
ANNUAL REPORT AND GROUP ACCOUNTS
OF
GREAT HOSPITAL, NORWICH

FOR THE YEAR ENDED 31 MARCH 2021

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

Contents	Page
List of Trustees and Officials	1
Report of the Trustees	2 - 8
Report of the Independent Auditors	9-10
Consolidated Statement of Financial Activities	11
Consolidated and Parent Charity Balance Sheets	12
Consolidated Cash Flow Statement	13
Notes to the Accounts	14 – 32

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

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 MRCP (retired 31 March 2021)	
Dr C A Singh MB ChB MRCP 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.

GREAT HOSPITAL, NORWICH

REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2021

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

GREAT HOSPITAL, NORWICH

REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2021

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.

GREAT HOSPITAL, NORWICH

REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2021

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.

GREAT HOSPITAL, NORWICH

REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2021

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).

GREAT HOSPITAL, NORWICH

REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2021

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	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	-8%	-5%
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	1,165%	1,013%
This is a key indicator for liquidity and investment capacity.		
5. Headline Social Housing cost per unit	£20,113	£18,092
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)	-73%	-59%
Operating Margin (B)	-22%	-6%

GREAT HOSPITAL, NORWICH

REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2021

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.

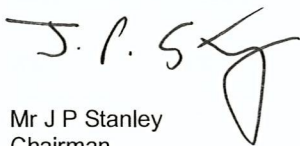
We will continue to invest in upgrading our plant and equipment servicing our residents to deliver more cost efficient and environmentally friendly services.

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 which 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
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

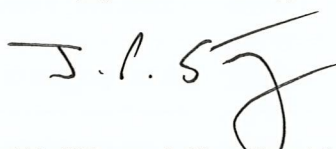
	Notes	Unrestricted Fund £	Restricted Fund £	Endowment Fund £	2021 Total £	2020 Total £
Income and endowments from:						
<i>Donations and legacies</i>	2	58,054	-	-	58,054	2,641
<i>Income from charitable activities:</i>						
Contributions from residents	3	1,301,974	-	-	1,301,974	1,282,095
<i>Other trading activities:</i>						
Functions		-	-	-	-	77,556
Shop Income		135	-	-	135	5,655
<i>Investments:</i>						
Property Income	4	-	-	240,613	240,613	243,037
Interest and investment income	10	-	-	408,163	408,163	484,928
<i>Other income</i>	11	2,017	-	-	2,017	5,586
Total income and endowments		1,362,180	-	648,776	2,010,956	2,101,498
Expenditure on:						
<i>Cost of raising funds:</i>						
Investment management costs	5	-	-	133,818	133,818	116,220
<i>Expenditure on charitable activities:</i>						
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
<i>Expenditure on other trading activities:</i>						
Functions expenditure		8	-	-	8	26,180
<i>Other expenditure</i>		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	2020	Parent Charity 2021	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
		<u>33,968,653</u>	<u>30,646,016</u>	<u>33,961,004</u>	<u>30,610,366</u>
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
		<u>998,884</u>	<u>1,482,635</u>	<u>1,004,820</u>	<u>1,505,693</u>
Less:					
Creditors:					
Amounts falling due within one year	20	(220,637)	(216,262)	(215,909)	(203,670)
Net current assets		<u>778,247</u>	<u>1,266,373</u>	<u>788,911</u>	<u>1,302,023</u>
Total assets less current liabilities		<u>34,746,900</u>	<u>31,912,389</u>	<u>34,749,915</u>	<u>31,912,389</u>
Less:					
Creditors:					
Amounts falling due after one year	21	(92,875)	(93,273)	(92,875)	(93,273)
Total net assets		<u>34,654,025</u>	<u>31,818,666</u>	<u>34,657,040</u>	<u>31,818,666</u>
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
		<u>34,654,025</u>	<u>31,818,666</u>	<u>34,657,040</u>	<u>31,818,666</u>

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

GREAT HOSPITAL, NORWICH

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2021

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 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) 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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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	-
	<hr/>	<hr/>	<hr/>	<hr/>
	-	58,054	58,054	2,641
	<hr/>	<hr/>	<hr/>	<hr/>

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
	<hr/>	<hr/>	<hr/>	<hr/>
Contribution from Residents	1,301,974	-	1,301,974	1,282,095
	<hr/>	<hr/>	<hr/>	<hr/>
Social housing operating costs	(2,261,563)	-	(2,042,968)	(2,042,968)
	<hr/>	<hr/>	<hr/>	<hr/>
Operating deficit	(959,589)	-	(740,994)	(760,873)
	<hr/>	<hr/>	<hr/>	<hr/>
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
	<hr/>	<hr/>	<hr/>	<hr/>
	422,294	-	422,294	399,086
	<hr/>	<hr/>	<hr/>	<hr/>

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

	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

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

	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

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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)
	<hr/>	<hr/>
31 March 2021	5,850,561	5,645,286
	<hr/>	<hr/>
Classification of properties		
Residential Estate	583,751	498,000
Commercial holdings	4,625,000	4,512,000
Agricultural holdings	641,810	635,286
	<hr/>	<hr/>
	5,850,561	5,645,286
	<hr/>	<hr/>

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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total	14,890,697	19,430,662	14,811,412	16,314,855
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Un-quoted investments				
Shares in TGH (Commercial) Ltd	1	1	1	1
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Grand total - Charity	14,890,698	19,430,666	14,811,413	16,314,856
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

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)
	<u> </u>	<u> </u>
Market value 31 March 2021	19,430,662	16,314,856
	<u> </u>	<u> </u>

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).

