed policies and budgets, which are approved by the various Committees and ratified at the Trustees' plenary sessions.

Salaries for the senior management team are set by the Master who monitors similar executive positions in the charity sector both locally and nationally. The Master's (CEO's) salary is determined by the Trustees, taking into account the skill set needed for the position and remuneration packages offered for similar appointments both locally and nationally.

Connected Charities
There are two connected Charities. They are Preachers' Charity (registered number 212127) and Sir Peter Seaman's Charity (registered number 311101). The Trustees of the Great Hospital are also Trustees of both of these Charities and both are managed by the Master of the Great Hospital in accordance with the various Schemes.

The objects of the Preachers' Charity are to distribute two-thirds of the Charity's net income for the religious and other charitable work of the Dean and Chapter of Norwich Cathedral and the remaining one third for the benefit of the inhabitants of the City of Norwich. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Charity distributed £6,000 for the benefit of the inhabitants of the City of Norwich during the year ended 31 March 2024.

The objects of the Sir Peter Seaman's Charity are to promote the education, including social and physical training, of young persons under the age of 21 living in the City of Norwich who, in the opinion of the Trustees, are in need of financial assistance. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Trustees distributed £4,291 in the year ended 31 March 2024.

Risk assessment and management
The Trustees have a formal risk management process to assess strategic, financial and operational risks and implement risk management strategies. This involves identifying the types of risks the Charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying appropriate means of managing the risks. The risk register is reviewed at least annually but more often if other risks to the organisation emerge.

Key risks considered include the ongoing financial viability of the Great Hospital and operational risks relating to health and safety. The Great Hospital relies on a combination of resident contributions mostly funded from state benefits and returns from its investment portfolio in order to provide accommodation and services for its residents and preserve the fabric of its heritage buildings. A regular programme of refurbishment is carried out to ensure accommodation remains of an appropriate standard and provides value for money. Flexibility is maintained by the Great Hospital in the generation of investment returns from its adoption of a "total return" approach to investments allowing the portfolio of investments to be constructed to maximise returns within an acceptable level of risk. As a part medieval site with numerous steps and uneven surfaces accessed both by older residents and visitors, the Trustees and Managers are very conscious of potential health and safety hazards. Residents also have cooking facilities within their accommodation. The Great Hospital has therefore developed a comprehensive health and safety framework and culture led by the Master, supported by the Health and Safety Committee, with regular training for all employees as fire marshals and first aiders and regular risk assessments, safety checks and inspections.

Statement of responsibilities of the Board of Trustees
Charity and registered social housing legislation requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Charity and of the surplus or deficit for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable it to ensure that the financial statements comply with the Trust Deed (the Scheme of Charity), the Charities Act 2011, Schedule 1 to the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing in England 2019. They are also responsible for safeguarding the assets of the Charity and for taking appropriate measures to ensure the prevention and detection of fraud and other irregularities.

Public Benefit
In setting the objectives for the year, the Trustees have once again given careful consideration to the Charity Commission's general guidance on public benefit and continue to be mindful of their responsibilities in this regard. The Great Hospital was originally founded to provide relief for the poor and needy of the City of Norwich through the provision of shelter and sustenance and the wellbeing and interests of the residents remain the primary focus. Further, the Trustees are fully committed to maintaining the unique and important set of medieval and other heritage buildings and continue to fund a significant programme of maintenance and refurbishment.

Charity's Fundraising Work
The Trustees, the Master and the senior management team are clear about "who we are", "what we do" and how donations are used. They respect the rights, dignities and privacy of the Great Hospital's supporters and beneficiaries, and those of the connected Charities of Preachers' Charity and Sir Peter Seaman's Charity, and do not put undue pressure on a prospective donor to make a gift. If a prospective donor does not want to give, or wishes to cease giving, the decision will be respected entirely.

Professional telephone or street fundraisers, or commercial participators, are not employed or otherwise engaged to carry out fundraising activities and nor does the Great Hospital, Preachers' Charity or Sir Peter Seaman's Charity directly approach members of the public.

The Great Hospital, Preachers' Charity and Sir Peter Seaman's Charity comply with all relevant statutory regulations, including the Charities Act 2011, Data Protection Act 2018, the General Data Protection Regulation 2016/679 and the Privacy and Electronic Communications Regulations 2003. The Trustees, the Master and staff always seek to act in ways that are legal, open, honest and respectful. All complaints are managed in accordance with the Housing Ombudsman's Complaint Monitoring Code.

Objects and activities
The 'objects' of the Great Hospital as set out in the Scheme of Charity are:

'The provision and maintenance in the City of Norwich of the Parish Church of St Helen and of the almshouses known as the Great Hospital founded in accordance with the benevolent designs of King Edward the Sixth'.

Eligibility for residency at the Great Hospital is in accordance with the Scheme of Charity and as detailed in the Admissions Policy. Applicants who satisfy the age criteria must be resident in the greater Norwich area (as defined in the Scheme), must be in need and would, in the view of the Trustees as advised by the Master, benefit from being a resident. Persons who are resident elsewhere but who have lived or worked in Norwich will also be considered.

The 'aims' of the Charity are:

1. To preserve the fabric of the heritage building stock
2. Whenever possible, to provide a home for life for the residents in a secure and safe community
3. To continue to grow future investment income by investing endowment funds in appreciating assets as market conditions permit
4. To use the heritage assets to generate revenue and to be accessible to the public at large while acknowledging the sensitivity of the site and the wishes of the residents who live on it

Each year the Trustees review the objectives and activities to ensure they continue to reflect the aims.

As noted earlier, in carrying out this review the Trustees have considered the Charity Commission's general guidance on public benefit and have also assessed the outcomes in terms of value for money.

To help achieve a long-term financially viable future for the charity, the Great Hospital ceased the provision of regulated care from June 2024. All residents receiving care from the charity were supported to access care on the site from third party care providers. While the care team members were made redundant, the Great Hospital established a small resident engagement team to continue to support our residents' welfare needs.

A full programme of resident events took place in 2023/24 including:

- The bowls match between residents and trustees
- The summer tea party
- Remembrance Day service
- The Christmas carol service
- The residents Christmas lunch

The Great Hospital invested in new equipment and building improvements during 2023/24 and subsequently to ensure the security and fire safety of our residents and to maintain our many heritage buildings.

Work has continued on the redevelopment of Elaine Herbert House. The incoming mains services have been established for the new building and archaeological work has been undertaken. A main contractor has been appointed and a contract for the construction has been signed. The initial construction work has now commenced. Grant funding toward the cost of the building has been secured with Homes England and a grant agreement has been signed. Construction work will continue through 2024 and 2025. This exciting development will create a further 25 units of accommodation.

Overview of the accounts

Summary
The Great Hospital achieved an occupancy level of 95.6% in the financial year against a target of 95% and this has resulted in net expenditure before gains and losses for the year of £582,776 (2023: £529,900) with a 7.5% increase in income to £2,318,598 and a 8.0% increase in expenditure to £2,901,374. The Charity's actual performance is being measured against the budget on a monthly basis and any variances against the budget are investigated to improve efficiency and performance.

In accordance with its charitable and strategic objectives, the Great Hospital maintains, repairs and improves the buildings on its site and seeks to provide enhanced accommodation for the benefit of its residents. It has achieved savings and greater value for money from procuring services from alternative suppliers and in reviewing its working practices. It has introduced regular tendering procedures for procurement where they did not exist and is implementing a long-term plan for investment in more efficient energy provision to realise cost savings, environmental benefits and increased comfort for residents, including heating installations and improvements in thermal efficiency.

The total net assets of the Charity increased by 0.4% to £34,343,867.

Investment policy
The Trustees have the power to administer and manage the assets of the Charity. The Trustees have delegated the management of its investment portfolio of stocks and shares to Rathbones (incorporating Investec Wealth and Investment), a firm of independent investment managers.

Investment returns are a critical source of funding both in respect of the provision of services to residents and in terms of the maintenance of the heritage buildings. Trustees agree a target real rate of return (over and above the return required to maintain the inflation adjusted value of the Endowment Fund) with Investec Wealth and Investment Limited's Investment Managers based on their expert view of potential future returns. The benchmark portfolio recognises the Great Hospital's long-term investment horizon and risk appetite. In the year to 31 March 2024 the financial investments portfolio achieved a total return of 8.69% before investment management fees compared to a benchmark return of 8.78%.

The Trustees have also delegated the day to day management of its property portfolio to Brown & Co – Property and Business Consultants LLP, a firm of independent Chartered Surveyors. Brown & Co have been instructed to maximise the rental income from properties, reporting to the Master and Trustees as necessary, and also to advise the Trustees of any new investment opportunities.

Total Return policy
The Trustees continue to take advice from their investment advisors on expected long term real rates of return from the investment portfolio. The advice takes into consideration a number of factors including the construction of the Charity's investment portfolio, the position in the investment cycle and the outlook for inflation.

The total return approach enables the Trustees to decide each year how much of the unapplied total return is transferred to income funds and is available for expenditure.

To determine the transfer each year the Trustees review the balance of the unapplied total return, the latest view from Investec Wealth and Investment Limited on sustainable real returns and the operational requirements of the Charity. Further information is disclosed in note 23.

Following this review a provisional allocation to income funds is set for budgeting purposes and performance is monitored on a quarterly basis during the financial year. The actual allocation to income funds for the year is confirmed at the final Finance Committee meeting each financial year. During the year ended 31 March 2024 the Trustees reviewed the performance of the investment portfolio in order to satisfy themselves that the current levels of transfer remained sustainable.

Reserves policy
The Great Hospital aims to hold around £500,000 in cash at bank as working capital, representing 3 months worth of expenditure. The balance at 31 March 2024 was £508,971 (2023: £658,501).

It is not considered necessary to hold cash at a higher level as the Total Return Approach to investment management means additional funds can be transferred from the Endowment Fund as and when required.

The Endowment Fund stood at £26,129,360 at 31 March 2024. Under the Total Return Approach, the entirety of the Endowment Fund can be utilised for the benefit of current and future beneficiaries other than an amount of £5,091,310 known as the Investment Fund, representing the value of original donations.

Assets
The overall value of the Charity's net assets on 31 March 2024 was £34,343,867. Fixed and current assets are as set out in the balance sheet.

The value of the Charity's non-property investments other than those held as cash deposits was £19,475,826.

The investment property portfolio, which comprises residential, commercial and agricultural land and buildings, was formally valued as at 31 March 2024 at £5,385,024 by the Great Hospital's investment property advisers Brown & Co Property and Business Consultants LLP (note 15).

In view of the Charity's substantial investments and assets the Trustees consider there is no material uncertainty in relation to the going concern assessments.

Value for money
In accordance with the Great Hospital's charitable purpose, in particular its obligation to maintain the accommodation occupied by residents and the other buildings on its site, the Charity's operational expenses are subsidised from the return on its capital funds and investments.

The value of that subsidy in the current financial year amounts to £1,131,801 (2023: £1,001,722) (operating deficit from Social Housing operation), which is 39.0% (2023: 41.8%) of the total expenditure incurred.

The Trustees intend to benefit the residents in future years by increasing the value of the services they receive, achieved through continued monitoring and scrutiny of operational expenses across the Charity.

In April 2018, the Regulator introduced a new Value for Money Standard in order to measure economy, efficiency and effectiveness.

Due to the unique nature of the Charity's operations, and the way housing activities are financed, it is not possible to make meaningful comparisons with an appropriate peer group.

The Value for Money metrics set out below show how the Great Hospital had performed since the introduction of the standard.

Metrics and Basis

		2024	2023
1.	**Reinvestment** The metrics looks at the Investment in properties both new and existing as a percentage of the value of total properties held.	6%	8%
2.	**New Supply Delivered**	-	-
3.	**Gearing** This metric assesses how much of the assets are made up of debt and the degree of dependence on debt finance.	-5%	-8%
4.	**Earnings before interest, tax, depreciation, amortisation, major repairs included (EBITDA MRI) Interest Cover** This is a key indicator for liquidity and investment capacity.	**3,456%**	**-11,327%**
5.	**Headline Social Housing cost per unit** This metric assesses the headline social housing cost per unit as defined by the Regulator.	£25,442	£22,594
6.	**Operating Margin** This metric measures profitability, and is a way of measuring the financial efficiency of a business.		
	Operating Margin (A)	-71%	-72%
	Operating Margin (B)	-25%	-25%
7.	**Return on Capital Employed** This metric measures the efficiency of investment of capital resources.	0.4%	-5%

Future plans

The key priorities for the coming year are:

- The construction of the new Elaine Herbert House building creating 25 additional units of accommodation.
- Focus on the works required to maintain our many heritage buildings.
- Continue to support the welfare of our residents and staff to make the Great Hospital and wonderful place to live and work.

Thanks

The Trustees and Master would like to express their sincere thanks to the Great Hospital staff who continue to demonstrate flexibility and commitment in supporting the charity's objectives.

On behalf of the Trustees

Mr J A Banham
Chairman

Date: 18/09/2024

Independent auditors' report to the Trustees of the Great Hospital

Opinion

We have audited the financial statements of The Great Hospital (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Report of the Trustees, Consolidated Statements of Financial Activities, Consolidated and Parent Charity Balances Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2024, and of the group's incoming resources and application of resources 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 Charities Act 2011, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 3, the trustees are responsible for the preparation of financial statements which 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 charity'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 charity 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 as auditor under section 144 of the Charities Act 2011 and section 136 of the Housing and Regeneration Act 2008 and report in accordance with regulations made under section 154 of the Charities Act 2011 and section 137 of the Housing and Regeneration Act 2008

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.

Our approach was as follows:

- We enquired of the Trustees about their own identification and assessment of the risks of irregularities.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- We made enquiries of the Trustees and staff in the finance function of the charity concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations;
- We read minutes of Trustee meetings and reviewed any correspondence with regulators.
- Auditing the risk of management override of controls, including through journal entries and other adjustments for appropriateness.

Because of the field in with the charity operates, we identified the following areas as most likely to have a material impact on the financial statements: Health and Safety; employment law; GDPR, CQC and compliance with the Charities Act 2011, the Housing and Regeneration Act 2008 and Financial Reporting Standard (FRS)102.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls we test the appropriateness of journal entries and other adjustments; we assess whether the judgements made in making accounting estimates are indicative of a potential bias; and we evaluate the business rationale of any significant transactions that are unusual or outside the normal course of business for the Scheme.

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Larking Gowen LLP

Larking Gowen LLP
Chartered Accountants and Statutory Auditors
NORWICH

Date: 19 September 2024

GREAT HOSPITAL, NORWICH

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Fund £	Restricted Fund £	Endowment Fund £	**2024 Total £**	2023 Total £
Income and endowments from:						
Donations and legacies	2	1,838	-	-	**1,838**	57,102
Income from charitable activities:						
Contributions from residents	3	1,593,913	-	-	**1,593,913**	1,395,937
Other trading activities:						
Functions		3,073	-	-	**3,073**	1,394
Investments:						
Property Income	4	-	-	207,538	**207,538**	222,074
Interest and investment income	10	-	-	495,401	**495,401**	455,175
Other income	11	16,835	-	-	**16,835**	25,426
Total income and endowments		1,615,659	-	702,939	**2,318,598**	2,157,108
Expenditure on:						
Cost of raising funds:						
Investment management costs	5	-	-	115,145	**115,145**	186,236
Expenditure on charitable activities:						
Services	6	1,862,404	-	-	**1,862,404**	1,317,097
Management	7	314,351	-	-	**314,351**	573,615
Maintenance	8	312,063	-	-	**312,063**	322,827
Depreciation	9	275,803	17,104	-	**292,907**	286,538
Other expenditure		4,504	-	-	**4,504**	695
Total expenditure		2,769,125	17,104	115,145	**2,901,374**	2,687,008
Net income / (expenditure) before gains and losses on investments		(1,153,466)	(17,104)	587,794	**(582,776)**	(529,900)
Net gains / (losses) on investments	15&16	-	-	735,271	**735,271**	(1,303,551)
Net income / (expenditure)		(1,153,466)	(17,104)	1,323,065	**152,495**	(1,833,451)
Transfers between funds	23&24	1,088,000	-	(1,088,000)	-	-
Net movement in funds		(65,466)	(17,104)	235,065	**152,495**	(1,833,451)
Reconciliation of funds:						
Total funds brought forward		8,923,270	461,807	24,806,295	**34,191,372**	36,024,823
Total funds carried forward		8,857,804	444,703	25,041,360	**34,343,867**	34,191,372

GREAT HOSPITAL, NORWICH
BALANCE SHEET
AS AT 31 MARCH 2024

	Notes	Consolidated 2024	Consolidated 2023	Parent Charity 2024	Parent Charity 2023
		£	£	£	£
Fixed assets					
Housing Association Scheme properties	14a&b	**660,793**	686,208	**660,793**	686,208
Equipment	14a&b	**616,163**	640,334	**616,163**	640,334
Improvements to Great Hospital buildings	14a&b	**6,803,666**	7,023,531	**6,803,666**	7,023,531
Property in the course of construction	14a&b	**1,238,008**	694,389	**7,343**	7,343
Investment properties	15	**5,385,024**	5,776,524	**5,385,024**	5,776,524
Investments	16&22	**19,475,826**	18,794,691	**19,475,827**	18,794,692
Programme related investment	17	-	-	**1,099,000**	749,000
		34,179,480	33,615,677	**34,047,816**	33,677,632
Current assets					
Stock	18	**8,779**	7,531	**8,779**	7,531
Debtors and prepayments	19	**219,982**	278,298	**206,804**	266,713
Cash at bank and in hand		**508,970**	658,501	**492,004**	525,439
Cash held by investment brokers		**44,902**	187,636	**44,902**	187,636
		782,633	1,131,966	**752,489**	987,319
Less:					
Creditors:					
Amounts falling due within one year	20	**(527,680)**	(464,935)	**(354,199)**	(374,211)
Net current assets		**254,953**	667,031	**398,290**	613,108
Total assets less current liabilities		**34,434,433**	34,282,708	**34,446,106**	34,290,740
Less:					
Creditors:					
Amounts falling due after one year	21	**(90,566)**	(91,336)	**(90,566)**	(91,336)
Total net assets		**34,343,867**	34,191,372	**34,355,540**	34,199,404
Represented by:					
The funds of the charity:					
Endowment fund	23	**25,041,360**	24,806,295	**25,041,360**	24,806,295
Restricted fund	24	**444,703**	461,807	**444,703**	461,807
Income fund (unrestricted)	24	**8,857,804**	8,923,270	**8,869,477**	8,931,302
		34,343,867	34,191,372	**34,355,540**	34,199,404

The financial statements on pages 11 to 32 were approved by the Board of Trustees and were signed on their behalf by:

Mr J A Banham

Mr A J Yuill

Date: 18/09/2024

The notes on pages 14 to 32 form part of these financial statements

GREAT HOSPITAL, NORWICH
CONSOLIDATED CASHFLOW STATEMENT,
AS AT 31 MARCH 2024

	2024 £	2023 £
Net cash outflow from operating activities (see below)	(863,413)	(874,333)
Cash Flows from investing activities		
Interest, dividends and rents received	702,939	677,249
Purchase of fixed assets	(567,077)	(705,425)
Investment property transactions	-	-
Proceeds from sale of investments property	-	301,559
Proceeds from sale of investments	5,392,730	4,303,865
Purchase of investments	(4,956,674)	(5,063,931)
Net cash provided by investing activities	571,918	(486,683)
Cash flows from financing activities		
Repayment of borrowing	(770)	(771)
Net cash provided by financing activities	(770)	(771)
Change in cash and cash equivalents in the year	(292,265)	(1,361,787)
Cash and cash equivalents brought forward	846,137	2,207,924
Cash and cash equivalents carried forward	553,872	846,137

Reconciliation of net income to net cash outflow from operating activities

	2024 £	2023 £
Net income / (loss)	152,495	(1,833,451)
Interest, dividends and rents received	(702,939)	(677,249)
(Gains)/Losses on investments	(725,689)	1,305,565
Depreciation	292,907	286,540
Decrease / (increase) in debtors	58,316	(38,804)
Decrease / (increase) in stock	(1,248)	(287)
Increase / (decrease) in creditors	62,745	83,353
Net cash outflow from operating activities	(863,413)	(874,333)

Analysis of changes in cash and cash equivalents:	**1 April 2023** **£**	Cash flows **£**	3**1 March 2024** **£**
Cash at bank and in hand	658,501	(149,531)	508,970
Cash held by investment brokers	187,636	(142,734)	44,902
Total	846,137	(292,265)	553,872

The notes on pages 14 to 32 form part of these financial statements

1. Accounting Policies

a) Basis of accounting

The accounts are prepared under the historical cost convention, modified to include the revaluation of certain fixed assets. The Housing SORP 2014 requires any almshouse that is not governed by the Landlord and Tenant Act 1985, and operates predominantly for charitable purposes, to adopt the Charities SORP when preparing its financial statements. The Great Hospital is a registered almshouse (membership number 333), and meets the other listed conditions and has therefore prepared the financial statements is accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014, the accounting requirements of the Accounting Direction for Private Registered Providers of Social Housing 2019 and with charity law.

The Great Hospital meets the definition of a public benefit entity under FRS 102.

Preparation of the financial statements require management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include: useful economic lives of tangible assets - the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of assets. The useful economic lives and residual values are reassessed annually. See note 14 for the carrying amount of property, plant and equipment and note 1 (f) and (i) for the useful economic lives for each class of assets; investment property valuations - the treatment of investment property is explained in note 1 (g) and the carrying value can be found in note 15.

The most significant area of uncertainty that affects the future value of the charity's assets is the performance of the property and listed investment market.

b) Consolidation

Under statute group financial statements are required. These consolidate the Charity and its subsidiary TGH (Commercial) Limited.

c) Income and Expenditure

All income is recognised once the group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Expenditure is recognised once there is a legal or constructive obligation to make 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. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

d) Government Grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the statement of financial activities as the related expenditure is incurred.

e) Fixed assets - Housing Association scheme properties

Properties included under Housing Association scheme properties are stated at cost less depreciation which includes the following:

i Cost of acquiring land and buildings
ii Development expenditure
iii Interest charged on the mortgage loans raised to finance the scheme, including notional interest.

Interest on the mortgage loan financing the development is capitalised up to the relevant date of interim SHG payment, (see note 1j). Interest on the residual mortgage loan after this date is charged to the Statement of Financial Activity.

f) Fixed assets - Great Hospital buildings

Buildings and improvements to buildings are shown at cost and depreciated over the estimated useful life of the asset, as follows:

Improvements to buildings - 50 years (2% straight line) - other than for additions below:
Housing Association properties - 50 years (2% straight line)
Assets in the course of construction are not depreciated

The Trustees have considered the application of component accounting and have depreciated improvements to building additions on the following basis:

Main fabric - 100 years
Roof - 75 years
Mechanical installations - 50 years
Electrical installations - 30 - 40 years
Windows and Doors - 30 years
Kitchen installation - 15 years
Lift installation - 20 years
Shower installation - 15 years
Fittings and furnishings - 15 years

g) Fixed assets - investment properties

A triennial valuation of investment properties at open market value is provided by Brown & Co - Property and Business Consultants LLP. In the intervening periods, investment property valuations are updated based on professional advice provided to the Trustees by Brown & Co – Property and Business Consultants LLP. The review conducted by the Great Hospital's advisors on behalf of the Trustees for the purpose of the interim valuation does not give rise to a formal valuation.

h) Heritage assets - Historical Bishopgate property

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249, and have no historic cost.

The Trustees feel that owing to the incomparable nature of the buildings, conventional valuation lacks sufficient reliability and that, even if valuations could be obtained, the costs would be onerous compared with the additional benefits derived by the Charity and users of the accounts. As a result, no value is reported for these assets in the Charity's accounts.

The cost of associated major maintenance and refurbishment is reported in the Statement of Financial Activity in the year it is incurred.

Further information is given in Note 14c to the accounts.

i) Fixed assets - Other assets

Other assets are depreciated over a period of 3-10 years on a straight-line basis.

j) Investments - Other 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. The statement of financial activity includes the net gains and losses arising on revaluation and disposals throughout the year.

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 within particular sectors or sub sectors.

Programme related investments are carried at the amount invested less any impairments.

k) Social Housing Grants

Social Housing Grants (SHG) are made by the Housing Association and are utilised to reduce the amount of mortgage loan in respect of an approved scheme to the amount which it is estimated can be serviced by the net annual income of the scheme. The amount of SHG is calculated on the qualifying costs of the scheme in accordance with instructions issued from time to time by the Regulator of Social Housing.

Where developments have been financed wholly or partly by SHG, the SHG is recognised in income when the charity has entitlement to it.

SHG are repayable under certain circumstances, primarily following the sale of a property. Provision for repayment is made in the balance sheet when properties, which have SHG funding, are sold.

l) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Restricted funds are those funds that can only be used for particular restricted purposes. Restrictions arise when specified by the donor or when funds are raised for particular restrictive purposes.

Following an application to the Charity Commission the Great Hospital moved to a total return approach to accounting for investments from 1 April 2013.

m) Pension scheme

The Great Hospital operates defined contribution pension schemes for members of staff of the Charity. The pension costs charged to the Statement of Financial Activity represents the employer's contributions payable under the rules of the schemes.

n) Stock

Stocks are carried at the lower of cost and net realisable value.

o) Going concern

The charity has generated sufficient financial resources from its activities to allow the Trustees to believe that the charity is well placed to manage its operational risks successfully in the current economic climate. Accordingly, the Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

p) 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.

q) Creditors

Creditors and provisions 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.

Short term creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Other financial liabilities are measured at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

r) 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. Other receivables are measured initially at fair value, net of transaction costs, and are measured subsequently as amortised cost using the effective interest method, less any impairment. If settlement of debt is deferred, the consideration is discounted at an appropriate interest reflecting the financing transaction involved.

2. Income from Donations and Legacies

	Regulated Social Housing Activities	Unregulated Activities	Total 2024	Total 2023
	£	£	£	£
Donations	-	1,838	**1,838**	57,102
	-	1,838	**1,838**	57,102

3. Social Housing Income and Expenditure

Accommodation charge	1,033,241	-	**1,033,241**	945,157
Service charges (see below)	560,672	-	**560,672**	450,780
Contribution from Residents	1,593,913	-	**1,593,913**	1,395,937
Social housing operating costs	(2,725,714)	-	**(2,725,714)**	(2,397,659)
Operating deficit	(1,131,801)	-	**(1,131,801)**	(1,001,722)
Void losses	(54,284)	-	**(54,284)**	(55,029)
Service Charges				
Gas and Electricity	177,590	-	**177,590**	140,856
Care service	164,692	-	**164,692**	141,652
Catering	123,355	-	**123,355**	94,856
Cleaning	95,035	-	**95,035**	73,416
	560,672	-	**560,672**	450,780

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2024 £	Total 2023 £
4.	**Property income**				
	Investment properties	-	207,538	**207,538**	222,074
	Expenses				
	Agent's commission	-	(9,236)	**(9,236)**	(9,798)
	Professional fees	-	(12,729)	**(12,729)**	(3,193)
	Repairs etc	-	(15,242)	**(15,242)**	(92,094)
	Net income from investment properties	-	170,331	**170,331**	116,989
5.	**Cost of managing investments**				
	Property agent's commission	-	9,236	**9,236**	9,798
	Professional fees	-	12,729	**12,729**	3,193
	Repairs etc	-	15,242	**15,242**	92,094
	Investment managers fees	-	66,582	**66,582**	69,289
	Irrecoverable VAT	-	11,356	**11,356**	11,862
		-	115,145	**115,145**	186,236
6.	**Services**				
	Staff costs	1,408,999	-	**1,408,999**	904,924
	Food	68,848	-	**68,848**	86,779
	Energy	221,915	-	**221,915**	147,073
	Laundry and cleaning	21,534	-	**21,534**	28,075
	Water and council tax	27,402	-	**27,402**	21,586
	Amenities	3,267	-	**3,267**	10,119
	Care consumables	393	-	**393**	1,543
	Irrecoverable VAT	110,046	-	**110,046**	97,596
		1,862,404	-	**1,862,404**	1,297,695
7.	**Management**				
	Administration	165,377	-	**165,377**	132,933
	Staff costs	16,538	876	**17,414**	325,103
	Insurance	76,425	55,135	**131,560**	115,579
		258,340	56,011	**314,351**	573,615

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2024 £	Total 2023 £
8.	**Maintenance**				
	Building maintenance	312,063	-	**312,063**	322,827
9.	**Depreciation**				
	Housing Association scheme properties	25,415	-	**25,415**	8,311
	Equipment	47,628	-	**47,628**	41,297
	Improvements to Great Hospital buildings	219,864	-	**219,864**	236,930
		292,907	-	**292,907**	286,538
10.	**Interest and investment income receivable**				
	Securities interest	-	493,964	**493,964**	454,807
	Deposit interest receivable	-	1,437	**1,437**	368
		-	495,401	**495,401**	455,175
11.	**Other income**				
	Sundry income	-	16,570	**16,570**	-
	Booklet sales	-	265	**265**	160
		-	16,835	**16,835**	160

12. Taxation

The Great Hospital is a registered Charity within the meaning of the Taxes Act and is, therefore, eligible to claim certain exemptions to income tax and capital gains tax. As a consequence no charge to taxation arises for the year.

13. Surplus after interest	**2024 £**	**2023 £**
The net income before gains and losses is stated after charging / (crediting):		
Interest payable	12,887	13,657
Depreciation	292,907	286,538
Auditors remuneration – audit	23,370	21,840
Auditors remuneration – non audit services	375	1,189

14a. Fixed Assets - Group

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2023	1,270,755	9,489,232	1,053,426	694,389	12,507,802
Additions	-	-	23,458	543,619	567,077
At 31 March 2024	1,270,755	9,489,232	1,076,884	1,238,008	13,074,879
Depreciation					
At 1 April 2023	584,547	2,465,702	413,093	-	3,463,342
Charge for the year	25,415	219,864	47,628	-	292,907
At 31 March 2024	609,962	2,685,566	460,721	-	3,756,249
Net book value					
At 31 March 2024	660,793	6,803,666	616,163	1,238,008	9,318,630
At 31 March 2023	686,208	7,023,530	640,333	694,389	9,044,460

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in previous financial years, this project is reflected as an asset in the course of construction.

14b. Fixed Assets – Parent Charity

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2023	1,270,755	9,489,232	1,053,426	7,343	11,820,756
Additions	-	-	23,458	-	23,458
At 31 March 2024	1,270,755	9,489,232	1,076,884	7,343	11,844,214
Depreciation					
At 1 April 2023	584,547	2,465,702	413,093	-	3,463,342
Charge for the year	25,415	219,864	47,628	-	292,907
At 31 March 2024	609,962	2,685,566	460,721	-	3,756,249
Net book value					
At 31 March 2024	660,793	6,803,666	616,163	7,343	8,087,965
At 31 March 2023	686,208	7,023,530	640,333	7,343	8,357,414

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in previous financial years, this project is reflected as an asset in the course of construction.

14c. Heritage assets not recognised in the balance sheet

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249 and have no historic cost.

There have been no acquisitions or disposals of heritage assets.

The Charity is committed to maintaining these unique and important buildings and continues to fund a significant programme of maintenance and refurbishment.

15. Investment properties - Group and Charity

	2024	**2023**
	£	**£**
Valuation		
1 April 2023	**5,776,524**	6,138,524
Disposals	**-**	(301,559)
Additions	**-**	-
Realised gain on disposal	**-**	21,559
Gain / (loss) on revaluation	**(391,500)**	(82,000)
31 March 2024	**5,385,024**	5,776,524
Classification of properties		
Residential Estate	**736,500**	703,000
Commercial holdings	**3,985,000**	4,410,000
Agricultural holdings	**663,524**	663,524
	5,385,024	5,776,524

A formal valuation of investment properties was carried out at 31 March 2024 by Brown & Co Property and Business Consultants LLP, a firm of independent chartered surveyors, on behalf of the Trustees in accordance with the accounting policy set out in note 1g. A formal valuation of investment properties is carried out at least every three years.

16. Investments

	2024 Cost £	2024 Market value £	2023 Cost £	2023 Market value £
Government stock	**1,022,927**	**1,006,142**	389,826	344,694
Ordinary shares	**9,769,136**	**13,261,853**	9,344,344	12,244,951
Fixed interest	**2,318,024**	**2,306,352**	3,072,186	3,046,200
Other assets	**2,967,620**	**2,901,479**	2,967,620	3,158,846
Total	**16,077,707**	**19,475,826**	15,773,976	18,794,691
Un-quoted investments				
Shares in TGH (Commercial) Ltd	**1**	**1**	1	1
Grand total - Charity	**16,077,708**	**19,475,827**	15,773,977	18,794,692

TGH (Commercial) Limited is a 100% subsidiary and a property construction company that has expanded its activities to include the provision of hospitality. TGH (Commercial) Limited has been engaged by the Great Hospital to design and build new accommodation for residents. The results of the subsidiary company to 31 March 2024 are set out in note 29.

	2024 £	2023 £
Movements in quoted investments		
Market value 1 April 2023	**18,794,691**	19,279,749
Additions	**4,956,674**	5,063,931
Disposals	**(5,392,730)**	(4,303,865)
Net investment gains / (losses)	**1,117,191**	(1,245,124)
Market value 31 March 2024	**19,475,826**	18,794,691

All investments are included within the accounts at their current market value, in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)

Net investment gains / (losses) comprise realised losses of £10,707 (2023: losses of £251,178) and unrealised gains of £1,127,898 (2023: losses of £993,947)

17. Programme related investment

	Charity	
	2024	**2023**
Loan to TGH (Commercial) Limited	**£**	**£**
Balance at 1 April 2023	**749,000**	179,000
Additional loan	350,000	570,000
Balance as at 31 March 2024	**1,099,000**	749,000

A loan has been made to TGH (Commercial) Limited, the Charity's subsidiary. TGH (Commercial) Limited has been engaged by the Charity to design and build new accommodation for its residents.

18. Stock

	Group		Charity	
	2024	**2023**	**2024**	**2023**
	£	**£**	**£**	**£**
Food and beverages	**7,816**	6,509	**7,816**	6,509
Booklets	**963**	1,022	**963**	1,022
	8,779	7,531	**8,779**	7,531

19. Debtors

	Group		Charity	
	2024	**2023**	**2024**	**2023**
	£	**£**	**£**	**£**
Prepayments and accrued income	**35,977**	135,451	**35,977**	135,451
Other debtors	**148,310**	115,158	**135,132**	103,573
Residents' contributions receivable	**35,695**	27,689	**35,695**	27,689
	219,982	278,298	**206,804**	266,713

20. Creditors: amounts falling due within one year

	Group		Charity	
	2024	**2023**	**2024**	**2023**
	£	**£**	**£**	**£**
Trade creditors	**159,256**	252,859	**146,417**	223,810
Taxation and social security	**31,196**	28,204	**31,196**	28,204
Accruals and deferred income	**331,384**	183,875	**170,742**	122,197
Other creditors	**5,844**	-	**5,844**	-
	527,680	464,935	**354,199**	374,211

21. Creditors: amounts falling due after more than one year - Group and Charity

	2024 £	2023 £
Housing Association schemes (see below)	90,566	91,336
	90,566	91,336

Housing Association Schemes

	Prior Court £	Youngs Green £	Total £
Balances at beginning of year	44,838	46,498	**91,336**
Less capital due within one year	(450)	(320)	**(770)**
Balances at end of year	44,388	46,178	**90,566**
Balance included above repayable by instalments in more than five years	42,138	44,578	**86,716**
Rate of interest payable	15%	14%	

All the schemes have been completed. The loan relating to Prior Court is repayable over 60 years from 1 February 1980. The loan relating to Youngs Green is repayable over 60 years from 1 January 1983. Interest payable on the loans during the year ended 31 March 2024 amounted to £12,887 (2023: £13,657).

22. Financial Instruments

	Group		Charity	
	2024	**2023**	**2024**	**2023**
	£	**£**	**£**	**£**
Financial assets at fair value through statement of financial activities				
Investments	**19,475,826**	18,794,691	**19,475,827**	18,794,692
	19,475,826	18,794,691	**19,475,827**	18,794,692
Financial assets measured at amortised cost				
Trade debtors	**35,695**	27,689	**35,695**	27,689
Other debtors	**148,310**	115,158	**135,132**	103,573
Amounts owed by group undertakings	-	-	**1,099,000**	749,000
	184,005	142,847	**1,269,827**	880,262
Financial liabilities measured at amortised cost				
Trade creditors	**159,256**	252,859	**146,417**	223,810
Accruals	**310,017**	163,415	**149,375**	101,740
Other creditors	**5,844**	-	**5,844**	-
Loans – Amounts due within one year	**770**	769	**770**	769
Loans – Amounts due after one year	**90,566**	91,336	**90,566**	91,336
	556,453	508,379	**392,972**	417,655

23. Movement in Permanent Endowment – Total Return Approach

	Investment Fund £	Unapplied Total Return £	Total Permanent Endowment £
At beginning of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	**5,091,310**
Unapplied total return	-	19,714,985	**19,714,985**
Total	5,091,310	19,714,985	**24,806,295**
Movements in the reporting period:			
Investment return: Income, dividends and interest	-	702,939	**702,939**
Investment return: realised and unrealised losses	-	735,271	**735,271**
Less: Investment management costs	-	(115,145)	**(115,145)**
Net unapplied total return	-	1,323,065	**1,323,065**
Unapplied total return allocated to income in the reporting period	-	(1,088,000)	**(1,088,000)**
Net movement in the reporting period	-	235,065	**235,065**
At end of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	**5,091,310**
Unapplied total return	-	19,950,050	**19,950,050**
Total	5,091,310	19,950,050	**25,041,360**

The Great Hospital has adopted a total return approach to investments pursuant to an order of the Charity Commission for England and Wales under section 105 of the Charities Act 2011 dated 14 March 2011.

The Great Hospital has benefited from returns on investments since its foundation in 1249. By agreement with the Charity Commission, the initial Investment Fund was set based on total assets held at January 1983 when a Scheme of the Charity Commissioners for the Great Hospital was established. This sum was increased to account for inflation between 1983 and the commencement of the Total Return Approach in April 2013.

24. Summary of fund movements:

	Total £	Income Fund £	Restricted Fund £	Endowment Fund £
Charity Funds as at 31 March 2023	34,199,404	8,931,302	461,807	24,806,295
Income	2,318,598	1,615,659	-	702,939
Expenditure	(2,897,733)	(2,765,484)	(17,104)	(115,145)
Transfers between funds	-	1,088,000	-	(1,088,000)
Gains and losses on investments	735,271	-	-	735,271
Charity Funds as at 31 March 2024	34,355,540	8,869,477	444,703	25,041,360

The restricted fund represents Social Housing grants applied to Housing Association Scheme property developments. The fund is reduced by a proportion of the associated properties annual depreciation charge.

A transfer was made during the year of £1,088,000 releasing endowment funds to income funds for the benefit of current and future beneficiaries. The 2023 fund movements are disclosed in note 31.

25. Staff costs

The average number of employees expressed as a headcount during the year to 31 March 2024 was 50. The corresponding number of employees for the year to 31 March 2023 was 53.

Total staff costs during the year were:

	2024 £	2023 £
Remuneration	1,151,133	1,072,521
Social security costs	97,716	96,554
Pension cost	44,662	46,128
	1,293,511	1,215,202

Emoluments (including employers National Insurance) paid to members of the senior management team totalled £402,231 (2023: £349,327).

During the year the highest paid member of the senior management team was the Master whose remuneration was £100,491 (2023: £91,673) and employer pension of £4,752 (2023: £4,442).

One other staff member had emoluments in the disclosable salary range of £60,000 - £70,000 during the year (2023: None).

Redundancy obligations in the year totalled £82,010 (2023: £nil).

The Charity operates a group personal pension plan for members of staff. The pension charge represents contribution premiums payable by The Great Hospital to this plan under the rules of the scheme.

26. Trustees remuneration and expenses

No Trustees received any remuneration (2023: £ nil).

No Trustees were reimbursed for expenses (2023: £nil).

27. Residents contributions for accommodation

The Great Hospital provides almshouse accommodation and does not grant tenancies of dwellings occupied for the purpose of the Charity. At 31 March 2024 there were 101 (2023: 98) units available for residents under the 'Housing for older people' scheme.

28. Summary of net assets by fund

	Total 2024 £	Income Fund 2024 £	Restricted Fund 2024 £	Endowment Fund 2024 £
Investments (at Market Value)	19,475,827	-	-	19,475,827
Cash	536,906	488,376	-	48,530
Stock	8,779	8,779	-	-
Debtors	206,804	74,825	-	131,979
Creditors	(354,199)	(354,199)	-	-
Free reserves	19,874,117	217,781	-	19,656,336
Housing Association loans	(90,566)	(90,566)	-	-
Investment property	5,385,024	-	-	5,385,024
Property in the course of construction	1,106,343	1,106,343	-	-
Housing Association Scheme property	660,793	216,090	444,703	-
Equipment	616,163	616,163	-	-
Building improvements	6,803,666	6,803,666	-	-
	34,355,540	8,869,477	444,703	25,041,360
Investment Fund				5,091,310
Unapplied Total Return				19,950,050
Total Endowment Fund				25,041,360

28. Summary of net assets by fund (continued)

	Total 2023 £	Income Fund 2023 £	Restricted Fund 2023 £	Endowment Fund 2023 £
Investments (at Market Value)	18,794,692	-	-	18,794,692
Cash	713,075	571,214	-	141,861
Stock	7,531	7,531	-	-
Debtors	266,713	173,495	-	93,218
Creditors	(374,211)	(374,211)	-	-
Free reserves	19,407,800	378,029	-	19,029,771
Housing Association loans	(91,336)	(91,336)	-	-
Investment property	5,776,524	-	-	5,776,524
Property in the course of construction	756,343	756,343	-	-
Housing Association Scheme property	686,208	224,401	461,807	-
Equipment	640,334	640,334	-	-
Building improvements	7,023,531	7,023,531	-	-
	34,199,404	8,931,302	461,807	24,806,295
Investment Fund				5,091,310
Unapplied Total Return				19,714,985
Total Endowment Fund				24,806,295

29. Subsidiary company results

The Charity has a wholly owned subsidiary company, TGH (Commercial) Limited.

The subsidiary company is a property construction and hospitality company and has been engaged by the Great Hospital to design and build new accommodation for residents.

The subsidiary is not registered with the social housing regulator. The results of the subsidiary company to 31 March 2024 are set out below.

	2024	**2023**
	£	**£**
Turnover	**-**	2,580
Cost of sales and administration	**(3,640**)	(3,727)
Charitable donation	-	-
Net profit/(loss)	**(3,640)**	(1,147)

The aggregate of assets liabilities and reserves was:

	2024	**2023**
	£	**£**
Current assets	1,260,810	831,693
Current liabilities	(1,272,481)	(839,724)
	(11,671)	(8,031)

At the 31 March 2024 the charity had made a programme related investment of £1,099,000 (2023: £749,000) in the subsidiary. Details of this are set out in note 17.

30. Related Party Transactions

TGH (Commercial) Limited is committed to pay its taxable profits to the Great Hospital by way of covenanted gift aid. At 31 March 2024 £Nil (2023: £Nil) was due to the Great Hospital from TGH (Commercial) Limited.

Organisations connected to the Charity occasionally hire the halls with all transactions being carried out on the same terms as they are offered to the general public.

31. Post Balance Sheet Event

Following the year end, work has continued on the redevelopment of Elaine Herbert House. A main contractor has been appointed, and grant funding toward the cost of the building has been secured with Homes England. Construction work will continue through 2024 and 2025.

32. Statement of Financial Activities 31 March 2023

	Income Fund £	Restricted Fund £	Endowment Fund £	2023 Total £
Income and endowments from:				
Donations and legacies	57,102	-	-	57,102
Income from charitable activities:				
Net contributions from residents	1,395,937	-	-	1,395,937
Other trading activities				
Functions	1,394	-	-	1,394
Investments				
Property income	-	-	222,074	222,074
Interest and investment income receivable	-	-	455,175	455,175
Other income	25,426	-	-	25,426
Total income and endowments	1,479,859	-	677,249	2,157,108
Expenditure on:				
Cost of raising funds				
Investment management costs	-	-	186,236	186,236
Expenditure on charitable activities:				
Services	1,317,097	-	-	1,317,097
Management	573,615	-	-	573,615
Maintenance	322,827	-	-	322,827
Depreciation	269,434	17,104	-	286,538
Other expenditure	695	-	-	695
Total expenditure	2,483,668	17,104	186,236	2,687,008
Net income / (expenditure) before gains and losses on investments	(1,003,809)	(17,104)	491,013	(529,900)
Net gains / (losses) on investments	-	-	(1,303,551)	(1,303,551)
Net income / (expenditure)	(1,003,809)	(17,104)	(812,538)	(1,833,451)
Transfers between funds	904,000	-	(904,000)	-
Net movement in funds	(99,809)	(17,104)	(1,716,538)	(1,833,451)
Reconciliation of funds				
Total funds brought forward	9,023,079	478,911	26,522,833	36,024,823
Total funds carried forward	8,923,270	461,807	24,806,295	34,191,372

GREAT HOSPITAL

England & Wales - Charity number 211953

Accounts

ANNUAL REPORT AND GROUP ACCOUNTS

OF

GREAT HOSPITAL, NORWICH

FOR THE YEAR ENDED 31 MARCH 2023

REGISTERED CHARITY NUMBER: 211953
REGULATOR OF SOCIAL HOUSING NUMBER: A0846

GREAT HOSPITAL, NORWICH
ANNUAL REPORT AND STATEMENT OF ACCOUNTS
YEAR ENDED 31 MARCH 2023

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GREAT HOSPITAL, NORWICH
ANNUAL REPORT AND STATEMENT OF ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2023

The Trustees of the Great Hospital are:

Mr J A Banham FCA CF	Chairman
Dr C A Singh MB ChB MRCGP DRCOG DCH	Vice Chairman
Mr F N Davey	
Mrs C Jeffries	
Dr Philip John Moxon (appointed 21/09/2022)	
Mr K J Revell	
Mr J P Stanley MA (Oxon) FCA	
Mr W J Walker BSc FRICS	
Ms G A Westwood	
Mr A J Yuill	

The Officers, Senior Managers and principal external advisors are:

Master and Chief Executive	Mrs G K Dormer
Interim Master and Chief Executive	Miss N S Tansley BA
Clerk & Company Secretary	Mr D Chapman
Executive Manager	Miss N S Tansley BA
Care Manager	Ms N Shrimpton (resigned 30 June 2022)
Interim Care Manager	Ms A M Johnson (appointed 1 June 2022)
Estate Manager	Mr A Buckingham BSc (resigned 6 July 2022)
	Mr G Crisp (appointed 4 July 2022)
Finance Manager	Mr I D Feltham MA (Oxon) ACA
Chaplain	The Rev'd Canon E Langan
Steward	Mr N F Saffell FRICS

Principal Office	The Great Hospital Bishopgate Norwich NR1 4EL
Bankers	Barclays Bank Plc 5-7 Red Lion Street Norwich NR1 3QH
Solicitors	Leathes Prior 74 The Close Norwich NR1 4DR
Auditors	Larking Gowen LLP 1st Floor Prospect House Rouen Road Norwich NR1 1RE
Investment Managers	Investec Wealth and Investment Limited 30 Gresham Street London EC2V 7QN

GREAT HOSPITAL, NORWICH
REPORT OF THE TRUSTEES
YEAR ENDED 31 MARCH 2023

The Trustees have pleasure in presenting their report and the financial statements for the year ended 31 March 2023. The purpose of these is to discharge the Trustees' duty of public accountability and stewardship.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's Trust Deed (the Scheme of Charity), the Accounting Direction for Private Registered Providers of Social Housing in England 2019 and with the 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)).

Reference and administrative details of the Charity, its Trustees and Advisors
The Great Hospital, situated in Bishopgate in the City of Norwich, is an unincorporated association, founded in 1249 by Walter de Suffield, Bishop of Norwich.

The Great Hospital is a Registered Charity (number 211953), governed by a Scheme of the Charity Commissioners dated 12 January 1983 (as amended by Schemes dated 2nd July 1996 and 15th January 2001). It is a Registered Social Landlord with the Regulator of Social Housing (number A0846) and also registered by the Care Quality Commission as a provider of Domiciliary Care.

The Charity has significant endowments in the form of directly-owned property and financial instruments of various types which the Trustees and Master manage with the advice of professional advisors. The income is used for the purposes as specified in the Scheme of Charity.

The names of the Trustees who have served during 2022/23 are set out on page 1, together with the names of Officers and Senior Managers of the Charity and external advisors.

Structure, governance and management
A Board of Trustees is responsible for the governance of the Great Hospital. Each Trustee is appointed by the Board of Trustees for a term of office of five years, after which period they may put themselves forward for re-appointment. All Trustees must live within a radius of 25 miles of the Cathedral Church of Norwich.