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2020

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	-
	<hr/>	<hr/>
Balance as at 31 March 2021	173,000	145,000
	<hr/>	<hr/>

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 2021 £	2020 £	Charity 2021 £	2020 £
Food and beverages	5,112	3,660	5,112	3,660
Booklets	1,537	1,529	1,537	1,529
	<hr/>	<hr/>	<hr/>	<hr/>
	6,649	5,189	6,649	5,189
	<hr/>	<hr/>	<hr/>	<hr/>

19. Debtors

	Group 2021 £	2020 £	Charity 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
	<hr/>	<hr/>	<hr/>	<hr/>
	179,972	931,890	188,234	957,415
	<hr/>	<hr/>	<hr/>	<hr/>

20. Creditors: amounts falling due within one year

	Group 2021 £	2020 £	Charity 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
	<hr/>	<hr/>	<hr/>	<hr/>
	220,637	216,262	215,909	203,670
	<hr/>	<hr/>	<hr/>	<hr/>

GREAT HOSPITAL, NORWICH

NOTES TO THE ACCOUNTS (CONTINUED) YEAR ENDED 31 MARCH 2021

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

	2021 £	2020 £	
Housing Association schemes (see below)	92,875	93,723	
	<u>92,875</u>	<u>93,73</u>	
	<u><u>92,875</u></u>	<u><u>93,73</u></u>	
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)
	<u>45,708</u>	<u>47,167</u>	<u>92,875</u>
Balances at end of year	<u><u>45,708</u></u>	<u><u>47,167</u></u>	<u><u>92,875</u></u>
Balance included above repayable by instalments in more than five years	42,715	44,943	87,658
	<u><u>42,715</u></u>	<u><u>44,943</u></u>	<u><u>87,658</u></u>
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).

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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
	<u>19,430,662</u>	<u>16,314,855</u>	<u>19,430,663</u>	<u>16,314,856</u>
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
	<u>1,599</u>	<u>744,108</u>	<u>1,599</u>	<u>764,631</u>
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
	<u>264,776</u>	<u>189,340</u>	<u>262,851</u>	<u>184,625</u>

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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
	<hr/>	<hr/>	<hr/>
Total	5,091,310	17,175,943	22,267,253
	<hr/>	<hr/>	<hr/>
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)
	<hr/>	<hr/>	<hr/>
Net unapplied total return	-	3,785,945	3,785,945
Unapplied total return allocated to income in the reporting period	-	(900,000)	(900,000)
	<hr/>	<hr/>	<hr/>
Net movement in the reporting period	-	2,885,945	2,885,945
	<hr/>	<hr/>	<hr/>
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
	<hr/>	<hr/>	<hr/>
Total	5,091,310	20,061,888	25,153,198
	<hr/>	<hr/>	<hr/>

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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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	<u>34,657,040</u>	<u>9,007,827</u>	<u>496,015</u>	<u>25,153,198</u>

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
	<u>1,088,640</u>	<u>1,023,983</u>

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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Free reserves	20,208,910	906,274	-	19,302,636
	<hr/>	<hr/>	<hr/>	<hr/>
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	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	34,654,025	9,004,813	496,015	25,153,197
	<hr/>	<hr/>	<hr/>	<hr/>
Investment Fund				5,091,310
Unapplied Total Return				20,061,887
				<hr/>
Total Endowment Fund				25,153,197
				<hr/>

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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)	-	-
	<u>17,581,229</u>	<u>959,262</u>	<u>-</u>	<u>16,621,967</u>
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	-	-
	<u>31,818,666</u>	<u>9,038,294</u>	<u>513,119</u>	<u>22,267,253</u>
Investment Fund				5,091,310
Unapplied Total Return				17,175,943
				<u>22,267,253</u>
Total Endowment Fund				<u>22,267,253</u>

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.

GREAT HOSPITAL, NORWICH
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 31 MARCH 2021

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)
	<hr/>	<hr/>
Net profit/(loss)	(3,016)	-
	<hr/>	<hr/>

The aggregate of assets liabilities and reserves was:

	2021 £	2020 £
Current assets	182,976	186,481
Current liabilities	(185,991)	(186,480)
	<hr/>	<hr/>
	(3,015)	1
	<hr/>	<hr/>

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.

GREAT HOSPITAL, NORWICH

NOTES TO THE ACCOUNTS (CONTINUED) YEAR ENDED 31 MARCH 2021

31. Statement of Financial Activities 31 March 2020

	Income Fund £	Restricted Fund £	Endowment Fund £	2020 Total £
Income and endowments from:				
<i>Donations and legacies</i>	2,641	-	-	2,641
<i>Income from charitable activities:</i>				
Net contributions from residents	1,282,095	-	-	1,282,095
<i>Other trading activities</i>				
Functions	77,556	-	-	77,556
Shop income	5,655	-	-	5,655
<i>Investments</i>				
Property income	-	-	243,037	243,037
Interest and investment income receivable	-	-	484,928	484,928
<i>Other income</i>	5,586	-	-	5,586
Total income and endowments	1,373,533	-	727,965	2,101,498
Expenditure on:				
<i>Cost of raising funds</i>				
Investment management costs	-	-	116,220	116,220
<i>Expenditure on charitable activities:</i>				
Services	1,097,500	-	-	1,097,500
Management	472,802	-	-	472,802
Maintenance	244,912	-	-	244,912
Depreciation	253,012	17,104	-	270,116
<i>Expenditure on other trading activities:</i>				
Functions expenditure	26,180	-	-	26,180
<i>Other expenditure</i>	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