The Board of Trustees elects new Trustees who have the knowledge and experience to ensure that there is an appropriate skill mix to meet the needs of the Charity. New Trustees are required to complete an induction course which enables them to understand fully the aims and ethos of the Great Hospital and to help them to identify the risks, benefits and opportunities that exist.

The full Board of Trustees meets quarterly. There are three other major Committees which meet quarterly: the Policy Committee, the Finance Committee and the Care Committee. These Committees oversee all policy and investment matters pertaining to the operation of the Charity. The Committees' meetings allow for effective input from Trustees in their particular area of expertise and for close working relationships with the senior management team. Each Committee Chairman reports to the full Trustee Board quarterly.

Trustee training sessions are held annually and also when needed for specific requirements. The Policy Committee keeps this under review on a regular basis. Strategic reviews are conducted annually by the Policy Committee.

Different aspects of the work of the Great Hospital are regulated by three external statutory bodies, the Charity Commission, the Regulator of Social Housing and the Care Quality Commission. Historic England has formal oversight of the management of the heritage buildings which are of national and international significance and the Great Hospital is a member of the Almshouse Association.

The Master has the delegated authority to manage the Charity within the terms of the Scheme of Charity and in accordance with agreed policies and budgets, which are approved by the various Committees and ratified at the Trustees' plenary sessions.

Salaries for the senior management team are set by the Master who monitors similar executive positions in the charity sector both locally and nationally. The Master's (CEO's) salary is determined by the Trustees, taking into account the skill set needed for the position and remuneration packages offered for similar appointments both locally and nationally.

Connected Charities
There are two connected Charities. They are Preachers' Charity (registered number 212127) and Sir Peter Seaman's Charity (registered number 311101). The Trustees of the Great Hospital are also Trustees of both of these Charities and both are managed by the Master of the Great Hospital in accordance with the various Schemes.

The objects of the Preachers' Charity are to distribute two-thirds of the Charity's net income for the religious and other charitable work of the Dean and Chapter of Norwich Cathedral and the remaining one third for the benefit of the inhabitants of the City of Norwich. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Charity distributed £3,500 for the benefit of the inhabitants of the City of Norwich during the year ended 31 March 2023.

The objects of the Sir Peter Seaman's Charity are to promote the education, including social and physical training, of young persons under the age of 21 living in the City of Norwich who, in the opinion of the Trustees, are in need of financial assistance. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Trustees distributed £2,585 in the year ended 31 March 2023.

Risk assessment and management
The Trustees have a formal risk management process to assess strategic, financial and operational risks and implement risk management strategies. This involves identifying the types of risks the Charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying appropriate means of managing the risks. The risk register is reviewed at least annually but more often if other risks to the organisation emerge.

Key risks considered include the ongoing financial viability of the Great Hospital and operational risks relating to health and safety. The Great Hospital relies on a combination of resident contributions mostly funded from state benefits and returns from its investment portfolio in order to provide accommodation, care and support for its residents and preserve the fabric of its heritage buildings. A regular programme of refurbishment is carried out to ensure accommodation remains of an appropriate standard and provides value for money. Flexibility is maintained by the Great Hospital in the generation of investment returns from its adoption of a "total return" approach to investments allowing the portfolio of investments to be constructed to maximise returns within an acceptable level of risk. As a part medieval site with numerous steps and uneven surfaces accessed both by older residents and visitors, the Trustees and Managers are very conscious of potential health and safety hazards. Residents also have cooking facilities within their accommodation. The Great Hospital has therefore developed a comprehensive health and safety framework and culture led by the Master, supported by the Health and Safety Committee, with regular training for all employees, fire marshals and first aiders permanently on site, and regular risk assessments, safety checks and inspections.

Statement of responsibilities of the Board of Trustees
Charity and registered social housing legislation requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Charity and of the surplus or deficit for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable it to ensure that the financial statements comply with the Trust Deed (the Scheme of Charity), the Charities Act 2011, Schedule 1 to the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing in England 2019. They are also responsible for safeguarding the assets of the Charity and for taking appropriate measures to ensure the prevention and detection of fraud and other irregularities.

Public Benefit
In setting the objectives for the year, the Trustees have once again given careful consideration to the Charity Commission's general guidance on public benefit and continue to be mindful of their responsibilities in this regard. The Great Hospital was originally founded to provide relief for the poor and needy of the City of Norwich through the provision of shelter and sustenance and the wellbeing and interests of the residents remain the primary focus. Further, the Trustees are fully committed to maintaining the unique and important set of medieval and other heritage buildings and continue to fund a significant programme of maintenance and refurbishment.

Charity's Fundraising Work
The Trustees, the Master and the senior management team are clear about "who we are", "what we do" and how donations are used. They respect the rights, dignities and privacy of the Great Hospital's supporters and beneficiaries, and those of the connected Charities of Preachers' Charity and Sir Peter Seaman's Charity, and do not put undue pressure on a prospective donor to make a gift. If a prospective donor does not want to give, or wishes to cease giving, the decision will be respected entirely.

Professional telephone or street fundraisers, or commercial participators, are not employed or otherwise engaged to carry out fundraising activities and nor does the Great Hospital, Preachers' Charity or Sir Peter Seaman's Charity directly approach members of the public.

The Great Hospital, Preachers' Charity and Sir Peter Seaman's Charity comply with all relevant statutory regulations, including the Charities Act 2011, Data Protection Act 2018, the General Data Protection Regulation 2016/679 and the Privacy and Electronic Communications Regulations 2003. There were no breaches of these regulations in the period. The Trustees, the Master and the senior management team always seek to act in ways that are legal, open, honest and respectful - striving for best practice in fundraising. This includes logging, recording and responding to all complaints. No complaints were received in the period.

Objects and activities
The 'objects' of the Great Hospital as set out in the Scheme of Charity are:

'the provision and maintenance in the City of Norwich of the Parish Church of St Helen and of the almshouses known as the Great Hospital founded in accordance with the benevolent designs of King Edward the Sixth'.

Eligibility for residency at the Great Hospital is in accordance with the Scheme of Charity and as detailed in the Admissions Policy. Applicants who satisfy the age criteria must be resident in the greater Norwich area (as defined in the Scheme), must be in need and would, in the view of the Trustees as advised by the Master, benefit from being a resident. Persons who are resident elsewhere but who have lived or worked in Norwich will also be considered.

The 'aims' of the Charity are:

1. To preserve the fabric of the heritage building stock
2. Whenever possible, to provide a home for life for the residents in a secure and safe community
3. To provide care and support principally on a domiciliary basis
4. To continue to grow future investment income by investing endowment funds in appreciating assets as market conditions permit
5. To use the heritage assets to generate revenue and to be accessible to the public at large while acknowledging the sensitivity of the site and the wishes of the residents who live on it

Each year the Trustees review the objectives and activities to ensure they continue to reflect the aims.

As noted earlier, in carrying out this review the Trustees have considered the Charity Commission's general guidance on public benefit and have also assessed the outcomes in terms of value for money.

Details of the specific objectives of the Great Hospital for the year ended 31 March 2023 and of the progress achieved in relation to these are as follows:

As a paramount objective, to provide a high level of care and support to the residents of the Great Hospital as we gradually returned to normality following the coronavirus pandemic and to develop such facilities and services for their welfare and wellbeing as are necessary and desirable to meet their continuing needs in the context of the transitional period from living with coronavirus pandemic to returning to life pre pandemic.

The gradual opening of The Great Hospital brought about new challenges. The vaccination program and regular testing continued to play a vital role in the first part of the year and then again during the winter months as coronavirus had not gone away and continued to be a danger to the elderly and those with underlying medical conditions. With careful planning and a robust testing system, regular events such as:

- The bowls match between residents and trustees
- The summer tea party
- Remembrance Day service
- The Christmas carol service
- The residents Christmas lunch

Resumed their place in the calendar of events of The Great Hospital.

We continue and will continue to invest in upgrading our plant and equipment servicing our residents to deliver more cost efficient and environmentally friendly services.

- all boilers have now been replaced with efficiency improvements expected to partially offset the spiralling cost of energy.

We commenced a detailed review of future needs and associated funding in order that both the existing operations and the planned development of Elaine Herbert House maximises the public benefit for current and future beneficiaries of the Charity, and this will be completed in the coming year.

The demolition of Elaine Herbert House has taken place and site investigations are currently in progress. It has been established that the incoming mains services will need to be relocated at a cost circa £180k.

Overview of the accounts

Summary
The Great Hospital achieved an occupancy level of 95.5% in the financial year against a target of 95% and this has resulted in net expenditure before gains and losses for the year of £529,900 (2022: £503,569) with a 0.5% increase in income to £2,157,108 and a 1.4% increase in expenditure to £2,687,008. The Charity's actual performance is being measured against the budget on a monthly basis and any variances against the budget are investigated to improve efficiency and performance.

In accordance with its charitable and strategic objectives, the Great Hospital maintains, repairs and improves the buildings on its site and seeks to provide enhanced accommodation for the benefit of its residents. It has achieved savings and greater value for money from procuring services from alternative suppliers and in reviewing its working practices. It has introduced regular tendering procedures for procurement where they did not exist and is implementing a long-term plan for investment in more efficient energy provision to realise cost savings, environmental benefits and increased comfort for residents, including heating installations and improvements in thermal efficiency.

The total net assets of the Charity decreased by 5.1% to £34,191,372.

Investment policy
The Trustees have the power to administer and manage the assets of the Charity. The Trustees have delegated the management of its investment portfolio of stocks and shares to Investec Wealth and Investment Limited, a firm of independent investment managers.

Investment returns are a critical source of funding both in respect of the provision of services to residents and in terms of the maintenance of the heritage buildings. Trustees agree a target real rate of return (over and above the return required to maintain the inflation adjusted value of the Endowment Fund) with Investec Wealth and Investment Limited's Investment Managers based on their expert view of potential future returns. The benchmark portfolio recognises the Great Hospital's long-term investment horizon and risk appetite. In the year to 31 March 2023 the financial investments portfolio achieved a total return of -3.69% before investment management fees compared to a benchmark return of -3.03%.

The Trustees have also delegated the day to day management of its property portfolio to Brown & Co – Property and Business Consultants LLP, a firm of independent Chartered Surveyors. Brown & Co have been instructed to maximise the rental income from properties, reporting to the Master and Trustees as necessary, and also to advise the Trustees of any new investment opportunities.

Total Return policy
The Trustees continue to take advice from their investment advisors on expected long term real rates of return from the investment portfolio. The advice takes into consideration a number of factors including the construction of the Charity's investment portfolio, the position in the investment cycle and the outlook for inflation.

The total return approach enables the Trustees to decide each year how much of the unapplied total return is transferred to income funds and is available for expenditure.

To determine the transfer each year the Trustees review the balance of the unapplied total return, the latest view from Investec Wealth and Investment Limited on sustainable real returns and the operational requirements of the Charity. Further information is disclosed in note 23.

Following this review a provisional allocation to income funds is set for budgeting purposes and performance is monitored on a quarterly basis during the financial year. The actual allocation to income funds for the year is confirmed at the final Finance Committee meeting each financial year. During the year ended 31 March 2023 the Trustees reviewed the performance of the investment portfolio in order to satisfy themselves that the current levels of transfer remained sustainable.

Reserves policy
The Great Hospital aims to hold around £500,000 in cash at bank as working capital, representing 3 months worth of expenditure. The balance at 31 March 2023 was £658,501 reflecting additional planned capital and refurbishment works (2022: £1,178,855).

It is not considered necessary to hold cash at a higher level as the Total Return Approach to investment management means additional funds can be transferred from the Endowment Fund as and when required.

The Endowment Fund stood at £24,806,295 at 31 March 2023. Under the Total Return Approach, the entirety of the Endowment Fund can be utilised for the benefit of current and future beneficiaries other than an amount of £5,091,310 known as the Investment Fund, representing the value of original donations.

Assets
The overall value of the Charity's net assets on 31 March 2023 was £34,191,372. Fixed and current assets are as set out in the balance sheet.

The value of the Charity's non-property investments other than those held as cash deposits was £18,794,691.

The investment property portfolio, which comprises residential, commercial and agricultural land and buildings, was formally valued as at 31 March 2023 at £5,776,524 by the Great Hospital's investment property advisers Brown & Co Property and Business Consultants LLP (note 15).

In view of the Charity's substantial investments and assets the Trustees consider there is no material uncertainty in relation to the going concern assessments.

Value for money
In accordance with the Great Hospital's charitable purpose, in particular its obligation to maintain the accommodation occupied by residents and the other buildings on its site, the Charity's operational expenses are subsidised from the return on its capital funds and investments.

The value of that subsidy in the current financial year amounts to £1,001,722 (2022: £1,126,362) (operating deficit from Social Housing operation), which is 41.8% (2022: 47.2%) of the total expenditure incurred.

The Trustees intend to benefit the residents in future years by increasing the value of the services they receive, achieved through continued monitoring and scrutiny of operational expenses across the Charity.

In April 2018, the Regulator introduced a new Value for Money Standard in order to measure economy, efficiency and effectiveness.

Due to the unique nature of the Charity's operations, and the way housing activities are financed, it is not possible to make meaningful comparisons with an appropriate peer group.

The Value for Money metrics set out below show how the Great Hospital had performed since the introduction of the standard.

Metrics and Basis	**2023**	**2022**
1. Reinvestment The metrics looks at the Investment in properties both new and existing as a percentage of the value of total properties held.	8%	3%
2. New Supply Delivered	-	-
3. Gearing This metric assesses how much of the assets are made up of debt and the degree of dependence on debt finance.	-8%	-25%
4. Earnings before interest, tax, depreciation, amortisation, major repairs included (EBITDA MRI) Interest Cover This is a key indicator for liquidity and investment capacity.	**-11,327%**	**-1,616%**
5. Headline Social Housing cost per unit This metric assesses the headline social housing cost per unit as defined by the Regulator.	£22,594	£22,594
6. Operating Margin This metric measures profitability, and is a way of measuring the financial efficiency of a business.		
Operating Margin (A)	-72%	-89%
Operating Margin (B)	-25%	-23%

7. Return on Capital Employed	-5%	4%
This metric measures the efficiency of investment of capital resources.		

Future plans

Our immediate priority remains the provisions of care and support to the residents of the Great Hospital, extending our facilities and services as necessary to promote welfare and wellbeing as we adjust to living with Covid.

Having now introduced the Residents Committee and Residents Association we will encourage greater engagement for feedback and suggestions to improve the quality of life for our residents, while continuing to recognise that the demands of individual residents can vary greatly.

We will appoint contractors and monitor the timetable for the completion of the first phase of the Elaine Herbert House redevelopment to give greater cost certainty on the eventual investment required and continue to explore options for funding this.

Thanks

The Trustees and Master would like to express their sincere thanks to the Great Hospital staff who continue to show great care, flexibility and commitment in supporting our Residents.

On behalf of the Trustees

Mr J A Banham
Chairman

Date: 20/09/23

Independent auditors' report to the Trustees of the Great Hospital

Opinion

We have audited the financial statements of The Great Hospital (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Report of the Trustees, Consolidated Statements of Financial Activities, Consolidated and Parent Charity Balances Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2023, and of the group's incoming resources and application of resources 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 Charities Act 2011, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 3, the trustees are responsible for the preparation of financial statements which 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 charity'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 charity 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 as auditor under section 144 of the Charities Act 2011 and section 136 of the Housing and Regeneration Act 2008 and report in accordance with regulations made under section 154 of the Charities Act 2011 and section 137 of the Housing and Regeneration Act 2008

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.

Our approach was as follows:

- We enquired of the Trustees about their own identification and assessment of the risks of irregularities.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- We made enquiries of the Trustees and staff in the finance function of the charity concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations;
- We read minutes of Trustee meetings and reviewed any correspondence with regulators.
- Auditing the risk of management override of controls, including through journal entries and other adjustments for appropriateness.

Because of the field in with the charity operates, we identified the following areas as most likely to have a material impact on the financial statements: Health and Safety; employment law; GDPR, CQC and compliance with the Charities Act 2011, the Housing and Regeneration Act 2008 and Financial Reporting Standard (FRS)102.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls we test the appropriateness of journal entries and other adjustments; we assess whether the judgements made in making accounting estimates are indicative of a potential bias; and we evaluate the business rationale of any significant transactions that are unusual or outside the normal course of business for the Scheme.

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Larking Gowen LLP

Larking Gowen LLP
Chartered Accountants and Statutory Auditors
NORWICH

Date: 25 September 2023

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

GREAT HOSPITAL, NORWICH

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Fund £	Restricted Fund £	Endowment Fund £	**2023 Total £**	2022 Total £
Income and endowments from:						
Donations and legacies	2	57,102	-	-	**57,102**	106,776
Income from charitable activities:						
Contributions from residents	3	1,395,937	-	-	**1,395,937**	1,317,298
Other trading activities:						
Functions		1,394	-	-	**1,394**	19,725
Investments:						
Property Income	4	-	-	222,074	**222,074**	287,039
Interest and investment income	10	-	-	455,175	**455,175**	413,787
Other income	11	25,426	-	-	**25,426**	2,761
Total income and endowments		1,479,859	-	677,249	**2,157,108**	2,147,386
Expenditure on:						
Cost of raising funds:						
Investment management costs	5	-	-	186,236	**186,236**	155,558
Expenditure on charitable activities:						
Services	6	1,317,097	-	-	**1,317,097**	1,264,428
Management	7	573,615	-	-	**573,615**	552,830
Maintenance	8	322,827	-	-	**322,827**	398,417
Depreciation	9	269,434	17,104	-	**286,538**	279,722
Other expenditure		695	-	-	**695**	-
Total expenditure		2,483,668	17,104	186,236	**2,687,008**	2,650,955
Net income / (expenditure) before gains and losses on investments		(1,003,809)	(17,104)	491,013	**(529,900)**	(503,569)
Net gains / (losses) on investments	15&16	-	-	(1,303,551)	**(1,303,551)**	1,874,367
Net income / (expenditure)		(1,003,809)	(17,104)	(812,538)	**(1,833,451)**	1,370,798
Transfers between funds	23&24	904,000	-	(904,000)	-	-
Net movement in funds		(99,809)	(17,104)	(1,716,538)	**(1,833,451)**	1,370,798
Reconciliation of funds:						
Total funds brought forward		9,023,079	478,911	26,522,833	**36,024,823**	34,654,025
Total funds carried forward		8,923,270	461,807	24,806,295	**34,191,372**	36,024,823

GREAT HOSPITAL, NORWICH
BALANCE SHEET
AS AT 31 MARCH 2023

	Notes	Consolidated 2023	Consolidated 2022	Parent Charity 2023	Parent Charity 2022
		£	£	£	£
Fixed assets					
Housing Association Scheme properties	14a&b	686,208	711,634	686,208	711,623
Equipment	14a&b	640,334	482,601	640,334	482,601
Improvements to Great Hospital buildings	14a&b	7,023,531	7,243,358	7,023,531	7,243,358
Property in the course of construction	14a&b	694,389	187,993	7,343	7,343
Investment properties	15	5,776,524	6,138,524	5,776,524	6,138,524
Investments	16&22	18,794,691	19,279,749	18,794,692	19,279,749
Programme related investment	17	-	-	749,000	179,000
		33,615,677	34,043,848	33,677,632	34,042,198
Current assets					
Stock	18	7,531	7,244	7,531	7,244
Debtors and prepayments	19	278,298	239,494	266,713	247,366
Cash at bank and in hand		658,501	1,178,855	525,439	1,174,992
Cash held by investment brokers		187,636	1,029,069	187,636	1,029,069
		1,131,966	2,454,662	987,319	2,458,671
Less:					
Creditors:					
Amounts falling due within one year	20	(464,935)	(381,581)	(374,211)	(377,056)
Net current assets		667,031	2,073,081	613,108	2,081,615
Total assets less current liabilities		34,282,708	36,116,929	34,290,740	36,123,813
Less:					
Creditors:					
Amounts falling due after one year	21	(91,336)	(92,106)	(91,336)	(92,106)
Total net assets		34,191,372	36,024,823	34,199,404	36,031,707
Represented by:					
The funds of the charity:					
Endowment fund	23	24,806,295	26,522,833	24,806,295	26,522,833
Restricted fund	24	461,807	478,911	461,807	478,911
Income fund (unrestricted)	24	8,923,270	9,023,079	8,931,302	9,029,963
		34,191,372	36,024,823	34,199,404	36,031,707

The financial statements on pages 11 to 32 were approved by the Board of Trustees and were signed on their behalf by:

Mr J A Banham

Mr A J Yuill

Date: 20/09/23

The notes on pages 14 to 32 form part of these financial statements

GREAT HOSPITAL, NORWICH
CONSOLIDATED CASHFLOW STATEMENT
AS AT 31 MARCH 2023

	2023 £	2022 £
Net cash outflow from operating activities (see below)	(874,333)	(231,799)
Cash Flows from investing activities		
Interest, dividends and rents received	677,249	700,826
Purchase of fixed assets	(705,425)	(217,867)
Investment property transactions	-	43,286
Proceeds from sale of investments property	301,559	-
Proceeds from sale of investments	4,303,865	3,490,021
Purchase of investments	(5,063,931)	(2,388,027)
Net cash provided by investing activities	(486,683)	1,628,229
Cash flows from financing activities		
Repayment of borrowing	(771)	(769)
Net cash provided by financing activities	(771)	(769)
Change in cash and cash equivalents in the year	(1,361,787)	1,395,661
Cash and cash equivalents brought forward	2,207,924	812,263
Cash and cash equivalents carried forward	846,137	2,207,924

Reconciliation of net income to net cash outflow from operating activities

	2023 £	2022 £
Net income / (Loss)	(1,833,451)	(503,569)
Interest, dividends and rents received	(677,249)	(700,826)
(Gains)/Losses on investments	1,305,565	(592,047)
Depreciation	286,540	279,722
Decrease / (increase) in debtors	(38,804)	(59,522)
Decrease / (increase) in stock	(287)	(595)
Increase / (decrease) in creditors	83,353	160,944
Net cash outflow from operating activities	(874,333)	(231,799)

Analysis of changes in cash and cash equivalents:	1 April 2022 £	Cash flows £	31 March 2023 £
Cash at bank and in hand	1,178,855	(520,354)	658,501
Cash held by investment brokers	1,029,069	(841,433)	187,636
Total	2,207,924	(1,361,787)	846,137

The notes on pages 14 to 32 form part of these financial statements

1. Accounting Policies

a) Basis of accounting

The accounts are prepared under the historical cost convention, modified to include the revaluation of certain fixed assets. The Housing SORP 2014 requires any almshouse that is not governed by the Landlord and Tenant Act 1985, and operates predominantly for charitable purposes, to adopt the Charities SORP when preparing its financial statements. The Great Hospital is a registered almshouse (membership number 333), and meets the other listed conditions and has therefore prepared the financial statements is accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014, the accounting requirements of the Accounting Direction for Private Registered Providers of Social Housing 2019 and with charity law.

The Great Hospital meets the definition of a public benefit entity under FRS 102.

Preparation of the financial statements require management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include: useful economic lives of tangible assets - the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of assets. The useful economic lives and residual values are reassessed annually. See note 14 for the carrying amount of property, plant and equipment and note 1 (f) and (i) for the useful economic lives for each class of assets; investment property valuations - the treatment of investment property is explained in note 1 (g) and the carrying value can be found in note 15.

The most significant area of uncertainty that affects the future value of the charity's assets is the performance of the property and listed investment market.

b) Consolidation

Under statute group financial statements are required. These consolidate the Charity and its subsidiary TGH (Commercial) Limited.

c) Income and Expenditure

All income is recognised once the group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Expenditure is recognised once there is a legal or constructive obligation to make 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. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

d) Government Grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the statement of financial activities as the related expenditure is incurred.

e) Fixed assets - Housing Association scheme properties

Properties included under Housing Association scheme properties are stated at cost less depreciation which includes the following:

i Cost of acquiring land and buildings
ii Development expenditure
iii Interest charged on the mortgage loans raised to finance the scheme, including notional interest.

Interest on the mortgage loan financing the development is capitalised up to the relevant date of interim SHG payment, (see note 1j). Interest on the residual mortgage loan after this date is charged to the Statement of Financial Activity.

f) Fixed assets - Great Hospital buildings

Buildings and improvements to buildings are shown at cost and depreciated over the estimated useful life of the asset, as follows:

Improvements to buildings - 50 years (2% straight line) - other than for additions below:
Housing Association properties - 50 years (2% straight line)
Assets in the course of construction are not depreciated

The Trustees have considered the application of component accounting and have depreciated improvements to building additions on the following basis:

Main fabric - 100 years
Roof - 75 years
Mechanical installations - 50 years
Electrical installations - 30 - 40 years
Windows and Doors - 30 years
Kitchen installation - 15 years
Lift installation - 20 years
Shower installation - 15 years
Fittings and furnishings - 15 years

g) Fixed assets - investment properties

A triennial valuation of investment properties at open market value is provided by Brown & Co - Property and Business Consultants LLP. In the intervening periods, investment property valuations are updated based on professional advice provided to the Trustees by Brown & Co – Property and Business Consultants LLP. The review conducted by the Great Hospital's advisors on behalf of the Trustees for the purpose of the interim valuation does not give rise to a formal valuation.

h) Heritage assets - Historical Bishopgate property

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249, and have no historic cost.

The Trustees feel that owing to the incomparable nature of the buildings, conventional valuation lacks sufficient reliability and that, even if valuations could be obtained, the costs would be onerous compared with the additional benefits derived by the Charity and users of the accounts. As a result, no value is reported for these assets in the Charity's accounts.

The cost of associated major maintenance and refurbishment is reported in the Statement of Financial Activity in the year it is incurred.

Further information is given in Note 14c to the accounts.

i) Fixed assets - Other assets

Other assets are depreciated over a period of 3-10 years on a straight-line basis.

j) Investments - Other 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. The statement of financial activity includes the net gains and losses arising on revaluation and disposals throughout the year.

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 within particular sectors or sub sectors.

Programme related investments are carried at the amount invested less any impairments.

k) Social Housing Grants

Social Housing Grants (SHG) are made by the Housing Association and are utilised to reduce the amount of mortgage loan in respect of an approved scheme to the amount which it is estimated can be serviced by the net annual income of the scheme. The amount of SHG is calculated on the qualifying costs of the scheme in accordance with instructions issued from time to time by the Regulator of Social Housing.

Where developments have been financed wholly or partly by SHG, the SHG is recognised in income when the charity has entitlement to it.

SHG are repayable under certain circumstances, primarily following the sale of a property. Provision for repayment is made in the balance sheet when properties, which have SHG funding, are sold.

l) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Restricted funds are those funds that can only be used for particular restricted purposes. Restrictions arise when specified by the donor or when funds are raised for particular restrictive purposes.

Following an application to the Charity Commission the Great Hospital moved to a total return approach to accounting for investments from 1 April 2013.

m) Pension scheme

The Great Hospital operates defined contribution pension schemes for members of staff of the Charity. The pension costs charged to the Statement of Financial Activity represents the employer's contributions payable under the rules of the schemes.

n) Stock

Stocks are carried at the lower of cost and net realisable value.

o) Going concern

The charity has generated sufficient financial resources from its activities to allow the Trustees to believe that the charity is well placed to manage its operational risks successfully in the current economic climate. Accordingly, the Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

p) 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.

q) Creditors

Creditors and provisions 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.

Short term creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Other financial liabilities are measured at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

r) 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. Other receivables are measured initially at fair value, net of transaction costs, and are measured subsequently as amortised cost using the effective interest method, less any impairment. If settlement of debt is deferred, the consideration is discounted at an appropriate interest reflecting the financing transaction involved.

2. Income from Donations and Legacies

	Regulated Social Housing Activities	Unregulated Activities	Total 2023	Total 2022
	£	£	£	£
Donations	-	57,102	**57,102**	2,329
NCC – Covid grant funding	-	-	-	104,447
	-	57,102	**57,102**	106,776

During the year a Local Authority Discretionary grant of £Nil (2022: £104,447) was received from Norfolk County Council as part of the Government's response to the Covid-19 global pandemic.

No other forms of government assistance have been received in the year and there are no unfulfilled conditions and other contingencies attached to the grants included above.

3. Social Housing Income and Expenditure

Accommodation charge	945,157	-	**945,157**	907,328
Service charges (see below)	450,780	-	**450,780**	409,970
Contribution from Residents	1,395,937	-	**1,395,937**	1,317,298
Social housing operating costs	(2,397,659)	-	**(2,397,659)**	(2,443,660)
Operating deficit	(1,001,722)	-	**(1,001,722)**	(1,126,362)
Void losses	(55,029)	-	**(55,029)**	(47,821)
Service Charges				
Gas and Electricity	140,856	-	140,856	130,499
Care service	141,652	-	141,652	122,895
Catering	94,856	-	94,856	105,556
Cleaning	73,416	-	73,416	51,020
	450,780	-	**450,780**	409,970

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2023 £	Total 2022 £
4.	**Property income**				
	Investment properties	-	222,074	**222,074**	287,039
	Expenses				
	Agent's commission	-	(9,798)	**(9,798)**	(13,069)
	Professional fees	-	(3,193)	**(3,193)**	(13,978)
	Repairs etc	-	(92,094)	**(92,094)**	(44,223)
	Net income from investment properties	-	116,989	**116,989**	215,768
5.	**Cost of managing investments**				
	Property agent's commission	-	9,798	**9,798**	13,069
	Professional fees	-	3,193	**3,193**	13,978
	Repairs etc	-	92,094	**92,094**	44,223
	Investment managers fees	-	69,289	**69,289**	72,569
	Irrecoverable VAT	-	11,862	**11,862**	11,719
		-	186,236	**186,236**	155,558
6.	**Services**				
	Staff costs	904,924	-	**904,924**	884,398
	Food	86,779	-	**86,779**	91,507
	Energy	147,073	-	**147,073**	133,251
	Laundry and cleaning	28,075	-	**28,075**	24,799
	Water and council tax	21,586	-	**21,586**	23,433
	Amenities	10,119	-	**10,119**	5,668
	Care consumables	1,543	-	**1,543**	3,461
	Irrecoverable VAT	97,596	-	**97,596**	97,911
		1,297,695	-	**1,297,695**	1,264,428
7.	**Management**				
	Administration	132,933	-	**132,933**	143,283
	Staff costs	291,592	33,511	**325,103**	328,016
	Insurance	66,073	49,506	**115,579**	81,531
		490,599	83,016	**573,615**	552,830

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2023 £	Total 2022 £
8.	**Maintenance**				
	Building maintenance	322,827	-	**322,827**	398,417
9.	**Depreciation**				
	Housing Association scheme properties	8,311	-	**8,311**	25,415
	Equipment	41,297	-	**41,297**	34,072
	Improvements to Great Hospital buildings	236,930	-	**236,930**	220,235
		286,538	-	**286,538**	279,722
10.	**Interest and investment income receivable**				
	Securities interest	-	454,807	**454,807**	413,780
	Deposit interest receivable	-	368	**368**	7
		-	455,175	**455,175**	413,787
11.	**Other income**				
	Sundry income	-	-	**-**	2,658
	Booklet sales	-	160	**160**	103
		-	160	**160**	2,761

12. Taxation

The Great Hospital is a registered Charity within the meaning of the Taxes Act and is, therefore, eligible to claim certain exemptions to income tax and capital gains tax. As a consequence no charge to taxation arises for the year.

13. Surplus after interest	**2023 £**	**2022 £**
The net income before gains and losses is stated after charging / (crediting):		
Interest payable	13,657	13,657
Depreciation	286,538	279,722
Auditors remuneration – audit	28,190	13,935
Auditors remuneration – non audit services	1,189	1,500

14a. Fixed Assets - Group

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2022	1,270,755	9,489,232	854,397	187,993	11,802,377
Additions	-	-	199,029	506,396	705,425
At 31 March 2023	1,270,755	9,489,232	1,053,426	694,389	12,507,802
Depreciation					
At 1 April 2022	559,132	2,245,874	371,796	-	3,176,802
Charge for the year	25,415	219,828	41,297	-	286,540
At 31 March 2023	584,547	2,465,702	413,093	-	3,463,342
Net book value					
At 31 March 2023	686,208	7,023,530	640,333	694,389	9,044,460
At 31 March 2022	711,623	7,243,358	482,601	187,993	8,625,575

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in previous financial years, this project is reflected as an asset in the course of construction.

14b. Fixed Assets – Parent Charity

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2022	1,270,755	9,489,232	854,397	7,343	11,621,727
Additions	-	-	199,029	-	199,029
At 31 March 2023	1,270,755	9,489,232	1,053,426	7,343	11,820,756
Depreciation					
At 1 April 2022	559,132	2,245,874	371,796	-	3,176,802
Charge for the year	25,415	219,828	41,297	-	286,540
At 31 March 2023	584,547	2,465,702	413,093	-	3,463,342
Net book value					
At 31 March 2023	686,208	7,023,530	640,333	7,343	8,357,414
At 31 March 2022	711,623	7,243,358	482,601	7,343	8,444,925

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in previous financial years, this project is reflected as an asset in the course of construction.

14c. Heritage assets not recognised in the balance sheet

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249, and have no historic cost.

There have been no acquisitions or disposals of heritage assets.

The Charity is committed to maintaining these unique and important buildings, and continues to fund a significant programme of maintenance and refurbishment.

15. Investment properties - Group and Charity

	2023 £	2022 £
Valuation		
1 April 2022	6,138,524	5,850,561
Disposals	(301,559)	(635,333)
Additions	-	-
Realised gain on disposal	21,559	592,047
Gain / (loss) on revaluation	(82,000)	331,249
31 March 2023	5,776,524	6,138,524
Classification of properties		
Residential Estate	703,000	645,000
Commercial holdings	4,410,000	4,830,000
Agricultural holdings	663,524	663,524
	5,776,524	6,138,524

A formal valuation of investment properties was carried out at 31 March 2023 by Brown & Co Property and Business Consultants LLP, a firm of independent chartered surveyors, on behalf of the Trustees in accordance with the accounting policy set out in note 1g. A formal valuation of investment properties is carried out every three years.

16. Investments

	2023 Cost £	2023 Market value £	2022 Cost £	2022 Market value £
Government stock	389,826	344,694	281,197	272,243
Ordinary shares	9,344,344	12,244,951	11,253,162	16,252,308
Fixed interest	3,072,186	3,046,200	2,648,828	2,755,198
Other assets	2,967,620	3,158,846	-	-
Total	15,773,976	18,794,691	14,183,187	19,279,749
Un-quoted investments				
Shares in TGH (Commercial) Ltd	1	1	1	1
Grand total - Charity	15,773,977	18,794,692	14,183,188	19,279,750

TGH (Commercial) Limited is a 100% subsidiary and a property construction company that has expanded its activities to include the provision of hospitality. TGH (Commercial) Limited has been engaged by the Great Hospital to design and build new accommodation for residents. The results of the subsidiary company to 31 March 2023 are set out in note 29.

	2023 £	2022 £
Movements in quoted investments		
Market value 1 April 2022	19,279,749	19,430,662
Additions	5,063,931	2,388,077
Disposals	(4,303,865)	(3,490,021)
Net investment gains / (losses)	(1,245,124)	951,071
Market value 31 March 2023	18,794,691	19,279,749

All investments are included within the accounts at their current market value, in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)

Net investment gains / (losses) comprise realised losses of £251,178 (2022: gains of £149,524) and unrealised losses of £993,947 (2022: gains of £801,547).

17. Programme related investment

	Charity 2023 £	2022 £
Loan to TGH (Commercial) Limited		
Balance at 1 April 2022	179,000	173,000
Additional loan	570,000	6,000
Balance as at 31 March 2023	749,000	179,000

A loan has been made to TGH (Commercial) Limited, the Charity's subsidiary. TGH (Commercial) Limited has been engaged by the Charity to design and build new accommodation for its residents.

18. Stock

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Food and beverages	6,509	6,238	6,509	6,238
Booklets	1,022	1,006	1,022	1,006
	7,531	7,244	7,531	7,244

19. Debtors

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Prepayments and accrued income	135,451	118,058	135,451	118,058
Other debtors	115,158	106,373	103,573	108,878
Residents' contributions receivable	27,689	12,063	27,689	20,430
	278,298	239,494	266,713	247,366

20. Creditors: amounts falling due within one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Trade creditors	252,859	216,041	223,810	216,041
Taxation and social security	28,204	29,678	28,204	29,678
Accruals and deferred income	183,875	135,862	122,197	131,337
	464,935	381,581	374,211	377,056

21. Creditors: amounts falling due after more than one year - Group and Charity

	2023 £	2022 £
Housing Association schemes (see below)	91,336	92,106
	91,336	92,106

Housing Association Schemes

	Prior Court £	Youngs Green £	Total £
Balances at beginning of year	45,325	46,780	**92,105**
Less capital due within one year	(487)	(282)	**(769)**
Balances at end of year	44,838	46,498	**91,336**
Balance included above repayable by instalments in more than five years	40,615	43,907	**84,522**
Rate of interest payable	15%	14%	

All the schemes have been completed. The loan relating to Prior Court is repayable over 60 years from 1 February 1980. The loan relating to Youngs Green is repayable over 60 years from 1 January 1983. Interest payable on the loans during the year ended 31 March 2023 amounted to £13,657 (2022: £13,608).

22. Financial Instruments

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Financial assets at fair value through statement of financial activities				
Investments	18,794,691	19,279,749	18,794,692	19,279,750
	18,794,691	19,279,749	18,794,692	19,279,750
Financial assets measured at amortised cost				
Trade debtors	27,689	17,355	27,689	20,430
Other debtors	115,158	-	103,573	-
Amounts owed by group undertakings	-	-	749,000	-
	142,847	123,708	880,262	308,308
Financial liabilities measured at amortised cost				
Trade creditors	252,859	216,041	223,810	216,041
Accruals	163,415	96,017	101,740	94,567
Loans – Amounts due within one year	769	770	769	770
Loans – Amounts due after one year	91,336	92,106	91,336	92,106
	508,379	404,934	417,655	403,484

23. Movement in Permanent Endowment – Total Return Approach

	Investment Fund £	Unapplied Total Return £	Total Permanent Endowment £
At beginning of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	**5,091,310**
Unapplied total return	-	21,431,523	**21,431,523**
Total	5,091,310	21,431,523	**26,522,833**
Movements in the reporting period:			
Investment return: Income, dividends and interest	-	677,249	**677,249**
Investment return: realised and unrealised losses	-	(1,303,551)	**(1,303,551)**
Less: Investment management costs	-	(186,236)	**(186,236)**
Net unapplied total return	-	(812,538)	**(812,538)**
Unapplied total return allocated to income in the reporting period	-	(904,000)	**(904,000)**
Net movement in the reporting period	-	(1,716,538)	**(1,716,538)**
At end of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	**5,091,310**
Unapplied total return	-	19,714,985	**19,714,985**
Total	5,091,310	19,714,985	**24,806,295**

The Great Hospital has adopted a total return approach to investments pursuant to an order of the Charity Commission for England and Wales under section 105 of the Charities Act 2011 dated 14 March 2011.

The Great Hospital has benefited from returns on investments since its foundation in 1249. By agreement with the Charity Commission, the initial Investment Fund was set based on total assets held at January 1983 when a Scheme of the Charity Commissioners for the Great Hospital was established. This sum was increased to account for inflation between 1983 and the commencement of the Total Return Approach in April 2013.

24. Summary of fund movements:

	Total £	Income Fund £	Restricted Fund £	Endowment Fund £
Charity Funds as at 31 March 2022	36,031,707	9,029,963	478,911	26,522,833
Income	2,154,528	1,477,279	-	677,249
Expenditure	(2,683,281)	(2,479,941)	(17,104)	(186,236)
Transfers between funds	-	904,000	-	(904,000)
Gains and losses on investments	(1,303,551)	-	-	(1,303,551)
Charity Funds as at 31 March 2023	34,199,403	8,931,301	461,807	24,806,295

The restricted fund represents Social Housing grants applied to Housing Association Scheme property developments. The fund is reduced by a proportion of the associated properties annual depreciation charge.

The 2022 fund movements are disclosed in note 31.

25. Staff costs

The average number of employees expressed as a headcount during the year to 31 March 2023 was 53. The corresponding number of employees for the year to 31 March 2022 was 53.

Total staff costs during the year were:

	2023 £	2022 £
Remuneration	1,072,521	1,077,214
Social security costs	96,554	80,528
Pension cost	46,128	41,502
	1,215,202	1,199,244

Emoluments (including employers National Insurance) paid to members of the senior management team totalled £349,327 (2022: £360,261).

During the year the highest paid member of the senior management team was the Master whose remuneration was £91,673 (2022: below £60,000) and employer pension of £4,442 (2022: Not disclosed).

No other staff member has emoluments exceeding £60,000 during the year (2022: None).

No redundancy payments were made during the period (2022: £nil).

The Charity operates a group personal pension plan for members of staff. The pension charge represents contribution premiums payable by The Great Hospital to this plan under the rules of the scheme.

26. Trustees remuneration and expenses

No Trustees received any remuneration (2022: £ nil).

No Trustees were reimbursed for expenses (2022: £nil).

27. Residents contributions for accommodation

The Great Hospital provides almshouse accommodation and does not grant tenancies of dwellings occupied for the purpose of the Charity. At 31 March 2023 there were 98 (2022: 98) units available for residents under the 'Housing for older people' scheme.

28. Summary of net assets by fund

	Total 2023 £	Income Fund 2023 £	Restricted Fund 2023 £	Endowment Fund 2023 £
Investments (at Market Value)	18,794,692	-	-	18,794,692
Cash	713,075	571,214	-	141,861
Stock	7,531	7,531	-	-
Debtors	266,713	173,495	-	93,218
Creditors	(374,211)	(374,211)	-	-
Free reserves	19,407,800	378,029	-	19,029,771
Housing Association loans	(91,336)	(91,336)	-	-
Investment property	5,776,524	-	-	5,776,524
Property in the course of construction	756,343	756,343	-	-
Housing Association Scheme property	686,208	224,401	461,807	-
Equipment	640,334	640,334	-	-
Building improvements	7,023,531	7,023,531	-	-
	34,199,404	8,931,302	461,807	24,806,295
Investment Fund				5,091,310
Unapplied Total Return				19,714,985
Total Endowment Fund				24,806,295

28. Summary of net assets by fund (continued)

	Total 2022 £	Income Fund 2022 £	Restricted Fund 2022 £	Endowment Fund 2022 £
Investments (at Market Value)	19,279,749	-	-	19,279,749
Cash	2,207,924	1,178,855	-	1,029,069
Stock	7,244	7,244	-	-
Debtors	239,494	164,003	-	75,491
Creditors	(381,581)	(381,581)	-	-
Free reserves	21,352,830	968,521	-	20,384,309
Housing Association loans	(92,106)	(92,106)	-	-
Investment property	6,138,524	-	-	6,138,524
Property in the course of construction	187,993	187,993	-	-
Housing Association Scheme property	711,623	232,712	478,911	-
Equipment	482,601	482,601	-	-
Building improvements	7,243,358	7,243,358	-	-
	36,024,823	9,024,529	478,911	26,522,833
Investment Fund				5,091,310
Unapplied Total Return				21,431,523
Total Endowment Fund				26,522,833

29. Subsidiary company results

The Charity has a wholly owned subsidiary company, TGH (Commercial) Limited.

The subsidiary company is a property construction and hospitality company and has been engaged by the Great Hospital to design and build new accommodation for residents.

The subsidiary is not registered with the social housing regulator. The results of the subsidiary company to 31 March 2023 are set out below.

	2023 £	2022 £
Turnover	2,580	-
Cost of sales and administration	(3,727)	(3,869)
Charitable donation	-	-
Net profit/(loss)	(1,147)	(3,869)

The aggregate of assets liabilities and reserves was:

	2023 £	2022 £
Current assets	831,693	185,008
Current liabilities	(839,724)	(191,892)
	(8,031)	(6,884)

At the 31 March 2023 the charity had made a programme related investment of £749,000 (2022: £179,000) in the subsidiary. Details of this are set out in note 17.

30. Related Party Transactions

TGH (Commercial) Limited is committed to pay its taxable profits to the Great Hospital by way of covenanted gift aid. At 31 March 2023 £Nil (2022: £Nil) was due to the Great Hospital from TGH (Commercial) Limited.

Organisations connected to the Charity occasionally hire the halls with all transactions being carried out on the same terms as they are offered to the general public.

31. Statement of Financial Activities 31 March 2022

	Income Fund £	Restricted Fund £	Endowment Fund £	2022 Total £
Income and endowments from:				
Donations and legacies	106,776	-	-	106,776
Income from charitable activities:				
Net contributions from residents	1,317,298	-	-	1,317,298
Other trading activities				
Functions	19,725	-	-	19,725
Shop income	-	-	-	-
Investments				
Property income	-	-	287,039	287,039
Interest and investment income receivable	-	-	413,787	413,787
Other income	2,761	-	-	2,761
Total income and endowments	1,446,560	-	700,826	2,147,386
Expenditure on:				
Cost of raising funds				
Investment management costs	-	-	155,558	155,558
Expenditure on charitable activities:				
Services	1,264,428	-	-	1,264,428
Management	552,830	-	-	552,830
Maintenance	398,417	-	-	398,417
Depreciation	262,618	17,104	-	279,722
Expenditure on other trading activities:				
Functions expenditure	-	-	-	-
Other expenditure	-	-	-	-
Total expenditure	2,478,293	17,104	155,558	2,650,955
Net income / (expenditure) before gains and losses on investments	(1,031,733)	(17,104)	545,268	(503,569)
Net gains / (losses) on investments	-	-	1,874,367	1,874,367
Net income / (expenditure)	(1,031,733)	(17,104)	2,419,635	1,370,798
Transfers between funds	1,050,000	-	(1,050,000)	-
Net movement in funds	18,267	(17,104)	1,369,635	1,370,798
Reconciliation of funds				
Total funds brought forward	9,004,812	496,015	25,153,198	34,654,025
Total funds carried forward	9,023,079	478,911	26,522,833	36,024,823

GREAT HOSPITAL

England & Wales - Charity number 211953

Accounts

ANNUAL REPORT AND GROUP ACCOUNTS

OF

GREAT HOSPITAL, NORWICH

FOR THE YEAR ENDED 31 MARCH 2022

REGISTERED CHARITY NUMBER: 211953
REGULATOR OF SOCIAL HOUSING NUMBER: A0846

GREAT HOSPITAL, NORWICH
ANNUAL REPORT AND STATEMENT OF ACCOUNTS
YEAR ENDED 31 MARCH 2022

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The Trustees of the Great Hospital are:

Mr J P Stanley MA (Oxon) FCA	Chairman
Mr J A Banham FCA CF	Vice Chairman
Mr D H Buck (retired 31 March 2022)	
Mr F N Davey	
Mrs C Jeffries	
Mr D R Marris Dipl Arch. RIBA (retired 31 March 2022)	
Mrs G A Pearson	
Mr K J Revell (appointed 9 June 2021)	
Dr C A Singh MB ChB MRCGP DRCOG DCH	
Mr W J Walker BSc FRICS	
Mr A J Yuill	

The Officers, Senior Managers and principal external advisors are:

Master and Chief Executive	Mr A J Barnes (resigned 31 July 2021)
	Mrs G K Dormer (appointed 4 October 2021)
Interim Master and Chief Executive	Miss N S Tansley BA (23 July 2021 – 3 October 2021)
Clerk & Company Secretary	Mr W R C Riley (retired 30 April 2021)
	Mr D Chapman (appointed 9 June 2021)
Executive Manager	Miss N S Tansley BA
Care Manager	Ms N Shrimpton (resigned 21 August 2021)
Interim Care Manager	Ms A M Johnson (appointed 1 June 2022)
Estate Manager	Mr A Buckingham BSc (resigned 6 July 2022)
	Mr G Crisp (appointed 4 July 2022)
Finance Manager	Miss E Tabora ACCA (resigned 16 December 2021)
	Mr I D Feltham MA (Oxon) ACA (appointed 6 December 2021)
Chaplain	The Rev'd Canon E Langan
Steward	Mr N F Saffell FRICS

Principal Office	The Great Hospital Bishopgate Norwich NR1 4EL
Bankers	Barclays Bank Plc 5-7 Red Lion Street Norwich NR1 3QH
Solicitors	Leathes Prior 74 The Close Norwich NR1 4DR
Auditors	Larking Gowen LLP King Street House 15 Upper King Street Norwich NR3 1RB
Investment Managers	Investec Wealth and Investment Limited 30 Gresham Street London EC2V 7QN

GREAT HOSPITAL, NORWICH
REPORT OF THE TRUSTEES
YEAR ENDED 31 MARCH 2022

The Trustees have pleasure in presenting their report and the financial statements for the year ended 31 March 2022. The purpose of these is to discharge the Trustees' duty of public accountability and stewardship.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's Trust Deed (the Scheme of Charity), the Accounting Direction for Private Registered Providers of Social Housing in England 2019 and with the 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)).

Reference and administrative details of the Charity, its Trustees and Advisors
The Great Hospital, situated in Bishopgate in the City of Norwich, is an unincorporated association, founded in 1249 by Walter de Suffield, Bishop of Norwich.

The Great Hospital is a Registered Charity (number 211953), governed by a Scheme of the Charity Commissioners dated 12 January 1983 (as amended by Schemes dated 2nd July 1996 and 15th January 2001). It is a Registered Social Landlord with the Regulator of Social Housing (number A0846) and also registered by the Care Quality Commission as a provider of Domiciliary Care.

The Charity has significant endowments in the form of directly-owned property and financial instruments of various types which the Trustees and Master manage with the advice of professional advisors. The income is used for the purposes as specified in the Scheme of Charity.

The names of the Trustees who have served during 2021/22 are set out on page 1, together with the names of Officers and Senior Managers of the Charity and external advisors.

Structure, governance and management
A Board of Trustees is responsible for the governance of the Great Hospital. Each Trustee is appointed by the Board of Trustees for a term of office of five years, after which period they may put themselves forward for re-appointment. All Trustees must live within a radius of 25 miles of the Cathedral Church of Norwich.

The Board of Trustees elects new Trustees who have the knowledge and experience to ensure that there is an appropriate skill mix to meet the needs of the Charity. New Trustees are required to complete an induction course which enables them to understand fully the aims and ethos of the Great Hospital and to help them to identify the risks, benefits and opportunities that exist.

The full Board of Trustees meets quarterly. There are three other major Committees which meet quarterly: the Policy Committee, the Finance Committee and the Care Committee. These Committees oversee all policy and investment matters pertaining to the operation of the Charity. The Committees' meetings allow for effective input from Trustees in their particular area of expertise and for close working relationships with the senior management team. Each Committee Chairman reports to the full Trustee Board quarterly.

Trustee training sessions are held annually and also when needed for specific requirements. The Policy Committee keeps this under review on a regular basis. Strategic reviews are conducted annually by the Policy Committee.

Different aspects of the work of the Great Hospital are regulated by three external statutory bodies, the Charity Commission, the Regulator of Social Housing and the Care Quality Commission. Historic England has formal oversight of the management of the heritage buildings which are of national and international significance and the Great Hospital is a member of the Almshouse Association.

The Master has the delegated authority to manage the Charity within the terms of the Scheme of Charity and in accordance with agreed policies and budgets, which are approved by the various Committees and ratified at the Trustees' plenary sessions.

Salaries for the senior management team are set by the Master who monitors similar executive positions in the charity sector both locally and nationally. The Master's (CEO's) salary is determined by the Trustees, taking into account the skill set needed for the position and remuneration packages offered for similar appointments both locally and nationally.

Connected Charities
There are two connected Charities. They are Preachers' Charity (registered number 212127) and Sir Peter Seaman's Charity (registered number 311101). The Trustees of the Great Hospital are also Trustees of both of these Charities and both are managed by the Master of the Great Hospital in accordance with the various Schemes.

The objects of the Preachers' Charity are to distribute two-thirds of the Charity's net income for the religious and other charitable work of the Dean and Chapter of Norwich Cathedral and the remaining one third for the benefit of the inhabitants of the City of Norwich. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Charity distributed £2,450 for the benefit of the inhabitants of the City of Norwich during the year ended 31 March 2022.

The objects of the Sir Peter Seaman's Charity are to promote the education, including social and physical training, of young persons under the age of 21 living in the City of Norwich who, in the opinion of the Trustees, are in need of financial assistance. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Trustees distributed £2,031 in the year ended 31 March 2022.

Risk assessment and management
The Trustees have a formal risk management process to assess strategic, financial and operational risks and implement risk management strategies. This involves identifying the types of risks the Charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying appropriate means of managing the risks. The risk register is reviewed at least annually but more often if other risks to the organisation emerge.

Key risks considered include the ongoing financial viability of the Great Hospital and operational risks relating to health and safety. The Great Hospital relies on a combination of resident contributions mostly funded from state benefits and returns from its investment portfolio in order to provide accommodation, care and support for its residents and preserve the fabric of its heritage buildings. A regular programme of refurbishment is carried out to ensure accommodation remains of an appropriate standard and provides value for money. Flexibility is maintained by the Great Hospital in the generation of investment returns from its adoption of a "total return" approach to investments allowing the portfolio of investments to be constructed to maximise returns within an acceptable level of risk. As a part medieval site with numerous steps and uneven surfaces accessed both by older residents and visitors, the Trustees and Managers are very conscious of potential health and safety hazards. Residents also have cooking facilities within their accommodation. The Great Hospital has therefore developed a comprehensive health and safety framework and culture led by the Master, supported by the Health and Safety Committee, with regular training for all employees, fire marshals and first aiders permanently on site, and regular risk assessments, safety checks and inspections.

Statement of responsibilities of the Board of Trustees
Charity and registered social housing legislation requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Charity and of the surplus or deficit for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable it to ensure that the financial statements comply with the Trust Deed (the Scheme of Charity), the Charities Act 2011, Schedule 1 to the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing in England 2019. They are also responsible for safeguarding the assets of the Charity and for taking appropriate measures to ensure the prevention and detection of fraud and other irregularities.

Public Benefit
In setting the objectives for the year, the Trustees have once again given careful consideration to the Charity Commission's general guidance on public benefit and continue to be mindful of their responsibilities in this regard. The Great Hospital was originally founded to provide relief for the poor and needy of the City of Norwich through the provision of shelter and sustenance and the wellbeing and interests of the residents remain the primary focus. Further, the Trustees are fully committed to maintaining the unique and important set of medieval and other heritage buildings and continue to fund a significant programme of maintenance and refurbishment.

Charity's Fundraising Work
The Trustees, the Master and the senior management team are clear about "who we are", "what we do" and how donations are used. They respect the rights, dignities and privacy of the Great Hospital's supporters and beneficiaries, and those of the connected Charities of Preachers' Charity and Sir Peter Seaman's Charity, and do not put undue pressure on a prospective donor to make a gift. If a prospective donor does not want to give, or wishes to cease giving, the decision will be respected entirely.

Professional telephone or street fundraisers, or commercial participators, are not employed or otherwise engaged to carry out fundraising activities and nor does the Great Hospital, Preachers' Charity or Sir Peter Seaman's Charity directly approach members of the public.

The Great Hospital, Preachers' Charity and Sir Peter Seaman's Charity comply with all relevant statutory regulations, including the Charities Act 2011, Data Protection Act 2018, the General Data Protection Regulation 2016/679 and the Privacy and Electronic Communications Regulations 2003. There were no breaches of these regulations in the period. The Trustees, the Master and the senior management team always seek to act in ways that are legal, open, honest and respectful - striving for best practice in fundraising. This includes logging, recording and responding to all complaints. No complaints were received in the period.

Objects and activities
The 'objects' of the Great Hospital as set out in the Scheme of Charity are:

'the provision and maintenance in the City of Norwich of the Parish Church of St Helen and of the almshouses known as the Great Hospital founded in accordance with the benevolent designs of King Edward the Sixth'.

Eligibility for residency at the Great Hospital is in accordance with the Scheme of Charity and as detailed in the Admissions Policy. Applicants who satisfy the age criteria must be resident in the greater Norwich area (as defined in the Scheme), must be in need and would, in the view of the Trustees as advised by the Master, benefit from being a resident. Persons who are resident elsewhere but who have lived or worked in Norwich will also be considered.

The 'aims' of the Charity are:

1. To preserve the fabric of the heritage building stock
2. Whenever possible, to provide a home for life for the residents in a secure and safe community
3. To provide care and support principally on a domiciliary basis
4. To continue to grow future investment income by investing endowment funds in appreciating assets as market conditions permit
5. To use the heritage assets to generate revenue and to be accessible to the public at large while acknowledging the sensitivity of the site and the wishes of the residents who live on it

Each year the Trustees review the objectives and activities to ensure they continue to reflect the aims.

As noted earlier, in carrying out this review the Trustees have considered the Charity Commission's general guidance on public benefit and have also assessed the outcomes in terms of value for money.

Details of the specific objectives of the Great Hospital for the year ended 31 March 2022 and of the progress achieved in relation to these are as follows:

As a paramount objective, to provide a high level of care and support to the residents of the Great Hospital during the coronavirus pandemic and to develop such facilities and services for their welfare and wellbeing as are necessary and desirable to meet their continuing needs in the context of the coronavirus pandemic.

A high level of care and support was provided during 2021/22 including:

- Arranging for on-site vaccinations for all Residents
- Providing regular testing facilities
- An increased investment in cleaning and hygiene services
- The opening of an outdoor pub and cafe on site
- Increased catering including meal deliveries and takeaways
- The provision of grocery shopping and similar services
- Regular communications to Residents and their families

We will continue to invest in upgrading our plant and equipment servicing our residents to deliver more cost efficient and environmentally friendly services.

- all boilers have now been replaced with efficiency improvements expected to partially offset the spiralling cost of energy

We will commence a detailed review of future needs and associated funding in order that both the existing operations and the planned development of Elaine Herbert House maximises the public benefit for current and future beneficiaries of the Charity

- future demands and needs have been assessed and approval has been given for the initial phase of the Elaine Herbert House redevelopment which includes demolition of the existing building and preparatory site investigations

Overview of the accounts

Summary
The Great Hospital achieved an occupancy level of 94.3% in the financial year against a target of 95% and this has resulted in net expenditure before gains and losses for the year of £502,119 (2021: £435,628) with a 6.8% increase in income to £2,147,386 and a 8.3% increase in expenditure to £2,649,505. The Charity's actual performance is being measured against the budget on a monthly basis and any variances against the budget are investigated to improve efficiency and performance.

In accordance with its charitable and strategic objectives, the Great Hospital maintains, repairs and improves the buildings on its site and seeks to provide enhanced accommodation for the benefit of its residents. It has achieved savings and greater value for money from procuring services from alternative suppliers and in reviewing its working practices. It has introduced regular tendering procedures for procurement where they did not exist and is implementing a long-term plan for investment in more efficient energy provision to realise cost savings, environmental benefits and increased comfort for residents, including heating installations and improvements in thermal efficiency.

The total net assets of the Charity increased by 4.0% to £36,024,823.

Investment policy
The Trustees have the power to administer and manage the assets of the Charity. The Trustees have delegated the management of its investment portfolio of stocks and shares to Investec Wealth and Investment Limited, a firm of independent investment managers.

Investment returns are a critical source of funding both in respect of the provision of services to residents and in terms of the maintenance of the heritage buildings. Trustees agree a target real rate of return (over and above the return required to maintain the inflation adjusted value of the Endowment Fund) with Investec Wealth and Investment Limited's Investment Managers based on their expert view of potential future returns. The benchmark portfolio recognises the Great Hospital's long-term investment horizon and risk appetite. In the year to 31 March 2022 the financial investments portfolio achieved a total return of 7.11% before investment management fees compared to a benchmark return of 8.37%.

The Trustees have also delegated the day to day management of its property portfolio to Brown & Co – Property and Business Consultants LLP, a firm of independent Chartered Surveyors. Brown & Co have been instructed to maximise the rental income from properties, reporting to the Master and Trustees as necessary, and also to advise the Trustees of any new investment opportunities.

Total Return policy
The Trustees continue to take advice from their investment advisors on expected long term real rates of return from the investment portfolio. The advice takes into consideration a number of factors including the construction of the Charity's investment portfolio, the position in the investment cycle and the outlook for inflation.

The total return approach enables the Trustees to decide each year how much of the unapplied total return is transferred to income funds and is available for expenditure.

To determine the transfer each year the Trustees review the balance of the unapplied total return, the latest view from Investec Wealth and Investment Limited on sustainable real returns and the operational requirements of the Charity. Further information is disclosed in note 23.

Following this review a provisional allocation to income funds is set for budgeting purposes and performance is monitored on a quarterly basis during the financial year. The actual allocation to income funds for the year is confirmed at the final Finance Committee meeting each financial year. During the year ended 31 March 2022 the Trustees reviewed the performance of the investment portfolio in order to satisfy themselves that the current levels of transfer remained sustainable. The Trustees were pleased to note that the value of the Charity's assets had outperformed the target of keeping pace with inflation and had in fact increased in real terms over the 9 years since April 2013 when the total return approach had been introduced.

Reserves policy
The Great Hospital aims to hold around £500,000 in cash at bank as working capital, representing 3 months worth of expenditure. The balance at 31 March 2022 was £1,178,855 reflecting additional planned capital and refurbishment works (2021: £802,553).

It is not considered necessary to hold cash at a higher level as the Total Return Approach to investment management means additional funds can be transferred from the Endowment Fund as and when required.

The Endowment Fund stood at £26,522,833 at 31 March 2022. Under the Total Return Approach, the entirety of the Endowment Fund can be utilised for the benefit of current and future beneficiaries other than an amount of £5,091,310 known as the Investment Fund, representing the value of original donations.

Assets
The overall value of the Charity's net assets on 31 March 2022 was £36,031,707. Fixed and current assets are as set out in the balance sheet.

The value of the Charity's non-property investments other than those held as cash deposits was £19,279,749.

The investment property portfolio, which comprises residential, commercial and agricultural land and buildings, was formally valued as at 31 March 2022 at £6,138,524 by the Great Hospital's investment property advisers Brown & Co Property and Business Consultants LLP (note 15).

In view of the Charity's substantial investments and assets the Trustees consider there is no material uncertainty in relation to the going concern assessments.

Value for money
In accordance with the Great Hospital's charitable purpose, in particular its obligation to maintain the accommodation occupied by residents and the other buildings on its site, the Charity's operational expenses are subsidised from the return on its capital funds and investments.

The value of that subsidy in the current financial year amounts to £1,126,362 (2021: £959,589) (operating deficit from Social Housing operation), which is 47.18% (2021: 42.43%) of the total expenditure incurred.

The Trustees intend to benefit the residents in future years by increasing the value of the services they receive, achieved through continued monitoring and scrutiny of operational expenses across the Charity.

In April 2018, the Regulator introduced a new Value for Money Standard in order to measure economy, efficiency and effectiveness.

Due to the unique nature of the Charity's operations, and the way housing activities are financed, it is not possible to make meaningful comparisons with an appropriate peer group.

The Value for Money metrics set out below show how the Great Hospital had performed since the introduction of the standard.

Metrics and Basis

	2022	2021
1. Reinvestment	3%	3%
The metrics looks at the investment in properties both new and existing as a percentage of the value of total properties held.		
2. New Supply Delivered	-	-
3. Gearing	-25%	-8%
This metric assesses how much of the assets are made up of debt and the degree of dependence on debt finance.		
4. Earnings before interest, tax, depreciation, amortisation, major repairs included (EBITDA MRI) Interest Cover	**1,616%**	**1,165%**
This is a key indicator for liquidity and investment capacity.		
5. Headline Social Housing cost per unit	£22,594	£20,113
This metric assesses the headline social housing cost per unit as defined by the Regulator.		
6. Operating Margin		
This metric measures profitability, and is a way of measuring the financial efficiency of a business.		
Operating Margin (A)	-89%	-73%
Operating Margin (B)	-23%	-22%

7.	**Return on Capital Employed**	4%	8%
	This metric measures the efficiency of Investment of capital resources.		

Future plans

Our immediate priority remains the provisions of care and support to the residents of the Great Hospital, extending our facilities and services as necessary to promote welfare and wellbeing as we adjust to living with Covid.

We will encourage greater engagement through the introduction of a Residents Committee providing an additional route for feedback and suggestions.

We will appoint contractors and agree a timetable for the first phase of the Elaine Herbert House redevelopment involving the demolition of the existing building and the completion of the various investigations required in order to give greater cost certainty on the eventual investment required and consider options for funding this.

Thanks

The Trustees and Master would like to express their sincere thanks to the Great Hospital staff who showed great care, flexibility and commitment in supporting our Residents through another year inevitably dominated by Covid.

On behalf of the Trustees

J. P. S

Mr J P Stanley
Chairman

Date: 21 September 2022

Independent auditors' report to the Trustees of the Great Hospital

Opinion

We have audited the financial statements of The Great Hospital (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Report of the Trustees, Consolidated Statements of Financial Activities, Consolidated and Parent Charity Balances Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2022, and of the group's incoming resources and application of resources 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 Charities Act 2011, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 3, the trustees are responsible for the preparation of financial statements which 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 charity'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 charity 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 as auditor under section 144 of the Charities Act 2011 and section 136 of the Housing and Regeneration Act 2008 and report in accordance with regulations made under section 154 of the Charities Act 2011 and section 137 of the Housing and Regeneration Act 2008

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.

Our approach was as follows:

- We enquired of the Trustees about their own identification and assessment of the risks of irregularities.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- We made enquiries of the Trustees and staff in the finance function of the charity concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations;
- We read minutes of Trustee meetings and reviewed any correspondence with regulators.
- Auditing the risk of management override of controls, including through journal entries and other adjustments for appropriateness.

Because of the field in with the charity operates, we identified the following areas as most likely to have a material impact on the financial statements: Health and Safety; employment law; GDPR, CQC and compliance with the Charities Act 2011, the Housing and Regeneration Act 2008 and Financial Reporting Standard (FRS)102.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls we test the appropriateness of journal entries and other adjustments; we assess whether the judgements made in making accounting estimates are indicative of a potential bias; and we evaluate the business rationale of any significant transactions that are unusual or outside the normal course of business for the Scheme.

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Larking Gowen LLP

Larking Gowen LLP
Chartered Accountants and Statutory Auditors
NORWICH

Date: 28 September 2022

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

GREAT HOSPITAL, NORWICH

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Fund £	Restricted Fund £	Endowment Fund £	**2022 Total £**	2021 Total £
Income and endowments from:						
Donations and legacies	2	106,776	-	-	106,776	58,054
Income from charitable activities:						
Contributions from residents	3	1,317,298	-	-	1,317,298	1,301,974
Other trading activities:						
Functions		19,725	-	-	19,725	-
Shop Income		-	-	-	-	135
Investments:						
Property Income	4	-	-	287,039	287,039	240,613
Interest and Investment income	10	-	-	413,787	413,787	408,163
Other income	11	2,761	-	-	2,761	2,017
Total income and endowments		1,446,560	-	700,826	2,147,386	2,010,956
Expenditure on:						
Cost of raising funds:						
Investment management costs	5	-	-	155,558	155,558	133,818
Expenditure on charitable activities:						
Services	6	1,264,428	-	-	1,264,428	1,214,163
Management	7	552,830	-	-	552,830	479,572
Maintenance	8	398,417	-	-	398,417	340,068
Depreciation	9	262,618	17,104	-	279,722	276,502
Expenditure on other trading activities:						
Functions expenditure		-	-	-	-	8
Other expenditure		-	-	-	-	2,453
Total expenditure		2,478,293	17,104	155,558	2,650,955	2,446,584
Net income / (expenditure) before gains and losses on investments		(1,031,733)	(17,104)	545,268	(503,569)	(435,628)
Net gains / (losses) on investments	15&16	-	-	1,874,367	1,874,367	3,270,987
Net income / (expenditure)		(1,031,733)	(17,104)	2,419,635	1,370,798	2,835,359
Transfers between funds	23&24	1,050,000	-	(1,050,000)		
Net movement in funds		18,267	(17,104)	1,369,635	1,370,798	2,835,359
Reconciliation of funds:						
Total funds brought forward		9,004,812	496,015	25,153,198	34,654,025	31,818,666
Total funds carried forward		9,023,079	478,911	26,522,833	36,024,823	34,654,025

GREAT HOSPITAL, NORWICH
BALANCE SHEET
AS AT 31 MARCH 2022

	Notes	Consolidated 2022	2021	Parent Charity 2022	2021
		£	£	£	£
Fixed assets					
Housing Association Scheme properties	14a&b	711,623	737,038	711,623	737,038
Equipment	14a&b	482,601	298,806	482,601	298,806
Improvements to Great Hospital buildings	14a&b	7,243,358	7,463,593	7,243,358	7,463,593
Property in the course of construction	14a&b	187,993	187,993	7,343	7,343
Investment properties	15	6,138,524	5,850,561	6,138,524	5,850,561
Investments	16&22	19,279,749	19,430,662	19,279,749	19,430,663
Programme related investment	17	-	-	179,000	173,000
		34,043,848	33,968,653	34,042,198	33,961,004
Current assets					
Stock	18	7,244	6,649	7,244	6,649
Debtors and prepayments	19	239,494	179,972	247,366	188,234
Cash at bank and in hand		1,178,855	802,553	1,174,992	800,227
Cash held by investment brokers		1,029,069	9,710	1,029,069	9,710
		2,454,662	998,884	2,458,671	1,004,820
Less:					
Creditors:					
Amounts falling due within one year	20	(381,581)	(220,637)	(377,056)	(215,909)
Net current assets		2,073,081	778,247	2,081,615	788,911
Total assets less current liabilities		36,116,929	34,746,900	36,123,813	34,749,915
Less:					
Creditors:					
Amounts falling due after one year	21	(92,106)	(92,875)	(92,106)	(92,875)
Total net assets		36,024,823	34,654,025	36,031,707	34,657,040
Represented by:					
The funds of the charity:					
Endowment fund	23	26,522,833	25,153,198	26,522,833	25,153,198
Restricted fund	24	478,911	496,015	478,911	496,015
Income fund (unrestricted)	24	9,023,079	9,004,812	9,029,963	9,007,827
		36,024,823	34,654,025	36,031,707	34,657,040

The financial statements on pages 11 to 32 were approved by the Board of Trustees on 21 September 2022 and were signed on their behalf by:

Mr J Stanley

The notes on pages 14 to 32 form part of these financial statements

GREAT HOSPITAL, NORWICH
CONSOLIDATED CASHFLOW STATEMENT
AS AT 31 MARCH 2022

	2022 £	2021 £
Net cash outflow from operating activities (see below)	(231,799)	(53,169)
Cash Flows from investing activities		
Interest, dividends and rents received	700,826	648,776
Purchase of fixed assets	(217,867)	(278,059)
Investment property transactions	43,286	-
Proceeds from sale of investments property	-	-
Proceeds from sale of investments	3,490,021	2,922,814
Purchase of investments	(2,388,037)	(2,972,909)
Net cash provided by investing activities	1,628,229	320,622
Cash flows from financing activities		
Repayment of borrowing	(769)	(746)
Net cash provided by financing activities	(769)	(746)
Change in cash and cash equivalents in the year	1,395,661	266,707
Cash and cash equivalents brought forward	812,263	545,556
Cash and cash equivalents carried forward	2,207,924	812,263

Reconciliation of net income to net cash outflow from operating activities

	2022 £	2021 £
Net Income / (Loss)	(503,569)	2,835,359
Interest, dividends and rents received	(700,826)	(648,776)
(Gains)/Losses on investments	592,047	(3,270,987)
Depredation	279,722	276,503
Decrease / (increase) in debtors	(59,522)	751,918
Decrease / (increase) in stock	(595)	(1,460)
Increase / (decrease) in creditors	160,944	4,274
Net cash outflow from operating activities	(231,799)	(53,169)

Analysis of changes in cash and cash equivalents:	1 Apr 2021 £	Cash flows £	31 Mar 2022 £
Cash at bank and in hand	802,553	376,302	1,178,855
Cash held by investment brokers	9,710	1,019,359	1,029,069
Total	812,263	1,395,661	2,207,924

The notes on pages 14 to 32 form part of these financial statements

1. **Accounting Policies**

a) **Basis of accounting**

The accounts are prepared under the historical cost convention, modified to include the revaluation of certain fixed assets. The Housing SORP 2014 requires any almshouse that is not governed by the Landlord and Tenant Act 1985, and operates predominantly for charitable purposes, to adopt the Charities SORP when preparing its financial statements. The Great Hospital is a registered almshouse (membership number 333), and meets the other listed conditions and has therefore prepared the financial statements is accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014, the accounting requirements of the Accounting Direction for Private Registered Providers of Social Housing 2019 and with charity law.

The Great Hospital meets the definition of a public benefit entity under FRS 102.

Preparation of the financial statements require management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include: useful economic lives of tangible assets - the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of assets. The useful economic lives and residual values are reassessed annually. See note 14 for the carrying amount of property, plant and equipment and note 1 (f) and (i) for the useful economic lives for each class of assets; investment property valuations - the treatment of investment property is explained in note 1 (g) and the carrying value can be found in note 15.

The most significant area of uncertainty that affects the future value of the charity's assets is the performance of the property and listed investment market.

b) **Consolidation**

Under statute group financial statements are required. These consolidate the Charity and its subsidiary TGH (Commercial) Limited.

c) **Income and Expenditure**

All income is recognised once the group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Expenditure is recognised once there is a legal or constructive obligation to make 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. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

d) **Government Grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the statement of financial activities as the related expenditure is incurred.

e) **Fixed assets - Housing Association scheme properties**

Properties included under Housing Association scheme properties are stated at cost less depreciation which includes the following:

i Cost of acquiring land and buildings
ii Development expenditure
iii Interest charged on the mortgage loans raised to finance the scheme, including notional interest.

Interest on the mortgage loan financing the development is capitalised up to the relevant date of interim SHG payment, (see note 1j). Interest on the residual mortgage loan after this date is charged to the Statement of Financial Activity.

f) **Fixed assets - Great Hospital buildings**

Buildings and improvements to buildings are shown at cost and depreciated over the estimated useful life of the asset, as follows:

Improvements to buildings - 50 years (2% straight line) - other than for additions below:
Housing Association properties - 50 years (2% straight line)
Assets in the course of construction are not depreciated

The Trustees have considered the application of component accounting and have depreciated improvements to building additions on the following basis:

Main fabric - 100 years
Roof - 75 years
Mechanical installations - 50 years
Electrical installations - 30 - 40 years
Windows and Doors - 30 years
Kitchen Installation - 15 years
Lift Installation - 20 years
Shower installation - 15 years
Fittings and furnishings - 15 years

g) **Fixed assets - investment properties**

A triennial valuation of investment properties at open market value is provided by Brown & Co - Property and Business Consultants LLP. In the intervening periods, investment property valuations are updated based on professional advice provided to the Trustees by Brown & Co – Property and Business Consultants LLP. The review conducted by the Great Hospital's advisors on behalf of the Trustees for the purpose of the interim valuation does not give rise to a formal valuation.

h) **Heritage assets - Historical Bishopgate property**

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249, and have no historic cost.

The Trustees feel that owing to the incomparable nature of the buildings, conventional valuation lacks sufficient reliability and that, even if valuations could be obtained, the costs would be onerous compared with the additional benefits derived by the Charity and users of the accounts. As a result, no value is reported for these assets in the Charity's accounts.

The cost of associated major maintenance and refurbishment is reported in the Statement of Financial Activity in the year it is incurred.

Further information is given in Note 14c to the accounts.

i) **Fixed assets - Other assets**

Other assets are depreciated over a period of 3-10 years on a straight-line basis.

j) **Investments - Other 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. The statement of financial activity includes the net gains and losses arising on revaluation and disposals throughout the year.

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 within particular sectors or sub sectors.

Programme related investments are carried at the amount invested less any impairments.

k) Social Housing Grants

Social Housing Grants (SHG) are made by the Housing Association and are utilised to reduce the amount of mortgage loan in respect of an approved scheme to the amount which it is estimated can be serviced by the net annual income of the scheme. The amount of SHG is calculated on the qualifying costs of the scheme in accordance with instructions issued from time to time by the Regulator of Social Housing.

Where developments have been financed wholly or partly by SHG, the SHG is recognised in income when the charity has entitlement to it.

SHG are repayable under certain circumstances, primarily following the sale of a property. Provision for repayment is made in the balance sheet when properties, which have SHG funding, are sold.

l) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Restricted funds are those funds that can only be used for particular restricted purposes. Restrictions arise when specified by the donor or when funds are raised for particular restrictive purposes.

Following an application to the Charity Commission the Great Hospital moved to a total return approach to accounting for investments from 1 April 2013.

m) Pension scheme

The Great Hospital operates defined contribution pension schemes for members of staff of the Charity. The pension costs charged to the Statement of Financial Activity represents the employer's contributions payable under the rules of the schemes.

n) Stock

Stocks are carried at the lower of cost and net realisable value.

o) Going concern

The charity has generated sufficient financial resources from its activities to allow the Trustees to believe that the charity is well placed to manage its operational risks successfully in the current economic climate. Accordingly, the Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

p) 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.

q) Creditors

Creditors and provisions 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.

Short term creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Other financial liabilities are measured at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

r) 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. Other receivables are measured initially at fair value, net of transaction costs, and are measured subsequently as amortised cost using the effective interest method, less any impairment. If settlement of debt is deferred, the consideration is discounted at an appropriate interest reflecting the financing transaction involved.

2. Income from Donations and Legacies

	Regulated Social Housing Activities £	Unregulated Activities £	Total 2022 £	Total 2021 £
Donations	-	2,329	2,329	401
NCC – Covid grant funding	-	104,447	104,447	57,653
	-	106,776	106,776	58,054

During the year a Local Authority Discretionary grant of £104,447 (2021: £57,653) was received from Norfolk County Council as part of the Government's response to the Covid-19 global pandemic.

No other forms of government assistance have been received in the year and there are no unfulfilled conditions and other contingencies attached to the grants included above.

3. Social Housing Income and Expenditure

Accommodation charge	907,328	-	907,328	879,680
Service charges (see below)	409,970	-	409,970	422,294
Contribution from Residents	1,317,298	-	1,317,298	1,301,974
Social housing operating costs	(2,443,660)	-	(2,443,660)	(2,261,563)
Operating deficit	(1,126,362)	-	(1,126,362)	(959,589)
Void losses	(47,821)	-	(47,821)	(47,821)
Service Charges				
Gas and Electricity	130,499	-	130,499	136,682
Care service	122,895	-	122,895	133,809
Catering	105,556	-	105,556	100,378
Cleaning	51,020	-	51,020	51,425
	409,970	-	409,970	422,294

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2022 £	Total 2021 £
4.	**Property Income**				
	Investment properties	-	287,039	287,039	240,613
	Expenses				
	Agent's commission	-	(13,069)	(13,069)	(13,031)
	Professional fees	-	(13,978)	(13,978)	(45,783)
	Repairs etc	-	(44,223)	(44,223)	(1,109)
	Net income from investment properties	-	215,768	215,768	180,690
5.	**Cost of managing investments**				
	Property agent's commission	-	13,069	13,069	13,031
	Professional fees	-	13,978	13,978	45,783
	Repairs etc	-	44,223	44,223	1,109
	Investment managers fees	-	72,569	72,569	63,335
	Irrecoverable VAT	-	11,719	11,719	10,560
		-	155,558	155,558	133,818
6.	**Services**				
	Staff costs	884,398	-	884,398	858,796
	Food	91,507	-	91,507	95,240
	Energy	133,251	-	133,251	115,276
	Laundry and cleaning	24,799	-	24,799	25,597
	Water and council tax	23,433	-	23,433	23,689
	Amenities	5,668	-	5,668	3,313
	Care consumables	3,461	-	3,461	17,403
	Irrecoverable VAT	97,911	-	97,911	74,849
		1,264,428	-	1,264,428	1,214,163
7.	**Management**				
	Administration	143,283	-	143,283	119,800
	Staff costs	305,433	22,583	328,016	292,000
	Insurance	52,377	29,154	81,531	67,772
		501,093	51,737	552,830	479,572

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2022 £	Total 2021 £
8.	**Maintenance**				
	Building maintenance	398,417	-	398,417	340,068
9.	**Depreciation**				
	Housing Association scheme properties	25,415	-	25,415	25,415
	Equipment	34,072	-	34,072	29,531
	Improvements to Great Hospital buildings	220,235	-	220,235	221,557
		279,722	-	279,722	276,503
10.	**Interest and Investment Income receivable**				
	Securities income	-	413,780	413,780	408,163
	Deposit interest receivable	-	7	7	-
	Other finance income	-	-	-	-
		-	413,787	413,787	408,163
11.	**Other income**				
	Sundry income	-	2,658	2,658	1,967
	Booklet sales	-	103	103	50
		-	2,761	2,761	2,017

12. Taxation

The Great Hospital is a registered Charity within the meaning of the Taxes Act and is, therefore, eligible to claim certain exemptions to income tax and capital gains tax. As a consequence no charge to taxation arises for the year.

13. Surplus after interest	**2022 £**	**2021 £**
The net income before gains and losses is stated after charging / (crediting):		
Interest payable	13,657	13,656
Depreciation	279,722	276,503
Auditors remuneration – audit	13,935	13,500
Auditors remuneration – non audit services	1,500	1,682

14a. Fixed Assets - Group

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2021	1,270,755	9,489,232	636,530	187,993	11,584,510
Additions	-	-	217,867	-	217,867
At 31 March 2022	1,270,755	9,489,232	854,397	187,993	11,802,377
Depreciation					
At 1 April 2021	533,717	2,025,639	337,724	-	2,897,080
Charge for the year	25,415	220,235	34,072	-	279,722
At 31 March 2022	559,132	2,245,874	371,796	-	3,176,802
Net book value					
At 31 March 2022	711,623	7,243,358	482,601	187,993	8,625,575
At 31 March 2021	737,038	7,463,593	298,806	187,993	8,687,430

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in previous financial years, this project is reflected as an asset in the course of construction.

14b. Fixed Assets – Parent Charity

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property In the course of construction £	Total £
Cost					
At 1 April 2021	1,270,755	9,489,232	636,530	7,343	11,403,860
Additions	-	-	217,867	-	217,867
At 31 March 2022	1,270,755	9,489,232	854,397	7,343	11,621,727
Depreciation					
At 1 April 2021	533,717	2,025,639	337,724	-	2,897,080
Charge for the year	25,415	220,235	34,072	-	277,722
At 31 March 2022	559,132	2,245,874	371,796	-	3,176,802
Net book value					
At 31 March 2022	711,623	7,243,358	482,601	7,343	8,444,925
At 31 March 2021	737,038	7,463,593	298,806	7,343	8,506,780

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in previous financial years, this project is reflected as an asset in the course of construction.

14c. Heritage assets not recognised in the balance sheet

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249, and have no historic cost.

There have been no acquisitions or disposals of heritage assets.

The Charity is committed to maintaining these unique and important buildings, and continues to fund a significant programme of maintenance and refurbishment.

15. Investment properties - Group and Charity

	2022 £	2021 £
Valuation		
1 April 2021	5,850,561	5,645,286
Disposals	(635,333)	-
Additions	-	-
Realised gain on disposal	592,047	-
Gain / (loss) on revaluation	331,249	205,275
31 March 2022	6,138,524	5,850,561
Classification of properties		
Residential Estate	645,000	583,751
Commercial holdings	4,830,000	4,625,000
Agricultural holdings	663,524	641,810
	6,138,524	5,850,561

A formal valuation of investment properties was carried out at 31 March 2022 by Brown & Co Property and Business Consultants LLP, a firm of independent chartered surveyors, on behalf of the Trustees in accordance with the accounting policy set out in note 1g. A formal valuation of investment properties is carried out every three years.

16. Investments

	2022 Cost £	2022 Market value £	2021 Cost £	2021 Market value £
Government stock	281,197	272,243	287,197	287,422
Ordinary shares	11,253,162	16,252,308	11,713,559	16,083,012
Fixed interest	2,648,828	2,755,198	2,889,941	3,060,228
Total	14,183,187	19,279,749	14,890,697	19,430,662
Un-quoted investments				
Shares in TGH (Commercial) Ltd	1	1	1	1
Grand total - Charity	14,183,188	19,279,750	14,890,698	19,430,663

TGH (Commercial) Limited is a 100% subsidiary and a property construction company that has expanded its activities to include the provision of hospitality. TGH (Commercial) Limited has been engaged by the Great Hospital to design and build new accommodation for residents. The results of the subsidiary company to 31 March 2022 are set out in note 30.

Movements in quoted investments	2022 £	2021 £
Market value 1 April 2021	19,430,662	16,314,856
Additions	2,388,077	2,972,909
Disposals	(3,490,021)	(2,922,814)
Net investment gains / (losses)	951,071	3,065,711
Market value 31 March 2022	19,279,749	19,430,662

All investments are included within the accounts at their current market value, in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)

Net investment gains / (losses) comprise realised gains of £149,524 (2021: £64,570) and unrealised gains of £801,547 (2021: £3,001,141).

Since the year end, the valuation of the Charity's listed portfolio has fallen by circa 4% due to the current fluctuations in the economic climate and inflation. The Trustees do not consider this fall in value to be permanent and as such no provision has been made for this reduction in value in the financial statements at 31 March 2022.

17. Programme related investment

Loan to TGH (Commercial) Limited	Charity 2022 £	2021 £
Balance at 1 April 2021	173,000	145,000
Additional loan	6,000	28,000
Balance as at 31 March 2022	179,000	173,000

A loan has been made to TGH (Commercial) Limited, the Charity's subsidiary. TGH (Commercial) Limited has been engaged by the Charity to design and build new accommodation for its residents.

18. Stock

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Food and beverages	6,238	5,112	6,238	5,112
Booklets	1,006	1,537	1,006	1,537
	7,244	6,649	7,244	6,649

19. Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Prepayments and accrued income	118,058	5,543	118,058	17,805
Other debtors	106,373	172,879	108,878	172,879
Residents' contributions receivable	12,063	1,550	20,430	1,550
Donation from TGH (Commercial) Ltd	-	-	-	-
	239,494	179,972	247,366	188,234

20. Creditors: amounts falling due within one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade creditors	216,041	124,859	216,041	124,283
Taxation and social security	29,678	17,195	29,678	17,195
Accruals and deferred income	135,862	78,583	131,337	74,431
	381,581	220,637	377,056	215,909

21. Creditors: amounts falling due after more than one year - Group and Charity

	2022 £	2021 £
Housing Association schemes (see below)	92,106	92,875
	92,106	92,875

Housing Association Schemes

	Prior Court £	Youngs Green £	Total £
Balances at beginning of year	45,708	47,167	92,875
Less capital due within one year	(383)	(387)	(770)
Balances at end of year	45,325	46,780	92,106
Balance included above repayable by instalments in more than five years	41,102	44,189	85,291
Rate of interest payable	15%	14%	

All the schemes have been completed. The loan relating to Prior Court is repayable over 60 years from 1 February 1980. The loan relating to Youngs Green is repayable over 60 years from 1 January 1983. Interest payable on the loans during the year ended 31 March 2022 amounted to £13,608 (2021: £13,656).

22. Financial Instruments

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Financial assets at fair value through statement of financial activities				
Investments	19,279,749	19,430,662	19,279,750	19,430,663
	19,279,749	19,430,662	19,279,750	19,430,663
Financial assets measured at amortised cost				
Trade debtors	17,355	1,550	20,430	1,550
Other debtors	-	-	-	-
Amounts owed by group undertakings	-	-	-	-
	17,355	1,550	20,430	1,550
Financial liabilities measured at amortised cost				
Trade creditors	216,041	124,859	216,041	124,283
Accruals	96,017	46,273	94,567	44,923
Loans – Amounts due within one year	770	769	770	770
Loans – Amounts due after one year	92,106	92,875	92,106	92,875
	404,934	264,776	403,484	262,851

23. Movement in Permanent Endowment – Total Return Approach

	Investment Fund £	Unapplied Total Return £	Total Permanent Endowment £
At beginning of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	5,091,310
Unapplied total return	-	20,061,888	20,061,888
Total	5,091,310	20,061,888	25,153,198
Movements in the reporting period:			
Investment return: Income, dividends and interest	-	700,826	700,826
Investment return: realised and unrealised gains	-	1,874,367	1,874,367
Less: Investment management costs	-	(155,558)	(155,558)
Net unapplied total return	-	2,419,635	2,419,635
Unapplied total return allocated to income in the reporting period	-	(1,050,000)	(1,050,000)
Net movement in the reporting period	-	1,369,635	1,369,635
At end of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	5,091,310
Unapplied total return	-	21,431,523	21,431,523
Total	5,091,310	21,431,523	26,522,833

The Great Hospital has adopted a total return approach to investments pursuant to an order of the Charity Commission for England and Wales under section 105 of the Charities Act 2011 dated 14 March 2011.

The Great Hospital has benefited from returns on investments since its foundation in 1249. By agreement with the Charity Commission, the Initial Investment Fund was set based on total assets held at January 1983 when a Scheme of the Charity Commissioners for the Great Hospital was established. This sum was increased to account for inflation between 1983 and the commencement of the Total Return Approach in April 2013.

24. Summary of fund movements:

	Total £	Income Fund £	Restricted Fund £	Endowment Fund £
Charity Funds as at 1 April 2021	34,657,040	9,007,827	496,015	25,153,198
Income	2,147,386	1,446,560	-	700,826
Expenditure	(2,647,086)	(2,474,424)	(17,104)	(155,558)
Transfers between funds	-	1,050,000	-	(1,050,000)
Gains and losses on investments	1,874,367	-	-	1,874,367
Charity Funds as at 31 March 2022	36,031,707	9,029,963	478,911	26,522,833

The restricted fund represents Social Housing grants applied to Housing Association Scheme property developments. The fund is reduced by a proportion of the associated properties annual depreciation charge.

The 2021 fund movements are disclosed in note 31.

25. Staff costs

The average number of employees expressed as a headcount during the year to 31 March 2022 was 53. The corresponding number of employees for the year to 31 March 2021 was 53.

Total staff costs during the year were:

	2022 £	2021 £
Remuneration	1,077,214	970,058
Social security costs	80,528	77,292
Pension cost	41,502	41,289
	1,199,244	1,088,640

Emoluments (including employers National Insurance) paid to members of the senior management team totalled £360,261 (2021: £355,915).

During the year no individual received remuneration over £60,000 (2021: 1 individual - £112,317). This reduction reflects a change in the Master during the year.

No other staff member has emoluments exceeding £60,000 during the year (2021: One).

No redundancy payments were made during the period (2021: £nil).

The Charity operates a group personal pension plan for members of staff. The pension charge represents contribution premiums payable by The Great Hospital to this plan under the rules of the scheme.

26. Trustees remuneration and expenses

No Trustees received any remuneration (2021: £ nil).

No Trustees were reimbursed for expenses (2021: £nil).

27. Residents contributions for accommodation

The Great Hospital provides almshouse accommodation and does not grant tenancies of dwellings occupied for the purpose of the Charity. At 31 March 2022 there were 98 (2021: 98) units available for residents under the 'Housing for older people' scheme.

28. Summary of net assets by fund

	Total 2022 £	Income Fund 2022 £	Restricted Fund 2022 £	Endowment Fund 2022 £
Investments (at Market Value)	19,279,749	-	-	19,279,749
Cash	2,207,924	1,178,855	-	1,029,069
Stock	7,244	7,244	-	-
Debtors	239,494	164,003	-	75,491
Creditors	(381,581)	(381,581)	-	-
Free reserves	21,352,830	968,521	-	20,384,309
Housing Association loans	(92,106)	(92,106)	-	-
Investment property	6,138,524	-	-	6,138,524
Property in the course of construction	187,993	187,993	-	-
Housing Association Scheme property	711,623	232,712	478,911	-
Equipment	482,601	482,601	-	-
Building improvements	7,243,358	7,243,358	-	-
	36,024,823	9,024,529	478,911	26,522,833
Investment Fund				5,091,310
Unapplied Total Return				21,431,523
Total Endowment Fund				26,522,833

28. Summary of net assets by fund (continued)

	Total 2021 £	Income Fund 2021 £	Restricted Fund 2021 £	Endowment Fund 2021 £
Investments (at Market Value)	19,430,663	-	-	19,430,663
Cash	812,263	812,263	-	-
Stock	6,649	6,649	-	-
Debtors	179,972	307,999	-	(128,027)
Creditors	(220,637)	(220,637)	-	-
Free reserves	20,208,910	906,274	-	19,302,636
Housing Association loans	(92,876)	(92,876)	-	-
Investment property	5,850,561	-	-	5,850,561
Property in the course of construction	187,993	187,993	-	-
Housing Association Scheme property	737,038	241,023	496,015	-
Equipment	298,806	298,806	-	-
Building improvements	7,463,593	7,463,593	-	-
	34,654,025	9,004,813	496,015	25,153,197
Investment Fund				5,091,310
Unapplied Total Return				20,061,887
Total Endowment Fund				25,153,197

30. Subsidiary company results

The Charity has a wholly owned subsidiary company, TGH (Commercial) Limited.

The subsidiary company is a property construction and hospitality company and has been engaged by the Great Hospital to design and build new accommodation for residents.

The subsidiary is not registered with the social housing regulator. The results of the subsidiary company to 31 March 2022 are set out below.

	2022 £	2021 £
Turnover	-	-
Cost of sales and administration	(3,869)	(3,016)
Charitable donation	-	-
Net profit/(loss)	(3,869)	(3,016)

The aggregate of assets liabilities and reserves was:

	2022 £	2021 £
Current assets	185,008	182,976
Current liabilities	(191,892)	(185,991)
	(6,884)	(3,015)

At the 31 March 2022 the charity had made a programme related investment of £179,000 (2021: £173,000) in the subsidiary. Details of this are set out in note 17.

31. Related Party Transactions

The Great Hospital charged its subsidiary, TGH (Commercial) Limited, £Nil for management charges (2021: £nil).

TGH (Commercial) Limited is committed to pay its taxable profits to the Great Hospital by way of covenanted gift aid. At 31 March 2022 £Nil (2021: £nil) was due to the Great Hospital from TGH (Commercial) Limited.

Organisations connected to the Charity occasionally hire the halls with all transactions being carried out on the same terms as they are offered to the general public.

31. Statement of Financial Activities 31 March 2021

	Income Fund £	Restricted Fund £	Endowment Fund £	2021 Total £
Income and endowments from:				
Donations and legacies	58,054	-	-	58,054
Income from charitable activities:				
Net contributions from residents	1,301,974	-	-	1,301,974
Other trading activities				
Functions	-	-	-	-
Shop income	135	-	-	135
Investments				
Property Income	-	-	240,613	240,613
Interest and investment income receivable	-	-	408,163	408,163
Other income	2,017	-	-	2,017
Total income and endowments	1,362,180	-	648,776	2,010,956
Expenditure on:				
Cost of raising funds				
Investment management costs	-	-	133,818	133,818
Expenditure on charitable activities:				
Services	1,214,163	-	-	1,214,163
Management	479,572	-	-	479,572
Maintenance	340,068	-	-	340,068
Depreciation	259,398	17,104	-	276,502
Expenditure on other trading activities:				
Functions expenditure	8	-	-	8
Other expenditure	2,453	-	-	2,453
Total expenditure	2,295,662	17,104	133,818	2,446,584
Net income / (expenditure) before gains and losses on investments	(933,482)	(17,104)	514,958	(435,628)
Net gains / (losses) on investments	-	-	3,270,987	3,270,987
Net income / (expenditure)	(933,482)	(17,104)	3,785,945	2,835,359
Transfers between funds	900,000	-	(900,000)	-
Net movement in funds	(33,482)	(17,104)	2,885,945	2,835,359
Reconciliation of funds				
Total funds brought forward	9,038,294	513,119	22,267,253	31,818,666
Total funds carried forward	9,004,812	496,015	25,153,198	34,654,025

GREAT HOSPITAL

England & Wales - Charity number 211953

Accounts

ANNUAL REPORT AND GROUP ACCOUNTS

OF

GREAT HOSPITAL, NORWICH

FOR THE YEAR ENDED 31 MARCH 2021

REGISTERED CHARITY NUMBER: 211953
REGULATOR OF SOCIAL HOUSING NUMBER: A0846

GREAT HOSPITAL, NORWICH
ANNUAL REPORT AND STATEMENT OF ACCOUNTS
YEAR ENDED 31 MARCH 2021

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The Trustees of the Great Hospital are:

Mr J P Stanley MA (Oxon) FCA	Chairman
Mr J A Banham FCA CF	Vice Chairman
Mr D H Buck	
Mr F N Davey	
Mrs C Jeffries	
Mr D R Marris Dipl Arch. RIBA	
Mrs G A Pearson	
Dr J S Powell MB ChB MRCGP (retired 31 March 2021)	
Dr C A Singh MB ChB MRCGP DRCOG DCH	
Mr W J Walker BSc FRICS	
Mr A J Yuill	
Mr K J Revell (appointed 9 June 2021)	

The Officers, Senior Managers and principal external advisors are:

Master and Chief Executive	Mr A J Barnes (resigned 31 July 2021)
Interim Master and Chief Executive	Miss N S Tansley BA (appointed 23 July 2021)
Clerk & Company Secretary	Mr W R C Riley (retired 30 April 2021)
	Mr D Chapman (appointed 9 June 2021)
Executive Manager	Miss N S Tansley BA
Care Manager	Ms A M Loveday RGN (resigned 18 December 2020)
	Ms N Shrimpton (appointed 20 January 2021)
Estate Manager	Mr A Buckingham BSc
Finance Manager	Miss E Tabora ACCA
Chaplain	The Rev'd Canon E Langan
Steward	Mr N F Saffell FRICS

Principal Office	The Great Hospital Bishopgate Norwich NR1 4EL
Bankers	Barclays Bank Plc 5-7 Red Lion Street Norwich NR1 3QH
Solicitors	Leathes Prior 74 The Close Norwich NR1 4DR
Auditors	Larking Gowen LLP King Street House 15 Upper King Street Norwich NR3 1RB
Investment Managers	Investec Wealth and Investment Limited 30 Gresham Street London EC2V 7QN

GREAT HOSPITAL, NORWICH
REPORT OF THE TRUSTEES
YEAR ENDED 31 MARCH 2021

The Trustees have pleasure in presenting their report and the financial statements for the year ended 31 March 2021. The purpose of these is to discharge the Trustees' duty of public accountability and stewardship.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's Trust Deed (the Scheme of Charity), the Accounting Direction for Private Registered Providers of Social Housing in England 2019 and with the 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)).

Reference and administrative details of the Charity, its Trustees and Advisors
The Great Hospital, situated in Bishopgate in the City of Norwich, is an unincorporated association, founded in 1249 by Walter de Suffield, Bishop of Norwich.

The Great Hospital is a Registered Charity (number 211953), governed by a Scheme of the Charity Commissioners dated 12 January 1983 (as amended by Schemes dated 2nd July 1996 and 15th January 2001). It is a Registered Social Landlord with the Regulator of Social Housing (number A0846) and also registered by the Care Quality Commission as a provider of Domiciliary Care.

The Charity has significant endowments in the form of directly-owned property and financial instruments of various types which the Trustees and Master manage with the advice of professional advisors. The income is used for the purposes as specified in the Scheme of Charity.

The names of the Trustees who have served during 2020/21 are set out on page 1, together with the names of Officers and Senior Managers of the Charity and external advisors.

Structure, governance and management
A Board of Trustees is responsible for the governance of the Great Hospital. Each Trustee is appointed by the Board of Trustees for a term of office of five years, after which period they may put themselves forward for re-appointment. All Trustees must live within a radius of 25 miles of the Cathedral Church of Norwich.

The Board of Trustees elects new Trustees who have the knowledge and experience to ensure that there is an appropriate skill mix to meet the needs of the Charity. New Trustees are required to complete an induction course which enables them to understand fully the aims and ethos of the Great Hospital and to help them to identify the risks, benefits and opportunities that exist.

The full Board of Trustees meets quarterly and the Policy Committee meets biannually. There are two other major Committees which meet quarterly: the Finance Committee and the Care Committee. These Committees oversee all policy and investment matters pertaining to the operation of the Charity. The Committees' meetings allow for effective input from Trustees in their particular area of expertise and for close working relationships with the senior management team. Each Committee Chairman reports to the full Trustee Board quarterly (the Policy Committee biannually).

Trustee training sessions are held annually and also when needed for specific requirements. The Policy Committee keeps this under review on a regular basis. Strategic reviews are conducted annually by the Policy Committee.

Different aspects of the work of the Great Hospital are regulated by three external statutory bodies, the Charity Commission, the Regulator of Social Housing and the Care Quality Commission. Historic England has formal oversight of the management of the heritage buildings which are of national and international significance and the Great Hospital is a member of the Almshouse Association.

The Master has the delegated authority to manage the Charity within the terms of the Scheme of Charity and in accordance with agreed policies and budgets, which are approved by the various Committees and ratified at the Trustees' plenary sessions. During the coronavirus pandemic the Trustees have provided additional oversight and support by way of frequent Zoom meetings with the Master.

Salaries for the senior management team are set by the Master who monitors similar executive positions in the charity sector both locally and nationally. The Master's (CEO's) salary is determined by the Trustees, taking into account the skill set needed for the position and remuneration packages offered for similar appointments both locally and nationally.

Connected Charities
There are two connected Charities. They are Preachers' Charity (registered number 212127) and Sir Peter Seaman's Charity (registered number 311101). The Trustees of the Great Hospital are also Trustees of both of these Charities and both are managed by the Master of the Great Hospital in accordance with the various Schemes.

The objects of the Preachers' Charity are to distribute two-thirds of the Charity's net income for the religious and other charitable work of the Dean and Chapter of Norwich Cathedral and the remaining one third for the benefit of the inhabitants of the City of Norwich. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Charity distributed £3,000 for the benefit of the inhabitants of the City of Norwich during the year ended 31 March 2021.

The objects of the Sir Peter Seaman's Charity are to promote the education, including social and physical training, of young persons under the age of 21 living in the City of Norwich who, in the opinion of the Trustees, are in need of financial assistance. The City is defined as the electoral area of the City and the contiguous parishes of Old Catton, Sprowston, Thorpe St Andrew, Trowse with Newton, Cringleford, Colney, Costessey, Taverham, Drayton, Hellesdon and Horsham and Newton St Faiths. The Trustees distributed £6,405 in the year ended 31 March 2021.

Risk assessment and management
The Trustees have a formal risk management process to assess strategic, financial and operational risks and implement risk management strategies. This involves identifying the types of risks the Charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying appropriate means of managing the risks. The risk register is reviewed at least annually but more often if other risks to the organisation emerge.

Key risks considered include the ongoing financial viability of the Great Hospital and operational risks relating to health and safety. The Great Hospital relies on a combination of resident contributions mostly funded from state benefits and returns from its investment portfolio in order to provide accommodation, care and support for its residents and preserve the fabric of its heritage buildings. A regular programme of refurbishment is carried out to ensure accommodation remains of an appropriate standard and provides value for money. Flexibility is maintained by the Great Hospital in the generation of investment returns from its adoption of a "total return" approach to investments allowing the portfolio of investments to be constructed to maximise returns within an acceptable level of risk. As a part medieval site with numerous steps and uneven surfaces accessed both by older residents and increasing numbers of visitors, the Trustees and Managers are very conscious of potential health and safety hazards. Residents also have cooking facilities within their accommodation. The Great Hospital has therefore developed a comprehensive health and safety framework and culture led by the Master, supported by the Health and Safety Committee, with regular training for all employees, fire marshals and first aiders permanently on site, and regular risk assessments, safety checks and inspections.

Statement of responsibilities of the Board of Trustees
Charity and registered social housing legislation requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Charity and of the surplus or deficit for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable it to ensure that the financial statements comply with the Trust Deed (the Scheme of Charity), the Charities Act 2011, Schedule 1 to the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing in England 2019. They are also responsible for safeguarding the assets of the Charity and for taking appropriate measures to ensure the prevention and detection of fraud and other irregularities.

Public Benefit
In setting the objectives for the year, the Trustees have once again given careful consideration to the Charity Commission's general guidance on public benefit and continue to be mindful of their responsibilities in this regard. The Great Hospital was originally founded to provide relief for the poor and needy of the City of Norwich through the provision of shelter and sustenance and the wellbeing and interests of the residents remain the primary focus. Further, the Trustees are fully committed to maintaining the unique and important set of medieval and other heritage buildings and continue to fund a significant programme of maintenance and refurbishment.

Charity's Fundraising Work
The Trustees, the Master and the senior management team are clear about "who we are", "what we do" and how donations are used. They respect the rights, dignities and privacy of the Great Hospital's supporters and beneficiaries, and those of the connected Charities of Preachers' Charity and Sir Peter Seaman's Charity, and do not put undue pressure on a prospective donor to make a gift. If a prospective donor does not want to give, or wishes to cease giving, the decision will be respected entirely.

Professional telephone or street fundraisers, or commercial participators, are not employed or otherwise engaged to carry out fundraising activities and nor does the Great Hospital, Preachers' Charity or Sir Peter Seaman's Charity directly approach members of the public.

The Great Hospital, Preachers' Charity and Sir Peter Seaman's Charity comply with all relevant statutory regulations, including the Charities Act 2011, Data Protection Act 2018, the General Data Protection Regulation 2016/679 and the Privacy and Electronic Communications Regulations 2003. There were no breaches of these regulations in the period. The Trustees, the Master and the senior management team always seek to act in ways that are legal, open, honest and respectful - striving for best practice in fundraising. This includes logging, recording and responding to all complaints. No complaints were received in the period.

Objects and activities
The 'objects' of the Great Hospital as set out in the Scheme of Charity are:

'the provision and maintenance in the City of Norwich of the Parish Church of St Helen and of the almshouses known as the Great Hospital founded in accordance with the benevolent designs of King Edward the Sixth'.

Eligibility for residency at the Great Hospital is in accordance with the Scheme of Charity and as detailed in the Admissions Policy. Applicants who satisfy the age criteria must be resident in the greater Norwich area (as defined in the Scheme), must be in need and would, in the view of the Trustees as advised by the Master, benefit from being a resident. Persons who are resident elsewhere but who have lived or worked in Norwich will also be considered.

The 'aims' of the Charity are:

1. To preserve the fabric of the heritage building stock
2. Whenever possible, to provide a home for life for the residents in a secure and safe community
3. To provide care and support principally on a domiciliary basis
4. To continue to grow future investment income by investing endowment funds in appreciating assets as market conditions permit
5. To use the heritage assets to generate revenue and to be accessible to the public at large while acknowledging the sensitivity of the site and the wishes of the residents who live on it

Each year the Trustees review the objectives and activities to ensure they continue to reflect the aims.

As noted earlier, in carrying out this review the Trustees have considered the Charity Commission's general guidance on public benefit and have also assessed the outcomes in terms of value for money.

Details of the specific objectives of the Great Hospital for the year ended 31 March 2021 and of the progress achieved in relation to these are as follows:

As a paramount objective, to provide a high level of care and support to the residents of the Great Hospital during the coronavirus pandemic and to develop such facilities and services for their welfare and wellbeing as are necessary and desirable to meet their continuing needs in the context of the coronavirus pandemic.

A high level of care and support was provided during 2021 including:

- Arranging for on-site vaccinations for all Residents
- Providing regular testing facilities
- An increased investment in cleaning and hygiene services
- The opening of an outdoor pub and cafe on site
- Increased catering including meal deliveries and takeaways
- The provision of grocery shopping and similar services
- Regular communications to Residents and their families

In addition, to the extent that this is possible during the coronavirus pandemic -

1. To continue to maintain and repair the buildings, and to improve the facilities otherwise, on the Great Hospital site

Despite Covid restrictions, carefully managed investments continued including the installation of new more efficient boilers serving much of the estate and the refurbishment of a number of flats.

2. To the work towards the demolition of the former care unit and in due course the construction of the 19 unit sheltered housing building at Elaine Herbert House and the other building works to the East Wards and to White Cottages, all in accordance with the planning and listed building permissions obtained

No work was however possible on the planned demolition and rebuilding works together with the repurposing of existing office spaces.

Overview of the accounts

Summary
With Covid impacting admissions the Great Hospital achieved an occupancy level of 94% in the financial year against a target of 95% and this has resulted in net expenditure before gains and losses for the year of £435,628 (2020: £130,746) with a 4.3% reduction in income to £2,010,956 and a 9.6% increase in expenditure to £2,446,584. The Charity's actual performance is being measured against the budget on a monthly basis and any variances against the budget are investigated to improve efficiency and performance.

In accordance with its charitable and strategic objectives, the Great Hospital maintains, repairs and improves the buildings on its site and seeks to provide enhanced accommodation for the benefit of its residents. It has achieved savings and greater value for money from procuring services from alternative suppliers and in reviewing its working practices. It has introduced regular tendering procedures for procurement where they did not exist and is implementing a long-term plan for investment in more efficient energy provision to realise cost savings, environmental benefits and increased comfort for residents, including heating installations and improvements in thermal efficiency.

The total net assets of the Charity increased by 8.9% to £34,654,025 reflecting a rebound in the value of investments one year on from the outbreak of coronavirus.

Investment policy
The Trustees have the power to administer and manage the assets of the Charity. The Trustees have delegated the management of its investment portfolio of stocks and shares to Investec Wealth and Investment Limited, a firm of independent investment managers.

Investment returns are a critical source of funding both in respect of the provision of services to residents and in terms of the maintenance of the heritage buildings. Trustees agree a target real rate of return (over and above the return required to maintain the inflation adjusted value of the Endowment Fund) with Investec Wealth and Investment Limited's Investment Managers based on their expert view of potential future returns. The benchmark portfolio recognises the Great Hospital's long-term investment horizon and risk appetite. In the year to 31 March 2021 the financial investments portfolio achieved a total return of 21.2% before investment management fees compared to a benchmark return of 17.6%.

The Trustees have also delegated the day to day management of its property portfolio to Brown & Co – Property and Business Consultants LLP, a firm of independent Chartered Surveyors. Brown & Co have been instructed to maximise the rental income from properties, reporting to the Master and Trustees as necessary, and also to advise the Trustees of any new investment opportunities.

Total Return policy
The Trustees continue to take advice from their investment advisors on expected long term real rates of return from the investment portfolio. The advice takes into consideration a number of factors including the construction of the Charity's investment portfolio, the position in the investment cycle and the outlook for inflation.

The total return approach enables the Trustees to decide each year how much of the unapplied total return is transferred to income funds and is available for expenditure.

To determine the transfer each year the Trustees review the balance of the unapplied total return, the latest view from Investec Wealth and Investment Limited on sustainable real returns and the operational requirements of the Charity. Further information is disclosed in note 23.

Following this review a provisional allocation to income funds is set for budgeting purposes and performance is monitored on a quarterly basis during the financial year. The actual allocation to income funds for the year is confirmed at the final Finance Committee meeting each financial year. During the year ended 31 March 2021 the Trustees reviewed the performance of the investment portfolio in order to satisfy themselves that the current levels of transfer remained sustainable. The Trustees were pleased to note that the value of the Charity's assets had outperformed the target of keeping pace with inflation and had in fact increased in real terms over the 8 years since April 2013 when the total return approach had been introduced.

Reserves policy
The Great Hospital aims to hold around £500,000 in income as working capital, representing 3 months worth of expenditure. The balance at 31 March 2021 was £802,553 reflecting additional planned capital and refurbishment works (2020: £391,916).

It is not considered necessary to hold reserves at a higher level as the Total Return Approach to investment management means additional funds can be transferred from the Endowment Fund as and when required.

The Endowment Fund stood at £25,153,197 at 31 March 2021. Under the Total Return Approach, the entirety of the Endowment Fund can be utilised for the benefit of current and future beneficiaries other than an amount of £5,091,310 known as the Investment Fund, representing the value of original donations.

Assets
The overall value of the Charity's net assets on 31 March 2021 was £34,657,040. Fixed and current assets are as set out in the balance sheet.

The value of the Charity's non-property investments other than those held as cash deposits was £19,430,662.

The investment property portfolio, which comprises residential, commercial and agricultural land and buildings, was formally valued as at 31 March 2021 at £5,850,561 by the Great Hospital's investment property advisers Brown & Co Property and Business Consultants LLP (note 15).

In view of the Charity's substantial investments and assets the Trustees consider there is no material uncertainty in relation to the going concern assessments, despite the impact of COVID-19.

Value for money

In accordance with the Great Hospital's charitable purpose, in particular its obligation to maintain the accommodation occupied by residents and the other buildings on its site, the Charity's operational expenses are subsidised from the return on its capital funds and investments.
The value of that subsidy in the current financial year amounts to £959,589 (2020: £760,873) (operating deficit from Social Housing operation), which is 42.43% (2020: 37.24%) of the total expenditure incurred.

The Trustees intend to benefit the residents in future years by increasing the value of the services they receive, achieved through continued monitoring and scrutiny of operational expenses across the Charity.

In April 2018, the Regulator introduced a new Value for Money Standard in order to measure economy, efficiency and effectiveness.

Due to the unique nature of the Charity's operations, and the way housing activities are financed, it is not possible to make meaningful comparisons with an appropriate peer group.

The Value for Money metrics set out below show how the Great Hospital had performed since the introduction of the standard.

Metrics and Basis	2021	2020
1. **Reinvestment** The metrics looks at the Investment in properties both new and existing as a percentage of the value of total properties held.	3%	3%
2. **New Supply Delivered**	-	-
3. **Gearing** This metric assesses how much of the assets are made up of debt and the degree of dependence on debt finance.	-8%	-5%
4. **Earnings before interest, tax, depreciation, amortisation, major repairs included (EBITDA MRI) Interest Cover** This is a key indicator for liquidity and investment capacity.	**1,165%**	**1,013%**
5. **Headline Social Housing cost per unit** This metric assesses the headline social housing cost per unit as defined by the Regulator.	£20,113	£18,092
6. **Operating Margin** This metric measures profitability, and is a way of measuring the financial efficiency of a business.		
Operating Margin (A)	-73%	-59%
Operating Margin (B)	-22%	-6%

7. Return on Capital Employed		8%	-5%
This metric measures the efficiency of investment of capital resources.			

Future plans

Our immediate priority remains the provisions of care and support to the residents of the Great Hospital, extending our facilities and services as necessary to promote welfare and wellbeing as we adjust to living with Covid.

We will continue to invest in upgrading our plant and equipment servicing our residents to deliver more cost efficient and environmentally friendly services.

Finally we will commence a detailed review of future needs and associated funding in order that both the existing operations and the planned development of Elaine Herbert House maximises the public benefit for current and future beneficiaries of the Charity.

Thanks

The Trustees and Interim Master would like to express their sincere thanks to the Great Hospital staff who showed great care, flexibility and commitment in supporting our Residents through a year inevitably dominated by Covid.

On behalf of the Trustees

Mr J P Stanley
Chairman

Date: 22 September 2021

Independent auditors' report to the Trustees of the Great Hospital

Opinion

We have audited the financial statements of The Great Hospital (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Report of the Trustees, Consolidated Statements of Financial Activities, Consolidated and Parent Charity Balances Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2021, and of the group's incoming resources and application of resources 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 Charities Act 2011, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Independent auditors' report to the Trustees of the Great Hospital

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 3, the trustees are responsible for the preparation of financial statements which 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 charity'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 charity 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 as auditor under section 144 of the Charities Act 2011 and section 136 of the Housing and Regeneration Act 2008 and report in accordance with regulations made under section 154 of the Charities Act 2011 and section 137 of the Housing and Regeneration Act 2008

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.

Our approach was as follows:

- We enquired of the Trustees about their own identification and assessment of the risks of irregularities.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- We made enquiries of the Trustees and staff in the finance function of the charity concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations;
- We read minutes of Trustee meetings and reviewed any correspondence with regulators.
- Auditing the risk of management override of controls, including through journal entries and other adjustments for appropriateness.

Because of the field in with the charity operates, we identified the following areas as most likely to have a material impact on the financial statements: Health and Safety; employment law; GDPR, CQC and compliance with the Charities Act 2011, the Housing and Regeneration Act 2008 and Financial Reporting Standard (FRS)102.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls we test the appropriateness of journal entries and other adjustments; we assess whether the judgements made in making accounting estimates are indicative of a potential bias; and we evaluate the business rationale of any significant transactions that are unusual or outside the normal course of business for the Scheme.

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Larking Gowen LLP

Larking Gowen LLP
Chartered Accountants and Statutory Auditors
NORWICH

Date: 24 September 2021

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

GREAT HOSPITAL, NORWICH

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Fund £	Restricted Fund £	Endowment Fund £	**2021 Total £**	2020 Total £
Income and endowments from:						
Donations and legacies	2	58,054	-	-	58,054	2,641
Income from charitable activities:						
Contributions from residents	3	1,301,974	-	-	1,301,974	1,282,095
Other trading activities:						
Functions		-	-	-	-	77,556
Shop Income		135	-	-	135	5,655
Investments:						
Property Income	4	-	-	240,613	240,613	243,037
Interest and investment income	10	-	-	408,163	408,163	484,928
Other income	11	2,017	-	-	2,017	5,586
Total income and endowments		1,362,180	-	648,776	2,010,956	2,101,498
Expenditure on:						
Cost of raising funds:						
Investment management costs	5	-	-	133,818	133,818	116,220
Expenditure on charitable activities:						
Services	6	1,214,163	-	-	1,214,163	1,097,500
Management	7	479,572	-	-	479,572	472,802
Maintenance	8	340,068	-	-	340,068	244,912
Depreciation	9	259,398	17,104	-	276,502	270,116
Expenditure on other trading activities:						
Functions expenditure		8	-	-	8	26,180
Other expenditure		2,453	-	-	2,453	4,514
Total expenditure		2,295,662	17,104	133,818	2,446,584	2,232,244
Net income / (expenditure) before gains and losses on investments		(933,482)	(17,104)	514,958	(435,628)	(130,746)
Net gains / (losses) on investments	15&16	-	-	3,270,987	3,270,987	(1,519,226)
Net income / (expenditure)		(933,482)	(17,104)	3,785,945	2,835,359	(1,649,972)
Transfers between funds	23&24	900,000	-	(900,000)	-	-
Net movement in funds		(33,482)	(17,104)	2,885,945	2,835,359	(1,649,972)
Reconciliation of funds:						
Total funds brought forward		9,038,294	513,119	22,267,253	31,818,666	33,468,638
Total funds carried forward		9,004,812	496,015	25,153,198	34,654,025	31,818,666

GREAT HOSPITAL, NORWICH
BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	Consolidated 2021	Consolidated 2020	Parent Charity 2021	Parent Charity 2020
		£	£	£	£
Fixed assets					
Housing Association Scheme properties	14a&b	737,038	762,453	737,038	762,453
Equipment	14a&b	298,806	80,591	298,806	80,591
Improvements to Great Hospital buildings	14a&b	7,463,593	7,654,837	7,463,593	7,654,837
Property in the course of construction	14a&b	187,993	187,993	7,343	7,343
Investment properties	15	5,850,561	5,645,286	5,850,561	5,645,286
Investments	16&22	19,430,662	16,314,856	19,430,663	16,314,856
Programme related investment	17	-	-	173,000	145,000
		33,968,653	30,646,016	33,961,004	30,610,366
Current assets					
Stock	18	6,649	5,189	6,649	5,189
Debtors and prepayments	19	179,972	931,890	188,234	957,415
Cash at bank and in hand		802,553	391,916	800,227	389,449
Cash held by investment brokers		9,710	153,640	9,710	153,640
		998,884	1,482,635	1,004,820	1,505,693
Less:					
Creditors:					
Amounts falling due within one year	20	(220,637)	(216,262)	(215,909)	(203,670)
Net current assets		778,247	1,266,373	788,911	1,302,023
Total assets less current liabilities		34,746,900	31,912,389	34,749,915	31,912,389
Less:					
Creditors:					
Amounts falling due after one year	21	(92,875)	(93,273)	(92,875)	(93,273)
Total net assets		34,654,025	31,818,666	34,657,040	31,818,666
Represented by:					
The funds of the charity:					
Endowment fund	23	25,153,198	22,267,253	25,153,198	22,267,253
Restricted fund	24	496,015	513,119	496,015	513,119
Income fund (unrestricted)	24	9,004,812	9,038,294	9,007,827	9,038,294
		34,654,025	31,818,666	34,657,040	31,818,666

The financial statements on pages 11 to 32 were approved by the Board of Trustees on 22 September 2021 and were signed on their behalf by:

Mr J Stanley

The notes on pages 14 to 32 form part of these financial statements

GREAT HOSPITAL, NORWICH
CONSOLIDATED CASHFLOW STATEMENT
AS AT 31 MARCH 2021

	2021 £	2020 £
Net cash outflow from operating activities (see below)	(53,169)	951,528
Cash Flows from investing activities		
Interest, dividends and rents received	648,776	727,965
Purchase of fixed assets	(278,059)	(281,176)
Investment property transactions	-	-
Proceeds from sale of investments property	-	-
Proceeds from sale of investments	2,922,814	2,472,515
Purchase of investments	(2,972,909)	(4,347,023)
Net cash provided by investing activities	320,622	(1,427,719)
Cash flows from financing activities		
Repayment of borrowing	(746)	(760)
Net cash provided by financing activities	(746)	(760)
Change in cash and cash equivalents in the year	266,707	(476,952)
Cash and cash equivalents brought forward	545,556	1,022,508
Cash and cash equivalents carried forward	812,263	545,556

Reconciliation of net income to net cash outflow from operating activities

	2021 £	2020 £
Net income / (Loss)	2,835,359	(1,649,972)
Interest, dividends and rents received	(648,776)	(727,965)
(Gains)/Losses on investments	(3,270,987)	1,519,226
Depreciation	276,503	270,116
Decrease / (increase) in debtors	751,918	1,499,285
Decrease / (increase) in stock	(1,460)	(949)
Increase / (decrease) in creditors	4,274	41,787
Net cash outflow from operating activities	(53,169)	951,528

Analysis of changes in cash and cash equivalents:	**1 Apr 2020** £	Cash flows £	**31 Mar 2021** £
Cash at bank and in hand	391,916	410,637	802,553
Cash held by investment brokers	153,640	(143,930)	9,710
Total	545,556	266,707	812,263

The notes on pages 14 to 32 form part of these financial statements

1. Accounting Policies

a) Basis of accounting

The accounts are prepared under the historical cost convention, modified to include the revaluation of certain fixed assets. The Housing SORP 2014 requires any almshouse that is not governed by the Landlord and Tenant Act 1985, and operates predominantly for charitable purposes, to adopt the Charities SORP when preparing its financial statements. The Great Hospital is a registered almshouse (membership number 333), and meets the other listed conditions and has therefore prepared the financial statements is accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014, the accounting requirements of the Accounting Direction for Private Registered Providers of Social Housing 2019 and with charity law.

The Great Hospital meets the definition of a public benefit entity under FRS 102.

Preparation of the financial statements require management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include: useful economic lives of tangible assets - the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of assets. The useful economic lives and residual values are reassessed annually. See note 14 for the carrying amount of property, plant and equipment and note 1 (f) and (i) for the useful economic lives for each class of assets; investment property valuations - the treatment of investment property is explained in note 1 (g) and the carrying value can be found in note 15.

The most significant area of uncertainty that affects the future value of the charity's assets is the performance of the property and listed investment market.

b) Consolidation

Under statute group financial statements are required. These consolidate the Charity and its subsidiary TGH (Commercial) Limited.

c) Income and Expenditure

All income is recognised once the group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Expenditure is recognised once there is a legal or constructive obligation to make 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. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

d) Government Grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the statement of financial activities as the related expenditure is incurred.

e) Fixed assets - Housing Association scheme properties

Properties included under Housing Association scheme properties are stated at cost less depreciation which includes the following:

i Cost of acquiring land and buildings
ii Development expenditure
iii Interest charged on the mortgage loans raised to finance the scheme, including notional interest.

Interest on the mortgage loan financing the development is capitalised up to the relevant date of interim SHG payment, (see note 1j). Interest on the residual mortgage loan after this date is charged to the Statement of Financial Activity.

f) **Fixed assets - Great Hospital buildings**

Buildings and improvements to buildings are shown at cost and depreciated over the estimated useful life of the asset, as follows:

Improvements to buildings - 50 years (2% straight line) - other than for additions below:
Housing Association properties - 50 years (2% straight line)
Assets in the course of construction are not depreciated

The Trustees have considered the application of component accounting and have depreciated improvements to building additions on the following basis:

Main fabric - 100 years
Roof - 75 years
Mechanical installations - 50 years
Electrical installations - 30 - 40 years
Windows and Doors - 30 years
Kitchen installation - 15 years
Lift installation - 20 years
Shower installation - 15 years
Fittings and furnishings - 15 years

g) **Fixed assets - investment properties**

A triennial valuation of investment properties at open market value is provided by Brown & Co - Property and Business Consultants LLP. In the intervening periods, investment property valuations are updated based on professional advice provided to the Trustees by Brown & Co – Property and Business Consultants LLP. The review conducted by the Great Hospital's advisors on behalf of the Trustees for the purpose of the interim valuation does not give rise to a formal valuation.

h) **Heritage assets - Historical Bishopgate property**

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249, and have no historic cost.

The Trustees feel that owing to the incomparable nature of the buildings, conventional valuation lacks sufficient reliability and that, even if valuations could be obtained, the costs would be onerous compared with the additional benefits derived by the Charity and users of the accounts. As a result, no value is reported for these assets in the Charity's accounts.

The cost of associated major maintenance and refurbishment is reported in the Statement of Financial Activity in the year it is incurred.

Further information is given in Note 14c to the accounts.

i) **Fixed assets - Other assets**

Other assets are depreciated over a period of 3-10 years on a straight-line basis.

j) **Investments - Other 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. The statement of financial activity includes the net gains and losses arising on revaluation and disposals throughout the year.

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 within particular sectors or sub sectors.

Programme related investments are carried at the amount invested less any impairments.

k) Social Housing Grants

Social Housing Grants (SHG) are made by the Housing Association and are utilised to reduce the amount of mortgage loan in respect of an approved scheme to the amount which it is estimated can be serviced by the net annual income of the scheme. The amount of SHG is calculated on the qualifying costs of the scheme in accordance with instructions issued from time to time by the Regulator of Social Housing.

Where developments have been financed wholly or partly by SHG, the SHG is recognised in income when the charity has entitlement to it.

SHG are repayable under certain circumstances, primarily following the sale of a property. Provision for repayment is made in the balance sheet when properties, which have SHG funding, are sold.

l) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Restricted funds are those funds that can only be used for particular restricted purposes. Restrictions arise when specified by the donor or when funds are raised for particular restrictive purposes.

Following an application to the Charity Commission the Great Hospital moved to a total return approach to accounting for investments from 1 April 2013.

m) Pension scheme

The Great Hospital operates defined contribution pension schemes for members of staff of the Charity. The pension costs charged to the Statement of Financial Activity represents the employer's contributions payable under the rules of the schemes.

n) Stock

Stocks are carried at the lower of cost and net realisable value.

o) Going concern

The charity has generated sufficient financial resources from its activities to allow the Trustees to believe that the charity is well placed to manage its operational risks successfully in the current economic climate. Accordingly, the Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

p) 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.

q) Creditors

Creditors and provisions 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.

Short term creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Other financial liabilities are measured at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

r) 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. Other receivables are measured initially at fair value, net of transaction costs, and are measured subsequently as amortised cost using the effective interest method, less any impairment. If settlement of debt is deferred, the consideration is discounted at an appropriate interest reflecting the financing transaction involved.

2. Income from Donations and Legacies

	Regulated Social Housing Activities	Unregulated Activities	Total 2021	Total 2020
	£	£	£	£
Donations	-	401	401	2,641
NCC – Covid grant funding	-	57,653	57,653	-
	-	58,054	58,054	2,641

During the year a Local Authority Discretionary grant of £57,653 (2020: £Nil) was received from Norfolk County Council as part of the Government's response to the Covid-19 global pandemic.

No other forms of government assistance have been received in the year and there are no unfulfilled conditions and other contingencies attached to the grants included above.

3. Social Housing Income and Expenditure

Accommodation charge	879,680	-	879,680	883,009
Service charges (see below)	422,294	-	422,294	399,086
Contribution from Residents	1,301,974	-	1,301,974	1,282,095
Social housing operating costs	(2,261,563)	-	(2,042,968)	(2,042,968)
Operating deficit	(959,589)	-	(740,994)	(760,873)
Void losses	(47,821)	-	(47,821)	(38,625)
Service Charges				
Gas and Electricity	136,682	-	136,682	127,156
Care service	133,809	-	133,809	143,649
Catering	100,378	-	100,378	67,947
Cleaning	51,425	-	51,425	60,334
	422,294	-	422,294	399,086

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2021 £	Total 2020 £
4.	**Property income**				
	Investment properties	-	240,613	240,613	243,037
	Expenses				
	Agent's commission	-	(13,031)	(13,031)	(6,392)
	Professional fees	-	(45,783)	(45,783)	(27,990)
	Repairs etc	-	(1,109)	(1,109)	(6,518)
	Net income from investment properties	-	180,690	180,690	202,137
5.	**Cost of raising funds**				
	Property agent's commission	-	13,031	13,031	6,392
	Professional fees	-	45,783	45,783	27,990
	Repairs etc	-	1,109	1,109	6,518
	Investment managers fees	-	63,335	63,335	65,223
	Irrecoverable VAT	-	10,560	10,560	10,097
		-	133,818	133,818	116,220
6.	**Services**				
	Staff costs	858,796	-	858,796	791,182
	Food	95,240	-	95,240	59,216
	Energy	115,276	-	115,276	111,772
	Laundry and cleaning	25,597	-	25,597	21,908
	Water and council tax	23,689	-	23,689	23,984
	Amenities	3,313	-	3,313	11,765
	Care consumables	17,403	-	17,403	5,061
	Irrecoverable VAT	74,849	-	74,849	72,612
		1,214,163	-	1,214,163	1,097,500
7.	**Management**				
	Administration	95,243	24,557	119,800	124,246
	Staff costs	292,000	-	292,000	281,712
	Insurance	43,587	24,185	67,772	66,844
		430,830	48,742	479,572	472,802

		Regulated Social Housing Activities £	Unregulated Activities £	Total 2021 £	Total 2020 £
8.	**Maintenance**				
	Building maintenance	340,068	-	340,068	244,912
9.	**Depreciation**				
	Housing Association scheme properties	25,415	-	25,415	25,415
	Equipment	29,531	-	29,531	27,599
	Improvements to Great Hospital buildings	221,557	-	221,557	217,102
		276,503	-	276,503	270,116
10.	**Interest and investment income receivable**				
	Securities income	-	408,163	408,163	484,830
	Deposit interest receivable	-	-	-	98
	Other finance income	-	-	-	-
		-	408,163	408,163	484,928
11.	**Other income**				
	Sundry income	-	1,967	1,967	5,224
	Booklet sales	-	50	50	362
		-	2,017	2,017	5,586

12. Taxation

The Great Hospital is a registered Charity within the meaning of the Taxes Act and is, therefore, eligible to claim certain exemptions to income tax and capital gains tax. As a consequence no charge to taxation arises for the year.

13. Surplus after interest	**2021 £**	**2020 £**
The net income before gains and losses is stated after charging / (crediting):		
Interest payable	13,656	13,758
Depreciation	276,503	270,116
Auditors remuneration – audit	13,500	13,765
Auditors remuneration – non audit services	1,682	3,764

14a. Fixed Assets - Group

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2020	1,270,755	9,458,919	388,784	187,993	11,306,451
Additions	-	30,313	247,746	-	278,059
At 31 March 2021	1,270,755	9,489,232	636,530	187,993	11,584,510
Depreciation					
At 1 April 2020	508,302	1,804,082	308,193	-	2,620,577
Charge for the year	25,415	221,557	29,531	-	276,503
At 31 March 2021	533,717	2,025,639	337,724	-	2,897,080
Net book value					
At 31 March 2021	737,038	7,463,593	298,806	187,993	8,687,430
At 31 March 2020	762,453	7,654,837	80,591	187,993	8,685,874

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in previous financial years, this project is reflected as an asset in the course of construction.

14b. Fixed Assets – Parent Charity

	Housing Assoc. Scheme Properties £	Building Improvements £	Equipment £	Property in the course of construction £	Total £
Cost					
At 1 April 2020	1,270,755	9,458,919	388,784	7,343	11,125,801
Additions	-	30,313	247,746	-	278,059
At 31 March 2021	1,270,755	9,489,232	636,530	7,343	11,403,860
Depreciation					
At 1 April 2020	508,302	1,804,082	308,193	-	2,620,577
Charge for the year	25,415	221,557	29,531	-	276,503
At 31 March 2021	533,717	2,025,639	337,724	-	2,897,080
Net book value					
At 31 March 2021	737,038	7,463,593	298,806	7,343	8,506,780
At 31 March 2020	762,453	7,654,837	80,591	7,343	8,505,224

The ancient Great Hospital buildings at Bishopgate, Norwich have not been valued (note 14c) and have an historical cost of £nil, with the cost of improvements to date shown above.

A construction project commenced in previous financial years, this project is reflected as an asset in the course of construction.

14c. Heritage assets not recognised in the balance sheet

The Great Hospital maintains a collection of historic buildings at Bishopgate, Norwich, including the medieval church and cloisters. These have been acquired since the Charity was founded in 1249, and have no historic cost.

There have been no acquisitions or disposals of heritage assets.

The Charity is committed to maintaining these unique and important buildings, and continues to fund a significant programme of maintenance and refurbishment.

15. Investment properties - Group and Charity

	2021 £	2020 £
Valuation		
1 April 2020	5,645,286	5,719,786
Disposals	-	-
Additions	-	-
Realised gain on disposal	-	-
Gain / (loss) on revaluation	205,275	(74,500)
31 March 2021	5,850,561	5,645,286
Classification of properties		
Residential Estate	583,751	498,000
Commercial holdings	4,625,000	4,512,000
Agricultural holdings	641,810	635,286
	5,850,561	5,645,286

A formal valuation of investment properties was carried out at 31 March 2021 by Brown & Co Property and Business Consultants LLP, a firm of independent chartered surveyors, on behalf of the Trustees in accordance with the accounting policy set out in note 1g. A formal valuation of investment properties is carried out every three years.

16. Investments

	2021 Cost £	2021 Market value £	2020 Cost £	2020 Market value £
Government stock	287,197	287,422	831,198	872,637
Ordinary shares	11,713,559	16,083,012	11,224,184	12,591,806
Fixed interest	2,889,941	3,060,228	2,756,030	2,850,412
Total	14,890,697	19,430,662	14,811,412	16,314,855
Un-quoted investments				
Shares in TGH (Commercial) Ltd	1	1	1	1
Grand total - Charity	14,890,698	19,430,66	14,811,413	16,314,856

TGH (Commercial) Limited is a 100% subsidiary and a property construction company that has expanded its activities to include the provision of hospitality. TGH (Commercial) Limited has been engaged by the Great Hospital to design and build new accommodation for residents. The results of the subsidiary company to 31 March 2021 are set out in note 30.

	2021 £	2020 £
Movements in quoted investments		
Market value 1 April 2020	16,314,856	15,885,073
Additions	2,972,909	4,347,024
Disposals	(2,922,814)	(2,472,515)
Net investment gains / (losses)	3,065,711	(1,444,726)
Market value 31 March 2021	19,430,662	16,314,856

All investments are included within the accounts at their current market value, in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)

Net investment gains / (losses) comprise realised gains of £64,570 (2020 losses of £82,695) and unrealised gains of £3,001,141 (2020 losses of £1,362,031).

17. Programme related investment

	Charity 2021	2020
Loan to TGH (Commercial) Limited	£	£
Balance at 1 April 2020	145,000	145,000
Additional loan	28,000	-
Balance as at 31 March 2021	173,000	145,000

A loan has been made to TGH (Commercial) Limited, the Charity's subsidiary. TGH (Commercial) Limited has been engaged by the Charity to design and build new accommodation for its residents.

18. Stock

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Food and beverages	5,112	3,660	5,112	3,660
Booklets	1,537	1,529	1,537	1,529
	6,649	5,189	6,649	5,189

19. Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Prepayments and accrued income	5,543	12,164	13,805	17,166
Other debtors	172,879	915,977	172,879	915,977
Residents' contributions receivable	1,550	3,749	1,550	3,749
Donation from TGH (Commercial) Ltd	-	-	-	20,523
	179,972	931,890	188,234	957,415

20. Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	124,859	100,637	124,283	93,470
Taxation and social security	17,195	24,319	17,195	24,319
Accruals and deferred income	78,583	91,306	74,431	85,881
	220,637	216,262	215,909	203,670

21. Creditors: amounts falling due after more than one year - Group and Charity

	2021 £	2020 £
Housing Association schemes (see below)	92,875	93,723
	92,875	93,73

Housing Association Schemes

	Prior Court £	Youngs Green £	Total £
Balances at beginning of year	45,738	47,535	93,273
Capital repaid in the year	(15)	(184)	(199)
Less capital due within one year	(15)	(184)	(199)
Balances at end of year	45,708	47,167	92,875
Balance included above repayable by instalments in more than five years	42,715	44,943	87,658
Rate of interest payable	15%	14%	

All the schemes have been completed. The loan relating to Prior Court is repayable over 60 years from 1 February 1980. The loan relating to Youngs Green is repayable over 60 years from 1 January 1983. Interest payable on the loans during the year ended 31 March 2021 amounted to £13,656 (2020: £13,758).

22. Financial Instruments

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Financial assets at fair value through statement of financial activities				
Investments	19,430,662	16,314,855	19,430,663	16,314,856
	19,430,662	16,314,855	19,430,663	16,314,856
Financial assets measured at amortised cost				
Trade debtors	1,599	3,935	1,599	3,935
Other debtors	-	740,173	-	740,173
Amounts owed by group undertakings	-	-	-	20,523
	1,599	744,108	1,599	764,631
Financial liabilities measured at amortised cost				
Trade creditors	124,859	24,280	124,283	20,915
Accruals	46,273	70,644	44,923	69,294
Loans – Amounts due within one year	769	693	770	693
Loans – Amounts due after one year	92,875	93,723	92,875	93,723
	264,776	189,340	262,851	184,625

23. Movement in Permanent Endowment – Total Return Approach

	Investment Fund £	Unapplied Total Return £	Total Permanent Endowment £
At beginning of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	5,091,310
Unapplied total return	-	17,175,943	17,175,943
Total	5,091,310	17,175,943	22,267,253
Movements in the reporting period:			
Investment return: Income, dividends and interest	-	648,776	648,776
Investment return: realised and unrealised gains	-	3,270,987	3,270,987
Less: Investment management costs	-	(133,818)	(133,818)
Net unapplied total return	-	3,785,945	3,785,945
Unapplied total return allocated to income in the reporting period	-	(900,000)	(900,000)
Net movement in the reporting period	-	2,885,945	2,885,945
At end of the reporting period:			
Gift component of the permanent endowment	5,091,310	-	5,091,310
Unapplied total return	-	20,061,888	20,061,888
Total	5,091,310	20,061,888	25,153,198

The Great Hospital has adopted a total return approach to investments pursuant to an order of the Charity Commission for England and Wales under section 105 of the Charities Act 2011 dated 14 March 2011.

The Great Hospital has benefited from returns on investments since its foundation in 1249. By agreement with the Charity Commission, the initial Investment Fund was set based on total assets held at January 1983 when a Scheme of the Charity Commissioners for the Great Hospital was established. This sum was increased to account for inflation between 1983 and the commencement of the Total Return Approach in April 2013.

24. Summary of fund movements:

	Total £	Income Fund £	Restricted Fund £	Endowment Fund £
Charity Funds as at 1 April 2020	31,818,666	9,038,294	513,119	22,267,253
Income	2,010,954	1,362,177	-	648,776
Expenditure	(2,443,565)	(2,292,644)	(17,104)	(133,818)
Transfers between funds	-	900,000		(900,000)
Gains and losses on investments	3,270,987			3,270,987
Charity Funds as at 31 March 2021	34,657,040	9,007,827	496,015	25,153,198

The restricted fund represents Social Housing grants applied to Housing Association Scheme property developments. The fund is reduced by a proportion of the associated properties annual depreciation charge.

The 2020 fund movements are disclosed in note 31.

25. Staff costs

The average number of employees expressed as a headcount during the year to 31 March 2021 was 53. The corresponding number of employees for the year to 31 March 2020 was 53.

Total staff costs during the year were:

	2021 £	2020 £
Remuneration	970,058	920,089
Social security costs	77,292	66,167
Pension cost	41,289	37,727
	1,088,640	1,023,983

Emoluments (including employers National Insurance) paid to members of the senior management team totalled £355,915 (2020: £299,073).

During the year the highest paid member of the senior management team was the Master whose remuneration, was £112,317 (2020: £69,151). The increase in the Masters remuneration reflects a move to 5 days a week from 3 days a week in response to the COVID-19 crisis.

One other staff member has emoluments exceeding £60,000 during the year (2020: None).

No redundancy payments were made during the period (2020: £nil).

The Charity operates a group personal pension plan for members of staff. The pension charge represents contribution premiums payable by The Great Hospital to this plan under the rules of the scheme.

26. Trustees remuneration and expenses

No Trustees received any remuneration (2020: £ nil).

No Trustees were reimbursed for expenses (2020: £nil).

27. Residents contributions for accommodation

The Great Hospital provides almshouse accommodation and does not grant tenancies of dwellings occupied for the purpose of the Charity. At 31 March 2021 there were 98 (2020: 98) units available for residents under the 'Housing for older people' scheme.

28. Summary of net assets by fund

	Total 2021 £	Income Fund 2021 £	Restricted Fund 2021 £	Endowment Fund 2021 £
Investments (at Market Value)	19,430,663	-	-	19,430,663
Cash	812,263	812,263	-	-
Stock	6,649	6,649	-	-
Debtors	179,972	307,999	-	(128,027)
Creditors	(220,637)	(220,637)	-	-
Free reserves	20,208,910	906,274	-	19,302,636
Housing Association loans	(92,876)	(92,876)	-	-
Investment property	5,850,561	-	-	5,850,561
Property in the course of construction	187,993	187,993	-	-
Housing Association Scheme property	737,038	241,023	496,015	-
Equipment	298,806	298,806	-	-
Building improvements	7,463,593	7,463,593	-	-
	34,654,025	9,004,813	496,015	25,153,197
Investment Fund				5,091,310
Unapplied Total Return				20,061,887
Total Endowment Fund				25,153,197

28. Summary of net assets by fund (continued)

	Total 2020 £	Income Fund 2020 £	Restricted Fund 2020 £	Endowment Fund 2020 £
Investments (at Market Value)	16,314,856	-	-	16,314,856
Cash	545,556	545,556	-	-
Stock	5,189	5,189	-	-
Debtors	931,890	624,779	-	307,111
Creditors	(216,262)	(216,262)	-	-
Free reserves	17,581,229	959,262	-	16.621,967
Housing Association loans	(93,723)	(93,723)	-	-
Investment property	5,645,286	-	-	5,645,286
Property in the course of construction	187,993	187,993	-	-
Housing Association Scheme property	762,453	249,334	513,119	-
Equipment	80,591	80,591	-	-
Building improvements	7,654,837	7,654,837	-	-
	31,818,666	9,038,294	513,119	22,267,253
Investment Fund				5,091,310
Unapplied Total Return				17,175,943
Total Endowment Fund				22,267,253

29. Contingent liability

The charity has received a claim for compensation concerning an investment property transaction, the claim having nothing to do with the charity's charitable activities. At this stage it is impracticable to estimate the financial effect of the claim and as such this has not been disclosed. The claim will be determined by an Independent Expert and is being challenged in full by the charity through its lawyers. No amounts are recognised in the financial statements in relation to the claim.

30. Subsidiary company results

The Charity has a wholly owned subsidiary company, TGH (Commercial) Limited.

The subsidiary company is a property construction and hospitality company and has been engaged by the Great Hospital to design and build new accommodation for residents.

The subsidiary is not registered with the social housing regulator. The results of the subsidiary company to 31 March 2021 are set out below.

	2021 £	2020 £
Turnover	-	75,395
Cost of sales and administration	(3,016)	(54,872)
Charitable donation	-	(20,523)
Net profit/(loss)	(3,016)	-

The aggregate of assets liabilities and reserves was:

	2021 £	2020 £
Current assets	182,976	186,481
Current liabilities	(185,991)	(186,480)
	(3,015)	1

At the 31 March 2021 the charity had made a programme related investment of £173,000 (2020: £145,000) in the subsidiary. Details of this are set out in note 17.

31. Related Party Transactions

The Great Hospital charged its subsidiary, TGH (Commercial) Limited, £Nil for management charges (2020: £22,894).

TGH (Commercial) Limited is committed to pay its taxable profits to the Great Hospital by way of covenanted gift aid. At 31 March 2021 £Nil (2020: £20,523) was due to the Great Hospital from TGH (Commercial) Limited.

Organisations connected to the Charity occasionally hire the halls with all transactions being carried out on the same terms as they are offered to the general public.

31. Statement of Financial Activities 31 March 2020

	Income Fund £	Restricted Fund £	Endowment Fund £	2020 Total £
Income and endowments from:				
Donations and legacies	2,641	-	-	2,641
Income from charitable activities:				
Net contributions from residents	1,282,095	-	-	1,282,095
Other trading activities				
Functions	77,556	-	-	77,556
Shop income	5,655	-	-	5,655
Investments				
Property income	-	-	243,037	243,037
Interest and investment income receivable	-	-	484,928	484,928
Other income	5,586	-	-	5,586
Total income and endowments	1,373,533	-	727,965	2,101,498
Expenditure on:				
Cost of raising funds				
Investment management costs	-	-	116,220	116,220
Expenditure on charitable activities:				
Services	1,097,500	-	-	1,097,500
Management	472,802	-	-	472,802
Maintenance	244,912	-	-	244,912
Depreciation	253,012	17,104	-	270,116
Expenditure on other trading activities:				
Functions expenditure	26,180	-	-	26,180
Other expenditure	4,514	-	-	4,514
Total expenditure	2,098,920	17,104	116,220	2,232,244
Net income / (expenditure) before gains and losses on investments	(725,387)	(17,104)	611,745	(130,746)
Net gains / (losses) on investments	-	-	(1,519,226)	(1,519,226)
Net income / (expenditure)	(725,387)	(17,104)	(907,481)	(1,649,972)
Transfers between funds	655,792	-	(655,792)	-
Net movement in funds	(69,595)	(17,104)	(1,563,273)	(1,649,972)
Reconciliation of funds				
Total funds brought forward	9,107,889	530,223	23,830,526	33,468,638
Total funds carried forward	9,038,294	513,119	22,267,253	31,818,666